

BNP
inspire

EMPOWER PHILANTHROPY



For 26 years, BNP Inspire has been helping organizations achieve their philanthropic goals.

We believe in the collective power of those who dare to change the world.

We are committed to working alongside them to provide effective, deeply human, and inspiring strategies.





Our Mission

BNP Inspire offers innovative philanthropic strategies that are effective, deeply human, and inspiring.



The team's extensive experience and wide range of expertise are dedicated to serving organizations that aspire to make a positive impact on society.

BNP Inspire supports each project with compassion and energy to achieve concrete, lasting results that enrich our communities.



Our Values

Ethics | Innovation | Commitment | Humanity | Impact | Dynamism



Our Vision

To be the partner of choice for innovative and inspiring philanthropy in Canada, creating a positive and lasting impact on the communities and causes we support.

Some figures

34
Consultants

4
Support staff

1
Research
Department

+ \$4 billion raised

+ 1,200 mandates

+ 500 fundraising campaigns

+ 300 pre-campaign studies

+ 100 strategic plans

+ 100 governance mandates

+ 100 recruitments

+ 30 planned giving programs

Introduction to Christian Bolduc



Christian Bolduc is a leading figure in philanthropy, combining passion and expertise to advance this vital sector. Since beginning his career in fundraising in 1995, he has demonstrated an unwavering commitment to community development. In 1999, he co-founded the consulting firm Jean Robert Nolet & Associés, now known as BNP Inspire.

From childhood, Christian has been involved in volunteer work, always making it a point of honor to help reduce inequality and improve communities through philanthropy.

In his role, Christian works with organizations to develop a shared vision aimed at maximizing the impact of their initiatives through meaningful projects across the country. He takes a strategic approach to governance and the development of philanthropic practices, emphasizing the need to professionalize the sector to enhance its effectiveness.

Introduction to Marc Lapointe



Marc Lapointe has made his passion for community support the cornerstone of his career in philanthropic development. At the Université de Moncton, he streamlined major and planned giving processes related to scholarship management: under his leadership, the number of scholarships doubled and endowment funds increased by \$25 million.

Since then, he has served as an expert for several hospitals and community organizations, leading complex and urgent fundraising campaigns and proposing operational solutions to maximize resource mobilization.

Deeply involved in institutional affairs, Marc has served on the board of directors of the New Brunswick Association of Fundraising Professionals and participates in the Government Relations Committee of AFP Canada. He also co-founded and served as treasurer, then president, of the Rotary Sunrise Club of Greater Moncton, and chaired the Francophone section of a regional school board—all commitments that reinforce his impact and network in the philanthropic sector.

Objectives of this webinar

Objectives of this webinar

1

Understanding the Model

- Explain the model of major continuous fundraising campaigns, particularly at universities and hospitals.

2

Importance and Distinction

- Demonstrate why this model is important and how it differs from traditional campaigns.

3

Conditions for success and risks

- Define the key success factors and identify the risks to anticipate for this model.

3

Practical case study

- Presentation of the Dartmouth General Hospital case study illustrating the practical application of the model.

The scope of the continuous campaign

A continuous major campaign is a **long-term** philanthropic strategy **with no predetermined end date**. Unlike traditional campaigns focused on a single goal or project, it is based on a **comprehensive and evolving vision, structured** around successive priorities aligned with the organization's mission.

It relies on an **ever-active pipeline of major gifts**, incorporating one-time, major, and planned gifts, and aims to maintain constant engagement with key donors. It also incorporates elements of annual campaigns for more specific goals identified by the campaign.

The goal is not merely to reach a target amount, but to build a sustainable culture of philanthropy.

What the continuous campaign is not...

Action without organization or strategic planning

A constant demand without a clear vision or financial goals

No to a lack of structure!

No to constant solicitation without a strategy!

The continuous campaign requires solid governance and strong organizational capacity

Sector-Specific Findings

Ongoing needs in the sectors

The academic and hospital sectors require continuous innovation, research, care, infrastructure, and accessibility.

Limitations of one-off campaigns

One-off campaigns create cycles of intensity and slowdown, weakening relationships with donors and teams.

“Continuous” philanthropic model

The “ongoing” model promotes constant engagement, long-term planning, and alignment between mission and philanthropy.

A continuous campaign involves an organization quickly shifting from a major campaign targeting specific projects to a subsequent campaign aimed at funding other projects in a context of emergency and multiple, successive needs

Some data

The Fundraising Investment Study 2025 (Marts & Lundy) shows that:

“Organizations engaged in an active campaign achieve a 38% higher return on investment (ROI) compared organizations that are not campaigning.”

