

# COMMITTEE ON ETHICS

## EMPLOYEE POST-TRAVEL DISCLOSURE FORM Original Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House by email at [gifttravelreports@mail.house.gov](mailto:gifttravelreports@mail.house.gov), within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

1. Name of Traveler: Sarah Kaplan Feinmann
2. a. Name of Accompanying Relative: \_\_\_\_\_ **OR**  None  
b. Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
3. a. Dates: Departure: August 4, 2025 Return: August 10, 2025  
b. Dates at Personal Expense, if any: August 8 and 9 **OR**  None
4. Departure City: Washington, DC Destination: Vancouver, BC, Canada Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: Center Forward
6. Describe Meetings and Events Attended: We met with government officials, key stakeholders in the bilateral relations, & businesses focused on trade.
7. Attached to this form are **each** of the following, signify that each item is attached by checking the corresponding box:
  - a.  a completed *Sponsor Post-Travel Disclosure Form*;
  - b.  the *Primary Trip Sponsor Form* completed by the trip sponsor **prior** to the trip, **including all** attachments **and** the *Additional Sponsor Form(s)*;
  - c.  page 2 of the completed *Traveler Form* submitted by the employee; **and**
  - d.  the letter from the Committee on Ethics approving my participation on this trip.
8. a.  I represent that I participated in each of the activities reflected in the attached sponsor's agenda. *Signify statement is true by checking the box.*  
b. If not, explain: \_\_\_\_\_

**I certify that the information contained on this form is true, complete, and correct to the best of my knowledge.**

Signature of Traveler:  Date: August 12, 2025

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Rep. Lizzie Fletcher Date: August 12, 2025

Signature of Supervising Member: 

# COMMITTEE ON ETHICS

## SPONSOR POST-TRAVEL DISCLOSURE FORM

Original  Amendment

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated in the trip within 10 days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House Rules and the Committee's Travel Regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

1. Sponsor(s) who paid or provided in-kind support for the trip: \_\_\_\_\_

2. Travel Destination(s): \_\_\_\_\_

3. Date of Departure: \_\_\_\_\_ Date of Return: \_\_\_\_\_

4. Name(s) of Traveler(s): \_\_\_\_\_

*Note:* You may list more than one traveler on a form only if **all** information is **identical** for each person listed.

5. **Actual amount** of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

	Total Transportation Expenses	Total Lodging Expenses	Total Meal Expenses	Total Other Expenses (dollar amount per item and description)
Traveler				
Accompanying Family Member				

6.  All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment. Signify statement is true by checking box.

**I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.**

Signature: RLS Kill Date: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

**I am an officer of the above-named organization. Signify statement is true by checking box.**

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

*Committee staff may contact the above-named individual if additional information is required.*

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

# COMMITTEE ON ETHICS

## TRAVELER FORM

This form should be completed by House Members, officers, or employees seeking Committee approval of privately-sponsored travel or reimbursement for travel under House Rule 25, clause 5. The completed form should be submitted directly to the Committee by each invited House Member, officer, or employee, together with the completed and signed trip sponsor form(s) and any attachments. A copy of this form, minus this initial page, will be made available for public inspection.

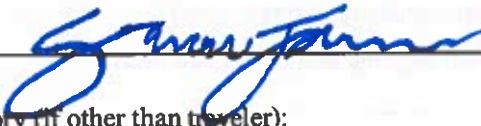
This form and any attachments may be submitted at 1015 Longworth House Office Building or [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

**Your completed request must be submitted to the Committee no less than 30 days before your proposed departure date.** Absent exceptional circumstances, permission will not be granted for requests received less than 30 days before the trip commences. **You must receive explicit approval from the Committee before you depart on this trip.**

Name of Traveler: Sarah Kaplan Feinmann

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

**I certify that the information contained on both pages of this form is true, complete, and correct to the best of my knowledge.**

Signature: 

Name of Signatory (if other than traveler): \_\_\_\_\_

For Staff (name of employing Member or Committee): Rep. Lizzie Fletcher (TX-07)

Office Address: 2004 Rayburn HOB

Telephone Number: 202-225-2571

Email Address of Contact Person: sarah.feinmann@mail.house.gov

Check this box if the sponsoring entity is a media outlet, the purpose of the trip is to make a media appearance sponsored by that entity, and these forms are being submitted to the Committee less than 30 days before the trip departure date.

