GOOD SHEPHERD PARISH

PASTORAL PLAN 2026–2030

Fides, Ratio, et Officium

ONE MISSION

Proclaiming the Good Shepherd through faith, reason, and service.

FAITH

We are called to faith.



SAINT AGNES

Her courage and unwavering faith inspire us to trust in God completely.

REASON

We are called to seek truth.



SAINT THOMAS AQUINAS

His wisdom and love of truth guide us to seek understanding and grow in faith.

SERVICE

We are called to walk with others.



CANADIAN MARTYRS

Their selfless service and witness call us to walk with others in love and compassion.



SAINT CARLO ACUTIS

His joyful faith and creativity in using technology help us share the Gospel in today's world.

Inspired by these saints, we grow in faith, pursue truth, and serve others—together proclaiming the Good Shepherd.

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To help people proclaim the Good Shepherd through faith, reason and service.

Message From the Pastor

Good day, Brothers and Sisters,

It is with deep gratitude, great hope, and genuine excitement that we present the Good Shepherd Parish Pastoral Plan 2026–2030.
Before anything else, I want to express my heartfelt thanks to the many parishioners, clergy, ministry leaders, volunteers, staff, members of the Pastoral Council and Finance Council, my Parish Leadership Team, and all those who contributed their time, wisdom, prayer, and discernment to this work. This Plan is the fruit of so many conversations, surveys, meetings, consultations, and moments of reflection. Most importantly, it is the fruit of a community seeking to listen to the voice of the Good Shepherd.

This Plan is not simply a document to be filed away on a shelf. It is a shared vision for our future. It is a pathway for our mission. It is an invitation for every parishioner to participate more deeply in the life of our Parish and in the mission of Our Lord Jesus Christ.
Our Parish bears a remarkable name. The Good Shepherd knows His people, seeks the lost, carries the wounded, welcomes the stranger, and leads His flock with love. That image is not only at the heart of the Gospel; it is also a powerful vision for who we are called to become in Halifax today. We are called to be a Parish where people encounter Jesus Christ, grow in faith and friendship, discover a sense of belonging, and are inspired to serve their neighbours.
What excites me most about this Plan is that it begins not from weakness, but from strength. It recognizes the tremendous gifts already present among us. We are blessed with faithful parishioners, dedicated volunteers, vibrant ministries, generous leaders, and a long history of service to our city. The Holy Spirit is already at work in Good Shepherd Parish. This Plan will help us become more intentional about the mission we already share.

I am especially grateful that this Plan honours the rich legacy of the communities that formed Good Shepherd Parish. The patronage of Saint Agnes, Saint Thomas Aquinas, the Canadian Martyrs, and Saint Carlo Acutis reminds us that faith, reason, and service are not competing values but complementary pathways to Christ. The stories of these saints continue to shape our uniqueness and inspire our future.

I am equally grateful for the ministry initiatives contained within this Plan and for the five pastoral priorities that will guide us over the coming years. These priorities are practical, achievable, and deeply rooted in our mission. They invite us to become more welcoming, more intentional in evangelization, stronger in discipleship, more visible in service, and more effective in supporting the volunteers and forming leaders who make parish life possible. May this plan remind us that every ministry matters, every gift matters, and every person matters.

For that reason, I want to make a special request of everyone who serves in ministry at Good Shepherd Parish. Please read this Plan. Please pray with this Plan. Please come to understand this Plan. Let it shape the way we think, the way we speak, the way we welcome, the way we serve, and the way we lead

My hope is that this Plan becomes more than a strategic document. I hope it becomes our common vision, our common language, and our common culture. Whether we serve in liturgy, catechesis, hospitality, outreach, social justice, administration, or pastoral care, we are ultimately participating in one mission. We are proclaiming the Good Shepherd through faith, reason, and service.

As I look ahead to the coming years, I am filled with optimism. I believe God has great things in store for Good Shepherd Parish. I believe our Parish can become an even stronger witness to Christ in Halifax. I believe more people will encounter Jesus, discover belonging, grow in faith, and experience the love of God through the ministries and people of this Parish.

May the Good Shepherd continue to lead and guide our Parish.
May Saint Agnes pray for us, that we may remain steadfast in faith.
May Saint Thomas Aquinas pray for us, that reason may lead us ever closer to the truth of Christ.
May the witness of the Canadian Martyrs inspire us to serve generously and proclaim the Gospel with courage.
May Saint Carlo Acutis intercede for our Parish, that we may use the gifts of our age to bring others to Jesus.
And may the Holy Spirit strengthen us for the mission entrusted to us, so that together we may proclaim the Good Shepherd through faith, reason, and service.

