

# Massimo Bergamini

## Senior Association Executive and Strategist

### Executive & Leadership Profile

An accomplished association executive and public affairs leader with 30+ years of public, private and not-for-profit sector experience managing complex issues and situations in diverse environments. Aligns strategic and tactical plans to organizational goals, building consensus around strategies and vision to achieve results. Offers a direct, yet collaborative approach to nurturing strategic alliances and unifying disparate stakeholders to achieve common goals. Facilitates purposeful organizational change, championing a culture of entrepreneurial innovation, continuous improvement, and superior member and stakeholder engagement. Achieves transformative advocacy goals, developing strategies and content adapted to evolving political and media landscapes, emerging digital platforms, and real-time competition.

Ethical Leadership	Strategic Vision & Planning	Campaigns & Advocacy
Public & Media Relations	Multi-Stakeholder Engagement	Government Relations
Issues & Reputation Management	Digital Engagement Strategies	Research & Policy Development
Board Relations & Management	Risk Management & Budget Planning	Stakeholder & Member Relations
Marketing & Brand Promotion	Progressive Governance Systems	Staff Leadership & Development
National & Global Networks	Change Management Solutions	Mentoring & Team Building

### Professional Experience

#### Canadian Museums Association (CMA), Ottawa, ON

2021 – Present

National non-profit representing Canada's museums sector, advocating for modern, responsive and supportive public policies. Largest federal Young Canada Works (YCW) Delivery Organization, disbursing over \$ 10 M/year in job creation and career development grants to the museums sector.

#### EXECUTIVE DIRECTOR & CEO (Interim)

Recruited to lead the organization for six months as it transitioned to a permanent chief executive, was asked to extend role an additional 12 months to address deep-seated financial, human resource, governance and reputational issues.

- Placed the organization on track to financial sustainability through strict spending controls, revenue optimization and improved accounting and reporting measures. Increased year-over-year operating profit from \$9,000 to over \$200,000, more than doubling CMA's operating reserves.
- Bolstered Board and Committee strategic and oversight roles, bringing more transparency and accountability to CMA's governance processes, rebuilding trust in the organization and its leadership among CMA members and community.
- Repaired CMA's reputation with key stakeholders including members, government officials and provincial/territorial museum associations through transparent, respectful, collaborative and substantive engagement.
- Bolstered CMA's community convenor role by energizing and leading sector humanitarian effort to extract tens of Afghan museum and human rights workers from Kabul and assist in their settlement in Canada.
- Restored management/employee relations creating a culture of respect and excellence. Negotiated ground-breaking CBA, placing the CMA on the path to becoming an employer of choice. Led move to custom-designed hybrid office space.

#### Massimo Bergamini and Associates Policy Solutions, Ottawa, ON

2019 – Present

Public affairs and management consulting practice specializing in interim association management, government relations, policy research/development, strategic communications, and media relations.

#### OWNER & PRINCIPAL CONSULTANT

Brings 30 + years of experience and a track record of success to every consulting mandate. Marries a deep understanding of governments and the media, organizational behaviour and decision-making, as well as of the role strategic storytelling plays in shaping opinion, to provide clients with solutions reflecting their unique circumstances and expected outcomes.

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### **National Airlines Council of Canada (NACC), Ottawa, ON**

**2016 - 2019**

National non-profit representing Canada's largest airlines. Promotes sound public policy in advocating for safe, efficient, and competitive air travel.

#### **PRESIDENT & CEO**

Recruited to affect organizational change; bolstered organizational visibility and influence while responding to rapid regulatory change in a dynamic industry environment.

- Led a national, multi-stakeholder campaign to stop federal plans to privatize Canada's largest airports. Forged alliances with municipal governments, domestic and international air carrier organizations, airport authorities and business organizations; leveraging earned media and political outreach to stop privatization.
- Launched a national government relations and public affairs campaign to promote alternatives to a carbon tax on aviation as part of the Government of Canada's Pan-Canadian Framework on Climate Change securing provincial governments' support.
- Introduced a formal budget and priority-setting process as well as associated administrative policies to stabilize the organization's financial situation, address governance and administrative gaps, and optimize the use of resources to meet organizational objectives.
- Created new industry/government consultative and engagement processes and enhanced federal and provincial government outreach, addressing long-standing collaboration and consultation gaps, and increasing industry input on key government initiatives.

### **Canada's Accredited Zoos and Aquariums (CAZA), Ottawa, ON**

**2013 - 2016**

National non-profit association and accrediting body, nurturing the advancement of Canada's zoological parks and aquariums as leaders in animal welfare, conservation, learning, and science.