**NOTE: You must complete all of the contact information fields above, as Committee staff may need to contact you if additional information is required.**

**KEEP A COPY OF THIS FORM.** Page 2 (but not this page) must be submitted to the Clerk as part of the post-travel disclosure required by House Rule 25. Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting paperwork for three subsequent Congresses from the date of travel.

If there are any questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or via email: [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: Sarah Kaplan Feinmann
2. Sponsor(s) who will be paying or providing in-kind support for the trip: Center Forward
3. City and State **OR** Foreign Country of Travel: Vancouver, Canada
4. a. Date of Departure: August 4, 2025 Date of Return: August 10, 2025  
b. Yes  No  Will you be extending the trip at your personal expense?  
If yes, list dates at personal expense: Friday, August 8 and Saturday, August 9
5. a. Yes  No  Will you be accompanied by a family member at the sponsor's expense? **If yes:**
  - (1) Name of Accompanying Family Member: \_\_\_\_\_
  - (2) Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
  - (3) Yes  No  Accompanying Family Member is at least 18 years of age?
6. a. Yes  No  Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)?  
b. If yes, and you are requesting lodging for two nights, explain why the second night is warranted:  
\_\_\_\_\_  
\_\_\_\_\_
7. Yes  No  *Primary Trip Sponsor Form* is attached, including agenda, invitation, invitee list, and any other attachments and Additional Sponsor Forms.  
NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**  
As Chief of Staff to a Member on the Energy and Commerce committee, it is important for me to learn more about our important trade partner, Canada. My boss is also the co-chair of the American Canadian Economy and Security Caucus given the close ties between our district and Canada.
9. Yes  No  **Is the traveler aware of any registered federal lobbyists or foreign agents involved in planning, organizing, requesting, or arranging the trip?**
10. For staff travelers, to be completed by your employing Member:

### ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member:  Date: 7/7/2025

# COMMITTEE ON ETHICS

## PRIMARY TRIP SPONSOR FORM

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips. Signatures must comply with section 104(bb) of the Travel Regulations.**

1. Sponsor who will be paying for the trip: \_\_\_\_\_

2.  I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. *Signify that the statement is true by checking box.*

3. **Check only one.** I represent that:

a.  The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip; **OR**

b.  The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds; **OR**

c.  The primary trip sponsor has accepted funds, services, or in-kind assistance from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.

If "c" is checked, list the names of the additional sponsors: \_\_\_\_\_

4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): \_\_\_\_\_

5. Yes  No  Is travel being offered to an accompanying family member of the House invitee(s)?

6. Date of Departure: \_\_\_\_\_ Date of Return: \_\_\_\_\_

7. a. City of departure: \_\_\_\_\_

b. Destination(s): \_\_\_\_\_

c. City of return: \_\_\_\_\_

8. **Check only one.** I represent that

a.  The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**

b.  The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**

c.  The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. **Check only one of the following.**
- a.  I checked 8(a) or (b) above; **OR**
  - b.  I checked 8(c) above but am not offering any lodging; **OR**
  - c.  I checked 8(c) above and am offering lodging and meals for one night; **OR**
  - d.  I checked 8(c) above and am offering lodging and meals for two nights. If you checked this box, explain why the second night of lodging is warranted. \_\_\_\_\_
- 

10.  Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box.*

11. **Check only one of the following.**
- a.  I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify the statement is true by clicking the box; OR*
  - b.  *Not Applicable.* Trip sponsor is a U.S. institution of higher education.
12. For **each** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip **and** its role in organizing and/or conducting the trip:

---

---

---

13. **Answer parts a and b. Answer part c if necessary:**
- a. Mode of travel: Air  Rail  Bus  Car  Other  (specify: \_\_\_\_\_)
  - b. Class of travel: Coach  Business  First  Charter  Other  (specify: \_\_\_\_\_)
  - c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

---

---

14.  I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box.*

15. **Check only one.** I represent that either:
- a.  The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
  - b.  The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:
    - 1) Detail the cost *per day* of meals (approximate cost may be provided): \_\_\_\_\_
    - 2) Provide the reason for selecting the location of the event or trip: \_\_\_\_\_