I remain yours in the Lord,

Fr. Craig Cameron



Pastor, Good Shepherd Parish



OUR MISSION

To help people proclaim the *Good Shepherd* through *faith, reason and service.*

Good Shepherd Parish is rooted in Jesus Christ, the Good Shepherd, who knows His people, seeks the lost, and carries them home.

BY THE NUMBERS

700+ Registered Households

30+ Active Ministries

200+ Volunteers and Leaders

GOOD SHEPHERD PARISH

PASTORAL PLAN 2026–2030

Fides, Ratio, et Officium

Faith, Reason and Service

OUR PASTORAL PRIORITIES



HOW WE WILL GROW TOGETHER

- **Pathways to Belonging** — *St. Carlo Acutis Initiative*
- **Gathering at the Table** — *St. Agnes Initiative*
- **Faith Seeking Understanding** — *St. Thomas Aquinas Initiative*
- **Faith in Action** — *Canadian Martyrs Initiative*
- **Leadership Development Ministry** — *Good Shepherd Stewardship Initiative*

IMPLEMENTATION & ACCOUNTABILITY

- Shared Leadership
- Clear Metrics
- Annual Review


ST. AGNES


ST. THOMAS AQUINAS

Inspired by the witness of *St. Agnes*, *St. Thomas Aquinas*, *the Canadian Martyrs*, and *St. Carlo Acutis*, we will grow in faith, seek truth, serve others, and proclaim the *Gospel in new ways.*

Each of us has a role to play.
Not someday—but now.
Not someone else—but us.


CANADIAN MARTYRS


ST. CARLO ACUTIS

1.0 Parish Identity

1.1 The Good Shepherd: Our Inspiration

Jesus Christ is at the centre of our Parish. He is the Good Shepherd. He knows His people, He seeks the lost and carries them home. A parish that carries this name must be intentional about outreach, disciplined in forming disciples, and serve our Parish and community well. This Plan is an invitation to become more fully: a community that welcomes without hesitation, walks with others in faith, and reaches outward with compassion and purpose to bring people home.

He knows His people, He seeks the lost and carries them home.

1.2 Our Patron Saints: Our Guides

In creating this Plan, we wanted to honour the rich history of our Parish. We remain indebted to our roots. The Saints associated with our Parish are not simply names or symbols. They represent spiritual gifts already present within the life and history of Good Shepherd Parish. Just as our parish was formed from communities rooted in the witness of St. Agnes, St. Thomas Aquinas, and the Canadian Martyrs, these Saints provide examples of discipleship that can guide our response to today's pastoral challenges and opportunities. It's not in our nature to forget where we came from even as we move forward.

Saint Agnes (c. 291–304)
A young Roman martyr, Agnes is remembered for her unwavering commitment to purity and faith in Christ. Her story emphasizes courage and an unshakable trust in divine providence.

Saint Thomas Aquinas (1225–1274)
A theologian and philosopher, Aquinas is known for his deep intellectual pursuit of God. He taught that faith and reason are not opposed but work together in the search for truth. His life and work highlight the pursuit of wisdom, humility, and the goal of union with God.

Canadian Martyrs (1642–1649)
The Canadian Martyrs were Jesuit missionaries who brought the Gospel to the Indigenous peoples of New France. They lived among the Huron/Wendat people, learning their languages and customs so they could share the Christian faith with respect and humility. They demonstrated extraordinary commitment to serving others and walking with the people they served.

Saint Carlo Acutis (1991–2006)
He was a young Catholic known for his deep love of the Eucharist, his joyful faith, and his use of modern technology to share the Gospel. Often called “God’s Influencer,” Carlo used his digital skills to create online resources that helped others learn about Eucharistic miracles and the Catholic faith.

1.3 Faith, Reason and Service Work Together

Faith: *Fides* (refers to trust, confidence, and belief). - We have among us in Good Shepherd Parish individuals of pure faith. They are like St. Agnes, representing an uncomplicated and unwavering faith that trusts in God without hesitation.

Reason: *Ratio* (refers to thinking, calculation, and study) - We have among us people who have come to a faith through discernment, who, like Aquinas, see faith as an act of the intellect and will, moved by the grace of God

Service: *Officium* (refers to service, evangelization, and sacrifice) - We have among us people who are inspired by service to our broader community. People like the Canadian Martyrs who find faith by walking in the shoes of neighbours in need, whether that need be food to eat or faith in God.

At Good Shepherd Parish, we seek to create and sustain a vibrant, dynamic and 21st-century Parish that reflects the legacy of our Saints and the diversity of our people. In this place, faith, reason, and service to community converge to shape lives of purpose and hope. It's who we are when we are at our best. It's who we aspire to be every day.