#### **EXECUTIVE DIRECTOR**

Fostered cultural and structural change in the organization, including the enhancement of its administrative and policy foundations and the modernization and professionalization of communications, advocacy, and stakeholder engagement.

- Initiated process of organizational renewal to modernize governance and administration, including the introduction of a framework for multi-year strategic planning and budgeting. Fostered cross-organizational buy-in for new business and governance models leading to the opening of the organization's permanent secretariat in Ottawa in January 2016.
- Achieved breakthrough government commitment to modernizing exotic animal rules, leveraging earned media to create public space for the issues, fostering strategic alliances with key stakeholder organizations, and building relationships to secure support.
- Raised the organization's profile and bolstered its reputation by "walking the talk" and enhancing zoo accreditation and animal welfare policies, introducing a new branding narrative and leading proactive issue management, government relations, stakeholder engagement and media relations.

### **InterChange Public Affairs, Ottawa, ON**

**2008 - 2015**

Full-service public affairs consulting firm, serving a national client base comprised of public, private, and not-for-profit organizations.

#### **PRESIDENT**

Empowered a broad client base to achieve results through strategic communications, social media engagement, group facilitation, change management, government and media relations as well as writing and editorial services.

- Developed and executed the Association of Canadian Community Colleges' successful campaign for a stimulus carve-out in the 2009 federal Economic Action Plan.
- Enabled a client to secure a \$523M investment toward a new wastewater treatment plant, developing and leading a two-year public affairs and government relations strategy involving three levels of government.
- Secured a breakthrough strategic alliance agreement between two competing organizations. Played instrumental role in achieving consensus on the value, terms, and conditions following a multi-layered engagement and facilitation strategy.

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### **Federation of Canadian Municipalities (FCM), Ottawa, ON 2002 - 2008**

National non-profit association employing 140 staff to advocate for policies and programs that support sustainable cities and communities on behalf of 2000+ municipal government members.

#### **DIRECTOR, POLICY, ADVOCACY & COMMUNICATIONS DEPARTMENT (PAC), (2004 - 2008)**

#### **DIRECTOR, COMMUNICATIONS, (2002 - 2004)**

Promoted with increasing leadership responsibility for governance, operations, strategy, reputation management, as well as member and stakeholder engagement.

- Reversed years of advocacy under-performance, introducing and establishing, a results-based governance and advocacy model aligned with a fresh strategic vision. Secured total federal funding commitments worth over \$16B by 2007.
- Seized upon a political opportunity to empower cities to win a “New Deal”, \$2B in annual federal transfer payments, developing the blueprint for an aggressive national campaign designed to make the cities’ agenda a national priority.

### **Additional Public Affairs & Management Roles**

Vice President, Public Affairs, Canadian Trucking Alliance	1999 - 2002
Manager, Media and Ministerial Relations, Fisheries and Oceans Canada	1998 - 1999
President, Avanti Public Affairs Inc.	1997 - 1998
Director of Communications, Minister of National Revenue	1996 - 1997
Press Secretary, Secretary of State (Agriculture/ Fisheries and Oceans)	1994 - 1996
Manager of Government Relations, City of Montreal	1992 - 1994

### **Public Speaking & Presentations**

Delivered keynote speeches at high-level conferences on topics ranging from conservation to trade and commercial aviation, while also lecturing on topics such as social media engagement and advocacy communications. Appeared as a witness before parliamentary and other committees. Featured as a guest commentator on radio and television public affairs programs. Acted as ministerial, departmental, and industry spokesperson.

### **Events Management**

Oversaw the organization and operation of FCM’s Annual Conference and Trade Show drawing over 2000 delegates and spouses, dozens of exhibitors, speakers and news media. Organized dozens of media events ranging from technical briefings to national policy announcements to campaign launches. Planned and managed special events including lobby days, national conferences, campaigns and tours.

### **Writing & Research**

Researched and wrote briefs and reports on issues ranging from aviation economics to animal welfare and conservation to infrastructure and trade. Drafted speeches on a broad range of topics for mayors, cabinet ministers, members of Parliament, CEOs and company presidents. Published op-eds in major English and French language dailies and online publications.

### **Academics**

Coursework toward an M.A. in Political Science, (1985-86), Université Laval, Québec City, QC  
Bachelor of Arts Degree, Political Science (1984) Concordia University, Montreal, QC

### **Languages**

Fluent in English, French (Government of Canada bilingual EEE Level) and Italian

### **Security Clearance**

Government of Canada Secret