---

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
- Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_
- Reason(s) for Selecting: \_\_\_\_\_
- Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_
- Reason(s) for Selecting: \_\_\_\_\_
- Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_
- Reason(s) for Selecting: \_\_\_\_\_

17.  I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking the box.*

18. **Total Expenses for each Participant:**

<input type="checkbox"/> Actual Amounts <input type="checkbox"/> Good Faith Estimates	Total <b>Transportation</b> Expenses per Participant	Total <b>Lodging</b> Expenses per Participant	Total <b>Meal</b> Expenses per Participant
For each Member, Officer, or Employee			
For each Accompanying Family Member			

	<b>Other</b> Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee		
For each Accompanying Family Member		

19. **Check only one:**

- a.  I certify that I am an officer of the organization listed below; **OR**
- b.  *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. **I certify by my signature that**

- a. **I read and understand the Committee's Travel Regulations;**
- b. **I am not a registered federal lobbyist or registered foreign agent; and**
- c. **The information on this form is true, complete, and correct to the best of my knowledge.**

Signature: R. L. Kill Date: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

If there are questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

Michael Guest, Mississippi  
*Chairman*  
Mark DeSaulnier, California  
*Ranking Member*

John H. Rutherford, Florida  
Andrew R. Garbarino, New York  
Ashley Hinson, Iowa  
Nathaniel Moran, Texas

Deborah K. Ross, North Carolina  
Glenn F. Ivey, Maryland  
Sylvia R. Garcia, Texas  
Suhas Subramanyam, Virginia



ONE HUNDRED NINETEENTH CONGRESS

**U.S. House of Representatives**

COMMITTEE ON ETHICS

Thomas A. Rust  
*Staff Director and Chief Counsel*

Jordan Downs  
*Chief of Staff to the Chairman*

David Arrojo  
*Counsel to the Ranking Member*

1015 Longworth House Office Building  
Washington, D.C. 20515-6328  
Telephone: (202) 225-7103  
<https://ethics.house.gov>

July 29, 2025

Ms. Sarah Feinmann  
Office of the Honorable Lizzie Fletcher  
2004 Rayburn House Office Building  
Washington, DC 20515

Dear Ms. Feinmann:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Canada,<sup>1</sup> scheduled for August 4 to 10, 2025, sponsored by Center Forward. We note that this trip includes two days at your personal expense.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$480 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

Because the trip may involve meetings with foreign government representatives, we note that House employees may accept, under the Foreign Gifts and Decorations Act (FGDA), gifts "of minimal value [currently \$480] tendered as a souvenir or mark of courtesy" by a foreign government. Any tangible gifts valued in excess of minimal value received from a foreign government must, within 60 days of acceptance, be disclosed on a Form for Disclosing Gifts from Foreign Governments and either turned over to the Clerk of the House, or, with the written approval of the Committee, retained for official use.

---

<sup>1</sup> Please be aware that the Committee's review of the proposed trip does not extend to either the security situation in the destination country or security related to foreign travel in general. We recommend you contact the Office of House Security (OHS) for a safety and security briefing prior to your departure. OHS may be reached at (202) 226-2044 or [ohsstaff@mail.house.gov](mailto:ohsstaff@mail.house.gov). House travelers should also register for the U.S. State Department's Smart Traveler Enrollment Program at <https://step.state.gov>.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,



Michael Guest  
Chairman



Mark DeSaulnier  
Ranking Member

MG/MD:tn

**Private Sponsor Travel Certification Form: Supplemental**

4.				
First	Last	Title	Affiliation	Reason
Ryan	Altman	Deputy Chief of Staff	Office of Representative Brad Finstad (R-MN)	As Deputy Chief of Staff to a Member of the House Committee on Small Business, Mr. Altman can offer perspective on U.S.-Canada collaboration to support small business growth and cross-border entrepreneurship.
Nick	Bayer	Chief of Staff	Office of Representative Jeff Hurd (R-CO)	As Chief of Staff to a Member of the House Committee on Natural Resources, Mr. Bayer can offer valuable insight into U.S.-Canada collaboration on energy development and sustainable resource management.
Noelle	Britton	Chief of Staff	Office of Representative Lloyd Smucker (R-PA)	As Chief of Staff to a Member of the House Committee on Ways and Means, Ms. Britton can share her perspective on the current market structure between the U.S. and Canada.
Cara	Camacho	Chief of Staff	Office of Representative Jim Himes (D-CT)	As a Chief of Staff to a Member of the House Financial Services Committee, Ms. Camacho can speak on foreign investments between the U.S. and Canada.
Emily	Crerand	Chief of Staff	Office of Representative Andrea Salinas (D-OR)	As Chief of Staff to a Member of the House Committee on Agriculture, Ms. Crerand can contribute to conversations about the effects of the forestry industry as it relates to the supply chains and economies in the U. S. and in Canada.