1.4 Good Shepherd Parish: Our Strengths and Challenges

Our understanding of our strengths and challenges is grounded in prayerful discernment and broad consultation. This includes a demographic profile of our Parish, two comprehensive surveys, a Strengths-Weaknesses-Challenges-Opportunities (SWOT) analysis, engagement with our ministries, hours of listening and discernment by Parish leaders, and active alignment with the new diocesan Plan.

Our strengths remind us that God has already entrusted us with abundant gifts

Our strengths remind us that God has already entrusted us with abundant gifts—faithful parishioners, vibrant ministries, a spirit of generosity, strong leadership, and traditions that sustain us. These are clear signs that the Holy Spirit is active in our community.

Our challenges are not failures, but invitations. They reveal where we are stretched, where resources are limited, and where the needs of our people exceed our current capacity. Naming them honestly is an act of courage and trust in God's grace to lead us forward.

Our challenges are not failures, but invitations

Good Shepherd Parish is ministry-rich and mission-aligned, already living the diocesan priorities of evangelization, catechesis, social justice, and liturgy. While we have gaps in our initiatives, our big challenge is not activity—it is coordination, visibility, sustainability and impact. Ministry leaders have told us that they would benefit from connection to other ministries, more visibility, and new volunteers.

Our Parish continues to grow in both numbers and diversity. Many parishioners are deeply engaged in the broader community but not yet connected to our ministries. Creating clear pathways for involvement through personal invitation will be essential to our continued growth.

Our churches and Parish spaces are fully utilized—supporting liturgy, education, ministry, and community life. This capacity positions us well for future growth, while requiring ongoing stewardship and maintenance.

Strengths and Challenges Summary

Key themes from our consultation, discernment, and ministry engagement

STRENGTHS

- Strong liturgy with a committed worshipping community
- Many long-term, dedicated parishioners
- Strong catechesis and sacramental preparation programs
- Emerging leadership for adult faith formation
- Strong clergy and leaders
- Excellent facilities supporting ministry and community life
- Strong OCIA program
- Active Knights of Columbus
- Growing newcomer population and stable Mass attendance
- Strong Saint Vincent de Paul and social justice focus

CHALLENGES

- Aging volunteer base; risk of leadership fatigue
- Significant capital pressures (e.g., roof repairs, facility costs)
- Limited structured leadership development and succession planning
- Gaps in adult catechesis and ongoing formation opportunities
- Many parishioners active outside the parish; need clearer pathways and invitations to serve
- No in-person pre-marriage preparation program
- Desire among parishioners for deeper spiritual growth (survey results)
- Lingering impacts from parish merger for some parishioners
- Ministry silos and limited coordination across ministries
- Disruptions from past facility closures and renovations

Together, we build a parish that is welcoming, faithful, and alive in Christ.

Source: Good Shepherd Parish SWOT Analysis, February 2026

1.5 Mission, Vision Charisms and Values

Mission: What We Do Every Day

Everything we do at Good Shepherd Parish begins with Jesus Christ. Our priority is a mission of service that nourishes and gathers our broader community and our Parish. We aspire to live the Beatitudes. We strive to exemplify love of God through service to our community.

We embrace diversity of culture and religion in our community and invite everyone to join us in faith and service. We lead, invite, guide, teach and walk with others, well equipped by our personal acceptance of the words of Jesus.

"The Son of Man came not to be served but to serve."
— Mark 10:45

Our Mission

"Proclaiming the Good Shepherd through faith, reason, and service."

Vision: What We Can Become

Our vision for the future is one of continued faith transformation for each parishioner, our Parish and our community. We aspire to have a personal relationship with Jesus but also to missionary discipleship. By doing this and living our mission, we will become a visible, vibrant, respected and sustainable Parish. We will become a place where miracles of ministry happen every day. We will be a Parish of vibrant faith, active liturgy and committed service to others. We will draw on our history, the lessons of faith, reason and service and our personal faith in Jesus Christ to build a special refuge… a safe place that welcomes everyone.

"Go and make disciples of all nations."
— Matthew 28:19

Our Vision

"A vibrant Parish where people personally encounter Jesus, grow in faith and friendship as we serve others, and welcome all."

Charisms: Present in Good Shepherd Parish

Charisms are God-given gifts that are uniquely ours. The Holy Spirit is present in Good Shepherd Parish. Commitment to service is our first instinct and a natural expression of our faith. We are compelled to service because of studied understanding of the world around us. We use knowledge and our abilities to build strong ministries that serve our Parish and our community.