This data is key because:

- A continuous campaign is, by definition, an organization that is always “in campaign mode”
- The efficiency gain is measured across all sectors, including higher education and healthcare

Philanthropic organizations that are continuously active generate more revenue per dollar invested

Source: <https://martsandlundy.com/fundraising-investment-study-2025/>

Some statistics



According to the Fundraising Effectiveness Project (AFP/GivingTuesday):

- Major donations (\$5,000+) and very major donations (\$50,000+) account for more than 75% of the funds raised
- The total number of donors is decreasing, but total amounts are increasing

These trends structurally favor:

- Long-term cultivation
- Managing a small number of high-potential relationships
- Exactly what a continuous campaign model enables

Source: [What the 2025 FEP Report Means for Capital Campaigns](#)

Factors for the success of a continuous campaign

Strong, stable, and committed governance

A sustained campaign relies on permanent governance, not on a temporary ad hoc committee.

The sources clearly highlight that high-performing organizations:

- Maintain active philanthropic leadership over time (board, executive team, volunteer leaders)
- Empower leaders to take responsibility for fundraising and donor relations, not just symbolic endorsement;
- Integrate philanthropy into the institution's strategic decisions, particularly in health and higher education.



**Without consistent philanthropic leadership,
the sustainable model quickly runs out of steam**

A clear yet evolving purpose

Unlike traditional campaigns based on a “single grand project,” a continuous campaign requires:

- A strong philanthropic vision
- Close collaboration with the institution’s leadership
- In-depth knowledge of the processes and approvals required to implement new tools, processes, or facilities
- A messaging strategy capable of adapting to emerging priorities (research, innovation, patient care, accessibility, etc.) or strategies that adapt to diverse needs

Universities and hospitals use this model to link strategic priorities while maintaining an overall consistency of mission.



The organization must be able to tell a coherent story over time, without diluting its meaning

Updating teams for campaign needs

Prevent your teams from burning out by:

- Analyzing the talent needed to complete the campaigns
- Structuring the team to address gaps from the previous campaign
- Acquiring the tools that will boost team productivity

Use external resources to enhance your teams' professionalism by:

- Hiring a philanthropy consulting firm
- Hiring an advertising and communications firm to create a strong and consistent campaign image
- Hiring a public relations or government relations firm as needed



The contribution of internal and external resources brings new capabilities and an objective perspective during the planning and preparation of fundraising efforts

A consistently active major gift pipeline

Sector analyses show that the most successful organizations:

- Work continuously on identifying, qualifying, and cultivating major donors
- Avoid the typical “downtime” periods that follow campaigns
- Structure a pipeline linking major gifts, one-time gifts, and planned giving

In the academic and hospital sectors, this continuity is strongly associated with better overall financial results.



A genuine organizational capacity to sustain the effort over the long term (HR, systems, discipline).

A Long-Term Recognition Strategy

Successful ongoing campaigns invest in:

Sustainable, cumulative, and evolving recognition

Recognition programs that outlast specific projects

Strong relational markers rather than strictly transactional ones

Rapid implementation of the programs for which you have raised funds is a key factor in donor loyalty

This is particularly crucial in healthcare, where emotional attachment and gratitude play a central role.

Appropriate tools and indicators

Sources from the academic community show that institutions committed to “continuous” models:




Key risks to anticipate

Internal Burnout

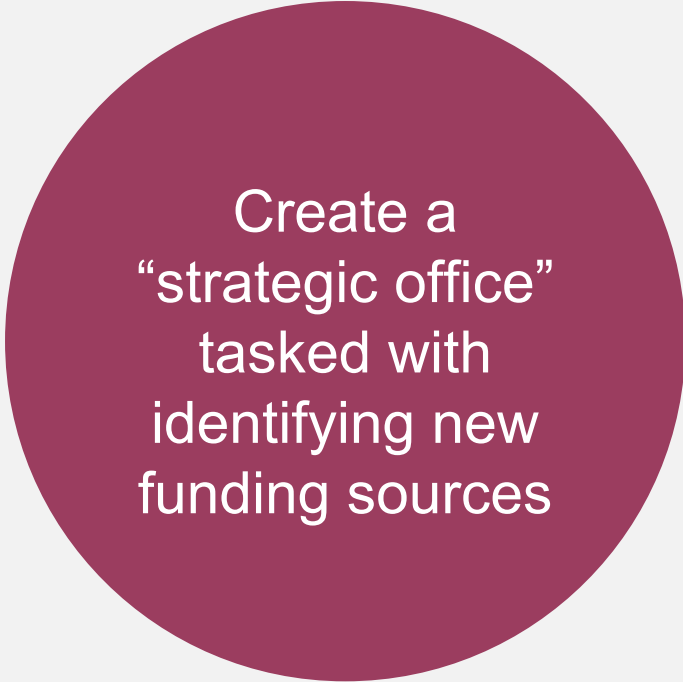
Without clear guidelines, the real risk is creating a sense of endless mobilization: wearing down volunteers and teams, and making performance harder to measure.



