



## ***PRAISE FOR “NEW FRONTIERS” BY LEADING NORTH AMERICAN EXPERTS***

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In developing the strategy laid out in its discussion paper, *New Frontiers: Building a 21<sup>st</sup> Century Canada-United States Partnership in North America*, the Canadian Council of Chief Executives (CCCE) has consulted broadly across government, business and academic circles in Canada, the United States and Mexico and has drawn extensively on the excellent work being done by many other individuals and organizations.

While the specific recommendations reflect the views of the CCCE and its members, the chief executives of 150 leading Canadian enterprises, the Council has subjected the paper to review by North America's leading experts, academics and strategic thinkers on the issues that it addresses. Their responses, reflected below, demonstrate an impressive degree of consensus on the need for urgent action on a comprehensive and ambitious agenda for North America.



*“CCCE’s New Frontiers discussion paper is a forward looking document of exceptional clarity. It is absolutely right in insisting that what is needed now is a Canadian strategy for North America that is both comprehensive and coherent. I fully agree with its recommendation that Canada should take the initiative and be ready to move quickly with a proposal that could grab attention and win support in the White House and Congress.”*

**Allan Gotlieb**

Former Canadian Ambassador to the United States

*“With the CCCE’s North American Security and Prosperity Initiative (NASPI) and New Frontiers, Canada has assumed the leadership in defining a continental agenda, articulating a comprehensive vision, and proposing practical steps to move all of North America forward in the 21<sup>st</sup> century.*

*While some debate the past, the Canadian Council of Chief Executives has charted the future for all of North America. Combining a breath-taking continental vision and eminently practical steps, New Frontiers offers an impressive blueprint for making all of North America prosperous and secure.”*

**Robert A. Pastor**

Professor of International Relations and Director, Center for North American Studies  
American University, Washington, D.C.

*“It is a tour de force, deftly integrating the work of the past two years into a compelling essay and clear, convincing recommendations.”*

**Michael Hart**

Simon Reisman Professor of Trade Policy  
Norman Paterson School of International Affairs  
Carleton University, Ottawa



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*“The paper and its 15 recommendations strike me as an excellent contribution to what I hope will be an informed discussion on both sides of the border of the future directions of the Canada-United States relationship. In particular, I welcome its attention to all aspects of that multifaceted relationship.”*

**Thomas M.T. Niles**  
President  
United States Council for International Business  
and Former United States Ambassador to Canada

*“The Council’s discussion paper fulfils a critical role in providing ideas for addressing the key challenges in Canada-United States relations. The approach encompassed in the recommendations is both urgent and necessary.”*

**John M. Weekes**  
Senior Policy Adviser  
Sidley Austin Brown & Wood L.L.P.  
and formerly Canada’s NAFTA Chief Negotiator

*“There is no doubt that this report is one of the most forward-looking and serious done on the future of North America.”*

**Ambassador Andrés Rozental**  
President  
Mexican Council on Foreign Relations

*“I think it is a good piece and a very valuable one to bring forward at this time.”*

**The Honourable Donald S. Macdonald**  
Chair of the Royal Commission on the Economic Union and  
Development Prospects for Canada

*“The Canadian Council of Chief Executives once again contributes to important and constructive dialogue on major issues with its New Frontiers discussion paper. It is a practical document that should be very helpful in encouraging timely progress on this priority matter for both Canadians and Americans.”*

**The Honourable E. Peter Lougheed**  
Former Premier of Alberta



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*“New Frontiers presents a concise and compelling call to action -- by both government and private enterprise in North America -- to work more closely together to remove impediments to commerce, and to build a stronger, more open, and more secure alliance. Reinforcing the solid foundation of our economic and security relationship is in our mutual interest. The CCCE has put forward ambitious, yet practical, initiatives that can bolster economic growth while addressing the growing challenges of maintaining security in open societies.”*

**Jeffrey J. Schott**

Senior Fellow, Institute for International Economics  
Washington, D.C.

*“The defence of Canada is the responsibility of every Canadian, though few make a direct connection between national defence and their duty as citizens. The members of the CCCE, however, have taken up the challenge and in the context of Canada-United States relations demonstrated how Canadians can help to influence policies, capabilities, and strategies for national defence. Not everyone will agree with the recommendations in New Frontiers, but everyone should be encouraged by this example to join the debate on how we might safeguard the security and prosperity of the Canadian way of life we have come to expect as a right of citizenship.”*

**Douglas Bland**

Chair of Defence Management Studies  
Queen’s University, Kingston, Ontario

*“The paper is a very valuable addition to the ongoing debate on future North American economic and security cooperation. New Frontiers will be used as one of the basic texts as think tanks and universities in the United States begin to look at future North American economic, political, and security relations.”*

**Earl Fry**

Professor of Political Science and Endowed Professor of Canadian Studies  
Brigham Young University, Salt Lake City, Utah

*“This is one of the most comprehensive, forward-looking, and persuasive studies of the Canada-US relationship I have seen in years. The document really does cover the gamut and challenges us to take a new look at issues that have been plaguing us for a long time and at new initiatives that we ought to take to build a better working and living arrangement with the Americans. I especially support the approach you take regarding Canadian policy in the area of security and defence both in North America, and abroad.”*

**David J. Bercuson**

Director  
Centre for Military and Strategic Studies  
University of Calgary



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*“I like it and think it balanced and judicious.”*

**Jack Granatstein**  
Canadian Historian and Author and  
Chair, Council for Canadian Security in the 21<sup>st</sup> Century

*“I think the report is first rate.”*

**Dwight N. Mason**  
Senior Associate, Canada Project  
Americas Program  
The Center for Strategic and International Studies, Washington, D.C.

*“The Canadian Council of Chief Executives has always led the way in pointing out to Canadians where the national interest truly lies. This paper emphasizes a number of areas in which co-operation of a new and different kind could be fruitful, without sacrificing our autonomy or sovereignty. Our leaders need to take these recommendations very seriously.”*

**Stanley Hartt**  
Chairman  
Citigroup Global Markets Canada Inc. and  
Former Deputy Minister of Finance, Government of Canada

*“The future of North America depends on a strong, forward-looking focus. This set of proposals by the Canadian Council of Chief Executives provides that leadership. I think the New Frontiers paper is first-rate.”*

**Charles F. Doran**  
Director, Center for Canadian Studies  
The Paul H. Nitze School of Advanced International Studies  
Johns Hopkins University, Washington, D.C.

*“Canada has played a leading role in the past in building international institutions and in promoting international approaches to resolving problems of the world. By developing this comprehensive strategy for Canada-United States relations, Canadian business has shown that it can do its part to encourage an enlightened, vigorous public policy debate on issues of vital importance. Government, academe and civil society need to take up the challenge and participate in this important and timely debate.”*

**Debra P. Steger**  
Executive in Residence  
Faculty of Law  
University of Ottawa



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*“There is no question that the Canadian-American relationship is of fundamental importance to the future prosperity of Canadians. To date, however, debates on how to strengthen and improve this relationship have lacked focus and strategic momentum. The New Frontiers report provides both, and thus constitutes an exemplary contribution to public policy debate within Canada, and indeed within North America.”*

**Roger Gibbins**  
President and Chief Executive Officer  
Canada West Foundation