We do this with wisdom and humility by drawing on our personal faith and the teachings of Jesus. We come to service through faithful discernment. Hospitality, faith, hope, and charity shape our life together. For the people of Good Shepherd, living the Beatitudes is as natural as breathing.

Commitment to service is our first instinct and a natural expression of our faith.

Our Charisms are:

- **Discernment - wisdom, knowledge, humility.**
- **Faith - prayer, devotion, hope.**
- **Service - commitment, ministry, accompaniment.**
- **Welcoming - mercy, caring, charity.**

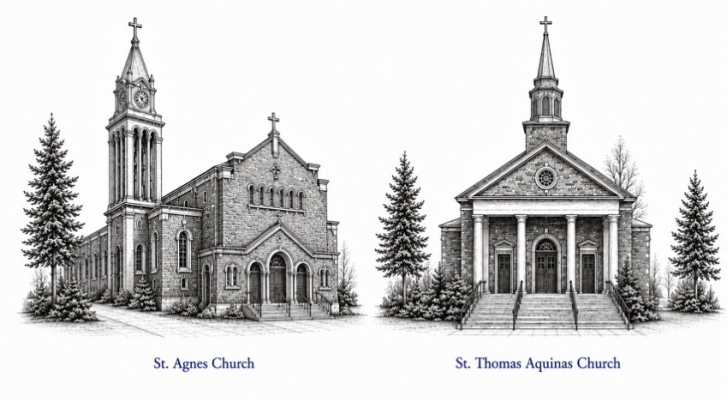
Values: How We Choose to Express Our Faith

While blessed with powerful Charisms, we also choose to live certain values every day. We choose hospitality over exclusion. We choose love, mercy, generosity, inclusivity and caring rather than isolation. We revere enlightened discernment and demand transparency. We know well that the Light of the world can solve any problem and heal any wound. We value our Parish as a community of faith, and a place of friendship. We know that even in a refuge for worship and contemplation, we are never alone.

"I am the Light of the world."
— Matthew 5:14

Our Guiding Values are:

- **Love - compassion, kindness, mercy.**
- **Service – accompaniment, generosity.**
- **Accountability – honesty, transparency.**
- **Belonging – inclusion, family, friendship.**



St. Agnes Church

St. Thomas Aquinas Church

2.0 Our Pastoral Priorities (2026–2030)

Our pastoral priorities reflect the four diocesan priorities, with one additional section in this plan focused on supporting and sustaining the volunteers, ministries, and leadership that strengthen our growing Parish community. The priorities and Signature Initiatives that follow are rooted in prayer, parish consultation, ministry conversations, and an assessment of the opportunities and challenges facing Good Shepherd Parish today. Together, they represent areas where focused attention over the next five years can help us grow as a welcoming, missionary, and sustainable parish community. Guided by our Pastor, Ministry Leaders, Leadership Team, Finance Council and Pastoral Council, and made real by our ministries, these priorities will shape the future direction of Good Shepherd Parish.



2.1 Evangelization and Invitation

At a time when many people are searching for meaning, belonging, and hope, we are called to be more intentional in inviting others to encounter Jesus Christ in Good Shepherd Parish.

Goal
To intentionally welcome, invite, and accompany people from first encounter to active discipleship through clear pathways of belonging and faith.

Overview
While even a kind wave of hello is an act of welcome, we are called to move further along the path of missionary discipleship toward a more intentional and evangelizing culture of hospitality. We want parishioners to feel comfortable inviting friends, relatives, students, newcomers, neighbours, and those searching for faith into the life of the Parish.

Belonging leads to believing

Hospitality is the first step in evangelization. We need “Hello” to become “Hello Jim” and “Hello Jane.” Familiarity grows into friendship, friendship into belonging, belonging into

engagement, and engagement into discipleship and leadership. We recognize that evangelization is fundamentally person-to-person, not program-driven. We recognize that belonging often becomes the pathway to believing.

Ministry leaders identified several priorities to strengthen evangelization and invitation:

- Development of newcomer and visitor welcome materials
- Improved communication tools.
- Clearer pathways into Parish ministries and faith formation.
- Increased support for personal invitation and follow-up.
- Greater visibility of ministries across parish life.
- Identify events where name tags would help with welcome and engagement.
- Implementing at least three Diocesan recommended evangelization programs.

Signature Initiative
Pathways to Belonging: The St. Carlo Acutis Initiative
Inspired by Carlo Acutis, the Parish will pursue a youth-led creative and technology ministry to support evangelization, communication, hospitality, and engagement across all aspects of Parish life.