Your Board is not
a Campaign
Cabinet



Both
organizations
need to bring in
new people



Create a
“strategic office”
tasked with
identifying new
funding sources

Sources indirectly highlight this risk by noting that the model requires a high degree of strategic discipline, which is lacking in many less mature organizations.

Dilution of the philanthropic message

A poorly structured continuous campaign can:

- Multiply the number of projects without a clear hierarchy
- Confuse the value proposition for donors
- Weaken the emotional impact of major causes

The risk is particularly high in organizations that have not defined clear institutional priorities.

Sources remind us that:

- The relationship must take precedence over solicitation
- Without a strategy for pacing and recognition, key donors may feel oversolicited

This risk is well documented in analyses of donor relationships in higher education.



Organizational Mismatch

The continuous model is not suitable for all organizations. Without:



26

The risk is adopting a sophisticated model without the capacity to support it!

Why the continuous campaign model is gaining traction

Explanatory factors

Recurring needs in health and education

- Health and education needs are ongoing and evolving, making one-off campaigns less effective.

Interest in sustainable impacts

- Major donors prioritize sustainable, measurable long-term results, favoring ongoing relationships.

Improved planning and consistency

- This model facilitates better financial planning, donor retention, and a coherent institutional strategy.

Professionalization of your philanthropy team

- This model allows for the ongoing hiring of philanthropy staff, avoiding the “yo-yo” effect of one-off campaigns.

Sectors particularly affected

Universities and innovation

Universities must integrate research, educational innovation, and accessibility to meet their growing needs

Hospitals and specialized care

Hospitals manage advanced equipment, specialized care, and health equity to improve medical services

Regional, provincial, or national asset-intensive organizations

Organizations reliant on significant assets benefit from continuous service improvement through major initiatives

Comparison: Traditional campaign vs. continuous campaign

Structural differences

Dimension	Traditional campaign	Continuous campaign
Duration	Defined start and end	No predetermined end
Logic	Single project or objective	Vision and successive priorities
Mobilization	Intense but sporadic	Ongoing and phased
Staff	Rapid hiring and layoffs at the end of the campaign	Permanent team that grows as needed
Major gift pipeline	Cyclical, with lulls	Continuous, with no downtime
Governance	Temporary committee	More stable and active governance
Recognition	Tied to the campaign	Long-term thinking
Measuring success	Financial goal achieved	Overall relational and financial performance
Main risk	"Post-campaign" effect	Loss of momentum or dilution

Structural Differences



Characteristics of the traditional campaign

- A traditional campaign lasts for a limited time, with a specific goal and intense, one-time mobilization.

Structure of the continuous campaign

- The continuous campaign is based on a permanent structure, sustainable governance, and a continuous flow of donations.

Measuring success

- Success depends on the quality of philanthropic relationships and overall performance, not just the amounts raised.

Case Study: Dartmouth General Hospital



LEAD ON Campaign

Nature and Objective of the Campaign



Name: LEAD ON – Driving Patient-Centered Innovation

Type: Major fundraising campaign

Public Goal: \$15 million

Final amount: \$15.7 million over 18 months

Documented public launch: March 2023

Lead donation: \$3 million (J&W Murphy Foundation), 5 donations of \$1 million

The campaign supports several concurrent initiatives, including:

- Health scholarships for Black Nova Scotian communities
- Palliative care
- Clinical innovation
- Geriatric care programs
- Equipment and technology



Evolving purpose (fundamental principle of continuity)

The LEAD ON campaign:



The campaign is structured around several priority areas, not a single asset.

Alignment with the continuum model: broad vision + flexible projects.

Governance and Sustainable Leadership

Key conditions for the continuous model: ongoing philanthropic governance.

An expanded, multisectoral board of directors

Formal involvement of hospital management and the healthcare network

Stable governance, not limited to the duration of a specific project

Recognition and Long-Term Impact

Recognition of donors to the Lead On campaign is cumulative and ongoing.

Naming of spaces (wings, specialized centers)

Recognition of major gifts related to bequests and community legacy

Institutional communications focused on sustainable impact, not one-off events

Continuity Beyond the Campaign

Key point: no “post-campaign break”!

Continuing priorities

Integrating the campaign into a broader
broader hospital transformation

The coexistence of the end of a specific objective
and the ongoing fulfillment of needs



Questions?

**Together,
we empower philanthropy!**

Thank you, everyone!

1-888-528-8566 #26

cbolduc@bnpinspire.com