Regan	Delaney	Executive Director	Republican Governance Group	As Executive Director of the Republican Governance Group, Ms. Delaney can speak to the priorities of the caucus and the bipartisan priorities of the Republican members.
Mark	Dreiling	Chief of Staff	Office of Representative Don Bacon (R-NE)	As Chief of Staff to a Member of the House Committee on Armed Services, Mr. Dreiling can provide insight into U. S.-Canada defense and border cooperation and the shared security priorities between the two nations.
Sarah	Gilbert	Chief of Staff	Office of Representative Neal Dunn (R-FL)	As Chief of Staff to a Member of the House Committee on Energy and Commerce, Ms. Gilbert can offer insight into U.S.-Canada collaboration on shared supply chains and emerging technologies.
Maeve	Healy	Chief of Staff	Office of Representative Grace Meng (D-NY)	As Chief of Staff to a Member of the House Committee on Appropriations, Ms. Healy can provide perspective on U.S. funding priorities for bilateral cooperation with Canada on infrastructure initiatives.
Chloe	Hunt	Chief of Staff	Office of Representative Sean Casten (D-IL)	As Chief of Staff to a Member of the House Committee on Financial Services, Ms. Hunt can share insights on U.S.-Canada financial regulatory cooperation and strategies to strengthen economic resilience.
Sarah	Kaplan Feinmann	Chief of Staff	Office of Representative Lizzie Fletcher (D-TX)	As Chief of Staff to a Member of the House Committee on Energy and Commerce, Ms. Kaplan Feinmann can speak to the priorities of Congress in the review process of the USMCA and any potential negotiations.

Patrick	Mocete	Chief of Staff	Office of Representative Young Kim (R-CA)	As Chief of Staff to a Member of the House Committee on Foreign Affairs, Mr. Mocete can provide perspective on the impact of the World Cup on U.S.-Canada diplomatic priorities.
Armita	Pedramrazi	Chief of Staff	Office of Rep. Mary Gay Scanlon (D-PA)	As Chief of Staff to a Member of the House Committee on the Judiciary, Ms. Pedramrazi can provide a key perspective on the legal implications of emerging technologies for U.S.-Canada relations.
Andrew	Renteria	Chief of Staff	Office of Representative David Valadao (R-CA)	As Chief of Staff to a Member of the House Committee on Appropriations, Mr. Renteria can speak to the priorities of the committee around infrastructure funding for the North American continent.
Aaron	Schmidt	Chief of Staff	Office of Representative Suzan DelBene (D-WA)	As Chief of Staff to a Member of the House Committee on Ways and Means, Mr. Schmidt can provide valuable perspective on how domestic energy policy intersects with U.S.-Canada trade relations.
Anne	Sokolov	Executive Director	New Democrat Coalition	As Executive Director of the New Democrat Coalition, Ms. Sokolov can offer a forward-looking perspective on cross-border innovation, economic competitiveness, and the Coalition's policy priorities in U.S.-Canada relations.
Andrew	Wright	Chief of Staff	Office of Representative Dan Goldman (D-NY)	As Chief of Staff to a Member of the House Committee on Homeland Security, Mr. Wright can share his perspective on efforts in the U.S. and Canada to use AI for public safety.

12. Sponsor's interest in the subject matter and role in organizing the trip:

Center Forward's International Chiefs of Staff Issues Conference is being convened to bring together a bipartisan group of pragmatic staff and thought leaders from various industries and organizations to focus on common-sense solutions. Center Forward's organizational mission is to provide centrists with the information they need to craft common-sense solutions and provide support in turning those ideas into results. Center Forward brings together Members of Congress, not-for-profits, academic experts, trade associations, corporations, and unions to find common ground.