This initiative will invite parishioners, especially young people, to use their gifts in digital communications, design, technology, and outreach to help strengthen the Parish's missionary presence both within the Parish and in the broader community.

Initial priorities may include Parish communications, volunteer coordination tools, digital outreach, ministry scheduling support, and the development of an integrated Parish digital platform.

2.2 Liturgy and Sacramental Life: A Call to Faith

As society becomes increasingly fragmented and disconnected, the liturgy remains a powerful source of unity and a vital encounter with Christ.

Goal
To celebrate vibrant, reverent, and participatory liturgy that unites our Parish, deepens faith, and draws people into fuller engagement with Christ and community.

Overview
The Eucharist is the source and summit of Catholic worship, and the heartbeat of Parish life. Through the liturgy, the Good Shepherd gathers His people, nourishes them through Word and Sacrament, and sends them forth in mission.

Beautiful liturgy opens hearts to God

Through participation in the sacramental life of the Church, we are formed as disciples, strengthened in communion, and united as the Body of Christ. Our worship must be prayerful, reverent, welcoming, and deeply rooted in Catholic tradition. Beautiful liturgy opens hearts to

God. Effective liturgy also calls people together. Our churches and Parish spaces allow us to gather, worship, learn, and serve as one community.

In our Church, reverence teaches even before words are spoken. Ministry discernment highlighted several ideas to strengthen liturgical life:

- Promoting catechesis Parish-wide.
- Supporting reverent and liturgical music.
- Providing formation opportunities for liturgical ministers.
- Strengthening collaboration among liturgical leaders.
- Growing the ministries connected to liturgy.

"*The experience of a group, even small but well-motivated, that is concerned with the preparation of the liturgy is an expression of a community that cares for its celebrations, prepares them, and lives them to the full."* - Pope Leo XIV

Signature Initiative
Gathering at the Table: The St. Agnes Initiative
Inspired by the faithful witness of Saint Agnes, this initiative calls the Parish to deeper devotion, reverence, joyful participation, and greater involvement in the Eucharist and liturgical life of the Church. **This initiative may include renewed efforts to invite, form, and support liturgical volunteers and ministry leaders.**

2.3 Formation & Discipleship (Catechesis)

In an increasingly complex and secular world, Catholics need opportunities to deepen their faith, understanding, and confidence in living the Gospel.

Goal
To provide lifelong, integrated formation that nurtures spiritual growth, deepens understanding, and forms committed disciples in every stage of life.

Overview
Formation is a lifelong journey of growing in relationship with Jesus Christ. It is not simply about learning facts or attending programs. It is about transformation. True formation shapes how we think, live and serve. Faith grows when lived, not just learned.

Formation involves:

- Spiritual growth through prayer and relationship with Christ.
- Intellectual growth through understanding the faith.
- Pastoral growth through service and community life.

Faith grows when lived, not just learned.

Consultation with ministry leaders identified several ideas to strengthen formation and discipleship:

- Continuous formation, from childhood through adulthood.

- Expanding opportunities for adult faith formation. For example, a study group could be launched that allows a group to learn about structure, history and significance of the rituals of the church.
- Strengthening youth engagement beyond Confirmation.
- Creating opportunities for young adult leadership.
- Church tours to teach about our history and develop pride in our church buildings.

Signature Initiative
Faith Seeking Understanding: The St. Thomas Aquinas Initiative
Inspired by Thomas Aquinas, this initiative seeks to unite faith and reason while helping parishioners deepen their understanding of Christ and grow as missionary disciples. This effort will help children, youth, families, and adults grow in faith, understanding, discipleship, and spiritual maturity throughout every stage of life. Saint Thomas Aquinas taught, that faith involves both intellect and will, moved by the grace of God. **This initiative will encourage more parishioners to find deeper faith through intellectual commitment and discernment.**

2.4 Social Justice and Community Care: Service that Builds Caring & Belonging

As loneliness, hardship, and social needs continue to affect many in our community, we are called to respond with compassion, service, and solidarity.

Goal
To make service a visible expression of faith that cares for community, fosters belonging, and connects people to Christ through acts of justice and charity.

Overview
Good Shepherd Parish already embraces a Canadian, service-first model of evangelization rooted in Catholic social teaching and the Gospel call to love our neighbour. We treat social justice as a pathway to evangelization, not a side activity. Social justice is a pastoral priority and a first instinct of our parishioners while functioning as an attractive entry point into our Parish. It helps build our identity in the broader community through acts of service and helps us attract and retain parishioners by demonstrating our values.

