

Massimo Bergamini | Senior Association Executive & 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 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 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

Professional Experience

Massimo Bergamini & Associates, Ottawa, ON

2019 - Present

Public affairs and management consulting practice specializing in interim association management, government relations, strategic and digital communications, media relations and change management.

OWNER & PRINCIPAL CONSULTANT

Brings 30 + years of experience and a track record of success to every consulting mandate. Provide clients with solutions reflecting their unique circumstances by leveraging a deep understanding of governments and the media, organizational behaviour, as well as of the role strategic storytelling can play in shaping opinion and setting the public agenda.

Expertise & Service Offerings:

- Interim Association Management
- Government Relations and Public Affairs
- Media Relations
- Strategic Communications
- Strategic Planning and Group Facilitation
- Speech and Copy Writing

Labour Market Information Council (LMIC), Ottawa, ON

2023 - 2024

National non-profit established in 2017 by the Forum of Labour Market Ministers (FLMM) to identify and implement strategies to address the need for consistent and accessible labour market information for Canadians.

EXECUTIVE DIRECTOR

Brought in to execute the Council's strategic, business, and operational plans by working with the Board, staff, government representatives and other stakeholders. Identified and addressed weaknesses in the organization's governance, administrative, financial, and strategic foundations.

- Mitigated risk through strict financial and spending controls.
- Initiated governance review enhancing Board oversight and direction.
- Developed new priority-setting framework aligning resources with sectoral priorities and needs more effectively.
- Designed and implemented a multi-year strategic budgeting framework, which improved planning capacity and fostered greater institutional accountability.

Professional Experience (cont'd)

Canadian Museums Association (CMA), Ottawa, ON

2021 - 2023

National non-profit representing Canada's museums sector, advocating for modern, responsive, and supportive public policies.

EXECUTIVE DIRECTOR & CEO (Interim)

Recruited to lead the organization for six months as it transitioned to a permanent chief executive, role extended 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.
- 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.
- Restored management/employee relations creating a culture of respect and excellence. Negotiated ground-breaking CBA, placing the CMA on a path to becoming an employer of choice. Led move to custom-designed hybrid office space.

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.
- 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 organizational renewal to modernize governance and administration. Fostered cross-organizational buy-in for new business and governance models leading to the opening of the organization's permanent secretariat in Ottawa.
- Achieved breakthrough government commitment to modernizing exotic animal rules, leveraging earned media fostering strategic alliances with key stakeholder organizations, and building relationships to secure government support.
- Raised the organization's profile and bolstered its reputation by enhancing zoo accreditation, ethics, and animal welfare policies, introducing a new branding narrative and leading proactive issue management, government relations, stakeholder engagement and media relations.

Professional Experience (cont'd)

InterChange Public Affairs, Ottawa, ON

2008 - 2015

Full-service public affairs consulting firm, serving a national client base comprised of public, private, and NFP 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 \$600M 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.

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 national campaign 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

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