Center Forward is the sole organizer of the trip. Center Forward is planning the conference and is responsible for the organization and execution of the event logistics as well as the programming content. Discussion topics will include trade, strengthening of economic ties between the two countries' governments and business communities, forestry, manufacturing, and the impact of soft power. Participants are expected to include congressional staff and advocacy groups, as well as business leaders and academic researchers.

15.b.2) Provide the reason for selecting the location of the event or trip:

Vancouver was selected for this trip to provide U.S. congressional staff, policymakers, and business leaders with an opportunity to engage with Canadian and American businesses and political leaders on issues affecting both the American and Canadian economies. As the two countries remain deeply intertwined and each has undergone significant political shifts, Canada continues to be a major business hub with many major U.S. companies setting up headquarters in the country and operations in Vancouver. This small, bipartisan delegation will focus on finding ways to increase shared economic growth and prosperity while attaining a greater understanding of how Canadian leaders are addressing the challenges facing their nation. This visit will develop dynamic domestic and international programming to continue building the vital relationship that already exists between the two countries.

16. Hotel Selection: The Vancouver Marriott Pinnacle Downtown Hotel provides a central location for our government meetings and business visits, along with the availability and affordability of rooms required.



Center Forward International Chiefs of Staff Issues Conference  
Vancouver, BC, Canada — August 4 - 8, 2025  
Conference Agenda

---

Center Forward Contact Information

Ryan McAlpin | (585) 857-1921 | ryan@center-forward.org  
Riley Kilburg | (563) 542-6821 | riley@center-forward.org  
Cori Kramer | (202) 550-0888 | cori@center-forward.org  
Mercedes Angel | (812) 270-1672 | mercedes@center-forward.org  
Hailey Swisher | (520) 262-1099 | hailey@center-forward.org

---

**Monday, August 4, 2025**

**8:19 am EST** Staff depart from Washington Dulles International Airport (IAD)  
UA 1926 | 5 h 45 min flight time

**11:04 am PDT** Staff arrive at Vancouver International Airport (YVR) UA 1926 |  
5 h 45 min flight time

*After collecting luggage and clearing customs, attendees will proceed to exit Terminal 1. The driver and a member of the Center Forward staff will be on-site to transport attendees to the Vancouver Marriott Pinnacle Downtown Hotel.*

**12:00 pm - 12:45 pm** Depart Vancouver International Airport (YVR) en route to the Vancouver Marriott Pinnacle Downtown Hotel via shuttle (45 min).

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings Street, Vancouver, BC V6E 4R5, Canada

**12:45 pm - 6:00 pm** Hotel Check-In & Conference Registration Vancouver Marriott Pinnacle Downtown Hotel

**Tuesday, August 5, 2025**

**BREAKFAST ON YOUR OWN**

*Breakfast will be available from 6:30 am to 10:30 am and is located in the Showcase Restaurant & Bar on the hotel lobby floor*

**\*\*Business casual attire\*\***

**8:30 am - 9:00 am**      Welcome Remarks & Conference Overview

- Cori Kramer, CEO, Center Forward

*Cori Kramer will lead an overview of the agenda for conference participants and introduce the pressing issues that will be discussed over the next three days.*

**9:00 am - 10:00 am**      Fireside Chat: Perspectives Shared from Canadian Media

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings St,  
Vancouver, BC V6E 4R5, Canada

- Lyndsay Duncombe, Senior Reporter, Canadian Broadcasting Corporation National News
- Gary Mason, Columnist, The Globe & Mail

*Two esteemed individuals in the Canadian media markets will share Canadians' views on the new government and Prime Minister Carney, what the priorities of the government are, insights into the U.S.-Canada relationship, and how we can improve the relationship.*

**10:00 am - 10:10 am**      Depart the Vancouver Marriott Pinnacle Downtown Hotel en route to the Consulate General of the United States via walking (10 min)

Consulate General of the United States | 1075 W Pender Street,  
Vancouver, BC V6E 2M6, Canada

**10:10 am- 11:15 am**      The Consulate General of the United States: An In-Depth Look at the Modern-Day U.S.-Canadian Relationship

- Shawn Crowley, Consul General, U.S. Consulate Vancouver

*Mr. Shawn Crowley, the newly installed Consul General at the U.S. Consulate Vancouver, will share insights on the U.S.-Canadian*