Faith and belonging grows when we serve together

As artificial intelligence increasingly shapes daily life, Good Shepherd Parish recognizes both the opportunities and challenges it presents. Technology can help connect people and share information. It can also contribute to isolation. In his Magnifica Humanitas Encyclical Letter, Pope Leo XIV reminds us of two paths: the Tower of Babel, built on pride, power, and division, and the rebuilding of Jerusalem, where people worked together with God to restore community and hope. Pope Leo encourages us to "be builders of communion, rather than architects of Babel," …that our Parish fosters belonging, and genuine human connection when pressures of isolation are mounting.

"Be builders of communion, rather than architects of Babel" Pope Leo XIV

The Gospel becomes visible when love becomes action. We encounter Christ most clearly when we walk with others. We seek to strengthen the Parish as a visible and compassionate presence within the broader community, where parishioners of all ages are encouraged to put faith into action through service, solidarity, accompaniment, and outreach.

Many ministries already embody this mission through local and global outreach, including:

- Society of Saint Vincent de Paul.
- Knights of Columbus.
- Development & Peace.
- Little Church Outreach.
- Food and meal outreach.
- Seasonal outreach initiatives.

Signature Initiative
Faith In Action: The Canadian Martyrs Initiative
Inspired by the witness of the Canadian Martyrs, this initiative calls parishioners to walk with others in faith, compassion, sacrifice, and service. The Archdiocese Pastoral Plan calls on all parishes to be places where parishioners can learn to be in solidarity with local causes, and global justice efforts, including eco-justice, and be mobilized to put their faith into action in concrete ways in their daily lives. **This initiative will work to better magnify and communicate the impact of the social justice initiatives flowing from Good Shepherd Parish**.

2.5 Leadership, Structure & Sustainability

Securing a sustainable future for Good Shepherd Parish means developing new and existing leaders and strengthening stewardship of all our human and physical assets.

Goal
To strengthen and sustain our Parish through well-formed leaders, engaged volunteers, and effective structures that support growth, continuity, and ministry renewal.

Overview
Good Shepherd Parish benefits from a strong culture of volunteer leadership and service. Sustaining ministry growth, however, requires intentional leadership development, mentorship, organization, and pastoral care for volunteers.

Throughout our discernment, parishioners consistently emphasized that personal invitation is the most effective way to welcome new volunteers into ministry. Growth in ministries happens person-to-person, not poster-to-person.

Growth in ministries happens person-to-person, not poster-to-person.

Healthy ministries require pastoral care for volunteers, not just task assignment. Strong ministries grow where volunteers feel supported, valued, spiritually nourished, and connected to the mission of the Parish.

Our leadership structure including clergy, staff, Leadership Team, Pastoral Council, Finance Council, and ministry leaders, provide a strong foundation for future growth. Our ministries are the arms and legs of our pastoral efforts.

Ministry leaders identified several priorities:

- Strengthen the leadership capacity in the Parish, through increased training and support across all leadership groups, staff, and ministries.
- Semi-annual ministry leadership gatherings.
- Leadership development and volunteer formation initiatives.
- Improved communication and collaboration between ministries.
- Volunteer recognition and appreciation.
- Ministry mentoring and succession planning.
- Sustainable financial and operational planning.

Signature Initiative
A Leadership Development Ministry: The Good Shepherd Stewardship Initiative
Inspired by the Good Shepherd, this initiative seeks to strengthen leadership by equipping both existing and new volunteers with the tools, confidence, and support they need to succeed.

This may include mentoring, collaboration, and practical training in communication and hospitality, ministry coordination, volunteer management, conflict resolution, safeguarding practices, digital communications, and the effective use of technologies and social media.

We need to support ministry leaders and volunteers through formation, collaboration, encouragement, mentorship, and practical structures that sustain Parish life. We need to minister to the ministers.

3.0 One Mission - Many Ministries



3.1 A Call to Service

Ministry actions are our ways to greet, teach, pray, organize, accompany, visit, serve, communicate, and evangelize through close to 40 different ministries. This Plan is purposely built around ministries and would be incomplete without them. Ministries were consulted extensively and provided enormous input and discernment.

People volunteer for a ministry for deeply personal, spiritual, and communal reasons. Parishioners are moved by a desire to deepen faith, to serve others, and to find a deeper sense of purpose and fellowship.

The Beatitudes inspire many to act on the Catholic social teaching to serve the poor, vulnerable, and the community at large. Our acts of service strengthen our faith and move us from passive participants to committed Catholics.

3.2 Volunteer Recruitment

We recognize ministry recruitment is less "lack of volunteers" and more lack of clear on ramps for new volunteers and pathways between ministries for those wishing to serve differently. Growth in ministries happens person-to-person, not poster-to-person.
Beginning with this Plan, ministry lists and pathways will be published and explained. Parishioners can't join what they don't see or understand.

3.3 Our Ministries: Living Our Pastoral Goals Every Day

The daily life of Good Shepherd Parish is expressed by parishioners through its active ministries. Across very different ministries, there is strong alignment with the four diocesan goals—evangelization, Catechesis, social justice, and liturgy. Many ministries naturally touch more than one goal. Lectors link the Word and social justice; Development & Peace link faith and service; the Funeral Ministry engages in evangelization through compassion. Our challenge is not activity, but coordination, visibility, volunteer recruitment and impact.

3.4 Good Shepherd Parish – Ministry Pathways Map

At Good Shepherd Parish, no one walks alone and every person has a next step. Throughout all our outreach, the Pastoral Council has been encouraged to develop pathways for people to become parishioners and, through a step-by-step process, move to fuller engagement in their faith and Parish life. This Plan proposes a clear "Ministries Pathway Map" to guide this effort.

GOOD SHEPHERD PARISH

MINISTRY PATHWAY

A journey of faith, belonging, service, and mission.

1 EVANGELIZATION & INVITATION

(First Contact)



MINISTRIES / ENTRY POINTS:

- Ushers / Greeters
- Hospitality
- Newcomers Ministry
- Parish Events
- Baptism Preparation

KEY ACTIONS:

- Offer a warm welcome (name & conversation)
- Share next steps within 48 hours
- Ensure simple follow-up

NEXT STEP: Invitation to community or formation

2 LITURGY THAT FORMS & UNIFIES

(Deepening Commitment)



MINISTRIES / ENTRY POINTS:

- Lectors
- Eucharistic Ministers
- Music Ministry
- Altar Servers

KEY ACTIONS:

- Ensure strong formation
- Deepen understanding of Rooted in the Eucharist
- Grow in liturgical ministry

NEXT STEP: Invitation to leadership

3 FORMATION & DISCIPLESHIP

(Growing in Faith)



MINISTRIES / ENTRY POINTS:

- Religious Education
- Adult Faith Formation
- Small Groups
- Prayer Groups
- Baptism Preparation

KEY ACTIONS:

- Foster a personal & lived faith
- Invite to experience conversion
- Encourage movement toward service

NEXT STEP: Invitation to serve

4 SOCIAL JUSTICE, SERVICE THAT BUILDS CARING & BELONGING

(Participation in Mission)



MINISTRIES / ENTRY POINTS:

- St. Vincent de Paul
- Knights of Columbus
- Outreach
- Social Justice Initiatives
- Development & Peace

KEY ACTIONS:

- Provide meaningful ways to serve
- Build relationships through ministry involvement
- Make service visible and accessible
- Invite others to join in mission and compassion

NEXT STEP: Invitation to deeper commitment or liturgical roles

5 LEADERSHIP

(Multiplying the Mission)



MINISTRIES / ENTRY POINTS:

- Pastoral Council
- Finance Committee
- Ministry Leaders

KEY ACTIONS:

- Form and support leaders intentionally
- Plan for succession
- Encourage leaders to invite and mentor others

NEXT STEP: Mentor others into earlier stages

A CONTINUOUS JOURNEY OF DISCIPLESHIP

To help people proclaim the Good Shepherd through faith, reason and service.

4.0 Governance and Implementation

This Plan intentionally balances vision, discernment, pastoral priorities, and practical ideas. Rather than imposing predetermined tasks or timelines on our leaders and volunteers, parish leadership, ministries, volunteers, clergy, and parishioners will be invited into conversations about how the specifics of our mission and vision can be operationalized given our unique realities, gifts, and capacities of our parish community. More detailed operational planning, ministry-specific goals, and measurable outcomes will be developed collaboratively during the implementation phase.

As implementation unfolds over the next 5 years, each signature initiative will serve as a guiding framework rather than a rigid program model. Ministries and parish groups will be encouraged to explore how their existing work and new thinking may contribute to each initiative. Over time, parish leadership and ministries may develop detailed action plans and outcome measures for our new initiatives. But we also recognize that pastoral renewal is not simply about completing tasks and hitting hard targets, but about fostering a vibrant parish culture shaped by faith, reason and service.

4.1 Accountability, Metrics and Annual Review

Each year, the Pastoral Council will measure outcomes of Pastoral Plan activity.
Our overarching discernment will focus on a simple question…… Are more people encountering Christ, getting involved, and growing in faith thanks to the work of Good Shepherd Parish? Measurement will be used to resource and support volunteers and ministries, not to pressure them.