*relationship from an on-the-ground perspective, discuss our partnership in the upcoming 2026 FIFA World Cup, and provide an overview of the economic, trade, and security relationship between our two nations.*

**11:15 am - 11:25 am** Depart the Consulate General of the United States en route to the Meta via walking (10 min)

Meta | 200 Burrard Street #500 Vancouver, BC H3B 2B2, Canada

**11:25 am - 12:45 pm** Canada's Approach to a National AI Standard

- Jonathan Cannon, Public Policy Manager, Meta

*Countries around the world are navigating how to approach the regulation of AI and ensuring its responsible use. While at Meta Vancouver, attendees will learn about Canada's proposed regulatory framework, the Artificial Intelligence and Data Act (AIDA), and the implications it will have on businesses and the digital economy.*

**12:45 pm - 1:00 pm** Depart the Meta en route to Coast Restaurant via walking (15 min)

Coast Restaurant | 1054 Alberni Street, Vancouver, BC V6E 1A3, Canada

**1:00 pm - 2:45 pm** Riding with Bipartisanship: An Intimate Conversation with Chiefs of Staff to Members of the Canadian Parliament

- Marie-Pascale Des Rosiers, Chief of Staff, The Honorable Gregor Robertson, Minister of Housing and Infrastructure
- Don McDonald, Chief of Staff, The Honorable Hedy Fry, Member of Parliament
- Additional parliamentary staff

*Over lunch, attendees will have the opportunity to engage with their Canadian counterparts, learning how senior staff manage parliamentary offices and constituency work, and how they approach governing from a pragmatic point of view.*

**2:45 pm - 3:05 pm** Depart Coast Restaurant en route to Amazon via walking (20 min)

Amazon | 399 W Georgia Street #700, Vancouver, BC V6B 1Z1, Canada

**3:05 pm - 4:45 pm** Cross-Border Innovation: A Binational Look at Tech, Trade, and Tax Policy

- Erin Cohan, Senior Manager, Public Policy
- Nate Giordano, Manager, Trade Policy

*The U.S. and Canadian economies are deeply interconnected. During a visit to Amazon Vancouver, attendees will explore Amazon's cross-border investments, the evolving U.S.-Canada trade relationship, and the implications of international policies, such as the Digital Services Tax, on global companies operating in both markets.*

**4:45 pm - 5:05 pm** Depart Amazon en route to the Vancouver Marriott Pinnacle Downtown Hotel via walking (20 min)

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings St, Vancouver, BC V6E 4R5, Canada

**5:00 pm - 6:45 pm** Break

**6:45 pm - 7:00 pm** Depart the Vancouver Marriott Pinnacle Downtown Hotel en route to Ancora Waterfront Dining and Patio via shuttle (15 min)

Ancora Waterfront Dining and Patio | 1600 Howe Street #2, Vancouver, BC V6Z 2L9, Canada

**7:00 pm - 8:45 pm** Shared Resources, Shared Responsibility: A Bilateral Energy Dinner

- The Hon. Tim Hodgson, Minister of Energy and Natural Resources, Government of Canada
- Michael Vandergrift, Deputy Minister of Energy and Natural Resources, Government of Canada

*Attendees will share dialogue with government leaders in the energy space, focusing on how different aspects of the industry are impacted by the U.S.-Canada relationship over dinner. From the sourcing of critical minerals to supply chains, cross-border trade, and production, each speaker will share their perspective on why the U.S.-Canadian bilateral relationship must remain strong.*

**8:45 pm - 9:00 pm**

Depart Ancora Waterfront Dining and Patio en route to the Vancouver Marriott Pinnacle Downtown Hotel via shuttle (15 min)

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings Street, Vancouver, BC V6E 4R5, Canada

**Wednesday, August 6, 2025**

**BREAKFAST ON YOUR OWN**

*Breakfast will be available from 6:30 am to 10:30 am and is located in the Showcase Restaurant & Bar on the hotel lobby floor*

**\*\*Business casual attire\*\***

**8:25 am - 9:00 am** Depart the Vancouver Marriott Pinnacle Downtown Hotel en route to the Vancouver International Airport Cargo Village via shuttle (35 min). In transit, a member of the Center Forward team will brief conference participants on the strategic placement of the cargo village in facilitating global trade for Canada, and how this allows for a more efficient movement of goods.

Vancouver International Airport Cargo Village | 4840 Miller Road,  
Richmond, BC, V7B 1K7, Canada

**9:00 am - 10:30 am** Modern Day Trade: Technology's Impact On the Future of Product Exchange

- Jason Tse, Manager of Cargo Operations, Vancouver Airport Authority

*While visiting the Vancouver International Airport Cargo Village, attendees will gain insights into the role of aviation in the exchange of goods, and how innovative technologies being developed and implemented are boosting the economies of the U.S. and Canada.*

**10:30 am - 10:50 am** Depart Vancouver International Airport Cargo Village en route to BC Place Vancouver via shuttle (20 min)

BC Place Vancouver | 777 Pacific Blvd, Vancouver, BC V6B 4Y8,  
Canada

**10:50 am - 12:30 pm** North American Excellence: An Outlook on the 2026 FIFA World Cup

- Phil Adams, Director, Global Partnerships, BC Place
- Lisa Clark, Director, Safety & Security, BC Place
- Dale Doering, Director, Facility Operations, BC Place
- Chris May, General Manager, BC Place

*In 2026, the U.S., Mexico, and Canada will jointly host the FIFA World Cup, showcasing the strength and unity of the North American relationship. Conference attendees will tour BC Place and then engage in a roundtable discussion to review the economic, infrastructure, and security coordination happening between the U.S., Mexico, and Canada.*

**12:30 pm - 12:45 pm** Depart BC Place en route to Black + Blue Vancouver via shuttle (15 min)

Black + Blue Vancouver | 1032 Alberni Street, Vancouver, BC V6E 1A3, Canada

**12:45 pm - 2:15 pm** Hollywood of the North: A Look at the Booming Vancouver Entertainment Industry

- Jon Bell, Chief Executive Office, Vancouver Film School
- Kyle Fostner, Executive Director, Vancouver International Film Festival
- Curtis Woloschuk, Director of Programming, Vancouver International Film Festival

*Often referred to as the “Hollywood of the North,” Vancouver plays a major role in the global film and television industry. Over lunch, attendees will hear from executives at the Vancouver International Film Festival (VIFF) and Vancouver Film Studios (VFS) about the industry’s impact on the Canadian economy and how institutions like the VIFF and VFS are helping train the next generation of creative talent and spotlight their work.*

**1:45 pm - 2:30 pm** Depart Black + Blue Vancouver en route to Heidelberg Materials Cement via shuttle (45 min). In transit, a member of the Center Forward team will brief conference participants on the history of Heidelberg Materials, as it has evolved from its founding as a small ready-mix concrete company, to a major supplier of building materials throughout North America, whose focus is on sustainability and innovation.

Heidelberg Materials | 7777 Ross Road, Delta, BC V4G 1B8, Canada

**2:30 pm - 4:30 pm** Heidelberg Materials: A Look Into the Cement Process

- Pascal Bouchard, Plant Manager, Heidelberg Materials Delta Plant

*As a critical component of the northwest U.S. cement market, conference attendees will visit Heidelberg Materials' Delta plant to learn about its innovative technologies and efforts to advance alternative fuels and low-carbon cement. Following a presentation on the plant's cement process, attendees will tour the facility, where they will see firsthand the Pyro Process Line, Cement Kiln, Control Room, and Quality Control Lab.*

**4:30 pm - 5:15 pm**

Depart Heidelberg Materials en route to the Vancouver Marriott Pinnacle Downtown Hotel (45 min)

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings Street, Vancouver, BC V6E 4R5, Canada

**DINNER ON YOUR OWN**

**Thursday, August 7, 2025**

**BREAKFAST ON YOUR OWN**

*Breakfast will be available from 6:30 am to 10:30 am and is located in the Showcase Restaurant & Bar on the hotel lobby floor*

**\*\*Business casual attire\*\***

**8:50 am - 9:00 am** Depart the Vancouver Marriott Pinnacle Downtown Hotel en route to the Port of Vancouver via walking (10 min)

Vancouver Fraser Port Authority Discovery Centre | 999 Canada Place, Vancouver, BC V6C 3T4, Canada

**9:00 am - 11:15 am** Port of Vancouver

- Shri Madiwal, Vice President of Operations and Supply Chain, Vancouver Fraser Port Authority
- Peter Xotta, President and CEO, Vancouver Fraser Port Authority