What Success Looks Like
However, success at Good Shepherd Parish will not be measured only by numbers. It will be seen in lives transformed, faith deepened, relationships strengthened, and people discovering that they belong to a community rooted in Jesus Christ. Our success will be driven by the action of individuals as they lift up their fellow parishioners.
Success in Good Shepherd Parish will look like:

- A newcomer being welcomed by name and invited into Parish life.
- A young family finding friendship, support, and faith formation for their children.
- A university student or young adult discovering purpose, belonging, and a place to serve.
- Ministries working visibly, collaboratively, and joyfully. Volunteers feeling supported.
- Reverent and vibrant liturgy that draws people closer to Christ and to one another.
- Greater visibility of the Parish within the broader community as a place of welcome and refuge.
- Support for our sick and homebound parishioners.

Good Shepherd Parish

ACCOUNTABILITY METRICS

We measure what matters so we can grow in faith, serve well, and fulfill our mission together.

NEW REGISTRATIONS

Measures our ability to welcome and invite others into our parish.

- New parish registrations
- % change from previous year
- Households registered

VOLUNTEER GROWTH

Measures our parish's capacity to serve through engaged and mission-driven volunteers.

- Active volunteers
- % change from previous year
- New volunteers onboarded
- Volunteer retention rate

REVIEW & REPORT

Annual review of metrics will be reviewed by the Pastoral Council and shared with the parish.

- Annual report published
- Results inform next year's plan
- Continuous improvement



STEWARDSHIP & SUSTAINABILITY

- Annual offertory revenue
- Number of identifiable donors

OUTWARD FACING INDICATORS OF SOCIAL JUSTICE

- Number of families assisted by St. Vincent de Paul
- Value of food cards provided to needy families
- Volume of food collected for food banks
- People assisted by the giving tree

MASS ATTENDANCE TREND

Measures engagement in the Sunday Eucharist.

- Average Sunday Mass attendance
- % change from previous year
- Weekday Mass attendance (average per week)

OCIA COMPLETIONS

Measures the fruit of our discipleship and faith formation efforts.

- OCIA participants
- OCIA completions (received into the Church)
- % of participants completing the process

YOUTH RETENTION

Measures how we engage and keep young people connected in faith and community.

- Youth in ministry/programs
- % of youth returning
- Youth participating in retreats, events, and formation

To help people proclaim the Good Shepherd through faith, reason and service.

4.2 Annual Accountability Cycle

The completion of our Pastoral Plan is not the end of our work, but simply the end of the beginning. Moving that work forward requires developing an "Implementation Plan". That Plan will be renewed regularly through constant monitoring of our outcomes and changing needs of our Parish.



4.3 Pastoral Plan Implementation Rhythm

Year 1:

- Communicate Plan Parish-wide at AGM.
- Complete Implementation Plan.
- Launch invitation and visibility initiatives.
- Begin liturgical formation emphasis.
- Establish ministry reporting, engagement and coordination.

Years two to five will see this Plan reviewed annually and adjusted as needed.

5.0 Conclusion

5.1 Good Shepherd Parish: One Mission - Many Ministries

Good Shepherd Parish does not begin from scarcity, but from strength.
Faith is present.
Parishioners are generous with time and treasure
Ministries are active.
Leaders are careful stewards.
Clergy is pastoral.
Our Parish is strong.

While we have our challenges, what lies before us is not reinvention, not upheaval, but renewal. As parishioners we are called to move forward with clarity of purpose, unity of spirit, and confidence in the path God has already placed before us. This Plan is not simply a document—it is an invitation. An invitation to step forward in faith, to lead with courage, to understand our gifts and the needs around us, and to serve with generosity.

Each of us has a role to play.
Not someday—but now.
Not someone else—but us.

Guided by the witness of our Saints, rooted in the Gospel, and strengthened by each other, we will become the Parish we are called to be.
A place where people encounter Jesus.
A community where faith is lived.
A place where service is offered with compassion.
A refuge of faith.
A Parish where no one walks alone.

Each of us has a role to play.
Not someday—but now.
Not someone else—but us.

When we succeed, and we will succeed,
Lives will be changed.
Faith will grow.
Christ will be known.
And, our Parish community will grow.

Like St. Agnes, we are called to faith.
Like St. Thomas Aquinas, we are called to seek truth through faith and reason.
Like the Canadian Martyrs, we are called to walk with others, and to serve with love.
Like St. Carlo Acutis, we are called to proclaim Christ in new ways.

And so, with this Plan
we go forward,
not uncertain,
not alone,
but together in Christ.


GOOD
SHEPHERD
Catholic Parish