*The Port of Vancouver serves as a vital gateway for global trade and a pivotal logistics hub for North American commerce. While learning about the port's impact on Canada's economy, attendees will tour the Burrard Inlet, viewing the terminals that handle various types of cargo, the ongoing infrastructure projects needed to modernize the port, and gain insights into the habitat enhancement projects underway.*

**11:15 am - 11:30 am** Depart the Vancouver Fraser Port Authority Discovery Centre en route to the Mastercard Canadian Technology Hub via walking (15 min)

Mastercard Canadian Technology Hub | 475 Howe Street, Vancouver, BC V6C 2B3, Canada

**11:30 am - 1:30 pm** Strengthening Cross-Border Partnerships: A Luncheon with the Canadian-American Business Council

- Beth Burke, CEO, Canadian-American Business Council
- Anita Pawluk, Founder & President, RaceRocks 3D
- Additional business representatives and provincial legislators

*The importance of cross-border relations cannot be overstated, as they play a critical role in fostering robust business-to-business and business-to-government engagement. Attendees will have the opportunity to engage with leaders in the key areas of cybersecurity, national security, and economic development, where international collaboration enhances resilience and shared prosperity.*

**1:30 pm - 1:45 pm**

Depart the Mastercard Canadian Technology Hub en route to visit the BC Council of Forest Industries via walking (15 min)

BC Council of Forest Industries | 595 Howe Street, Suite 1220,  
Vancouver, BC V6C 2T5, Canada

**1:45 pm - 3:45 pm**

Moving Parts: A Look at the Integrated Forestry Economy of the Pacific Northwest

- Kim Haakstad, President and CEO, BC Council of Forest Industries
- Kurt Niquidet, Vice President and Chief Economist, BC Council of Forest Industries

*Through this interactive site visit, attendees will learn about the deeply integrated nature of the Pacific Northwest's forest economy and the importance of cross-border trade in forest products. Through an on-site demonstration of their technologies and thoughtful policy discussion, attendees will explore the impacts of softwood lumber tariffs and the potential for innovation and collaboration, particularly in emerging sectors like mass timber*

**3:45 pm - 4:00 pm**

Depart BC Council of Forest Industries en route to the Vancouver Marriott Pinnacle Downtown Hotel via walking (15 min)

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings Street, Vancouver, BC V6E 4R5, Canada

**4:00 pm - 6:15 pm**

Break

**6:15 pm - 6:30 pm**

Depart the Vancouver Marriott Pinnacle Downtown Hotel en route to CinCin Ristorante + Bar via walking (15 min)

CinCin Ristorante + Bar | 1154 Robson Street, Vancouver, BC V6E 1B2, Canada

**6:30 pm - 8:30 pm**

Farewell Dinner

- Ken Sim, Mayor, City of Vancouver

*As attendees prepare to say farewell to Vancouver, Mayor Ken Sim will join for dinner to share his insights on the city's role as a FIFA World Cup host, Vancouver's global leadership on urban innovation, and the enduring importance of U.S.-Canada cross-border collaboration.*

**8:30 pm - 8:45 pm**

Depart CinCin Ristorante + Bar en route to the Vancouver Marriott Pinnacle Downtown Hotel via walking (15 min)

Vancouver Marriott Pinnacle Downtown Hotel | 1128 W Hastings St, Vancouver, BC V6E 4R5, Canada

## Friday, August 8, 2025

### **BREAKFAST ON YOUR OWN**

*The breakfast buffet will be available from 6:30 am to 10:30 am and is located in the Theo Randall Restaurant*

- 9:00 am - 9:45 am**      Staff depart the Vancouver Marriott Pinnacle Downtown Hotel en route to Vancouver International Airport (YVR) via shuttle (45 min).  
  
Vancouver International Airport (YVR) | 3211 Grant McConachie Way, Richmond, BC V7B 0A4, Canada
- 9:45 am - 10:15 am**      Staff complete check-in and security.
- 12:20 pm GMT**              Staff depart Vancouver International Airport (YVR)  
  
United Airlines Flight 919 | 8 h 20 min flight time
- 3:30 pm EST**                Arrive at Washington Dulles International Airport (IAD)