Calgary Statement on a New North America

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In a new undertaking to improve North American relations, current and next-generation leaders met in Calgary, Alberta, to set a new, forward-looking vision for our shared continent. This vision is inspired by, and updates work begun a decade ago in Columbus, Ohio, for the evolving political, economic and regional realities that shape how we engage within our shared space.

Past frameworks created significant prosperity and growth, the benefits of which were unevenly felt, leaving many behind and contributing to the structural strains we face today. Moving forward requires us to adapt to these new realities during a critical period of generational change.

North America is geography. Canada, Mexico, and the United States are distinct nations and peoples that share a recognized, defined geographic space. This is not an aspiration; this is reality. We are bound less by sentiment than by geography, by economies, families and communities woven together over generations, and by interests too deeply joined to separate.

North America is people. The partnership must work for people. Its benefits must accrue to all. Not every action benefits every community equally, and the sacrifices are not shared equally either — which is exactly why gains must be visible to all communities, not assumed or tacked on as an afterthought. The agenda must be broadened beyond national capitals and financial centres to include the workers, communities, industries, and institutions that bear the day-to-day weight of the relationship.

North America is Security. Our co-operation must extend to what touches people directly, acknowledging that true security spans from continental defence down to the everyday realities of food, housing, and economic stability. We must balance the discussions of military and industrial security with the lived experiences of communities, ensuring our joint efforts protect workers and their families' everyday livelihoods while securing continental energy dominance against external threats.

North America is trade and goes far beyond trade. Neighbours share more than commerce: a fire in the forest next door literally reaches across borders. Focusing on everyday challenges alongside trade is what makes the partnership durable and lays the basis for support of the broader trade agenda.

North America is common interests. Our strength lies in what we build together — resilient supply chains, a shared industrial base, and secure markets — not in rivalry among ourselves. North America is strongest when it reinforces its shared industrial base and secures its supply chains together. If we spend our energy undercutting each other, we do others' work for them.

North America is a partnership grounded in sovereignty. Asymmetries of size, wealth, and power are real and will not vanish; a relationship that lasts must rest on reciprocity and mutual benefit arising from goodwill, and common sense.

We intend this partnership to endure. A partnership that depends on the goodwill of whoever holds office is fragile by design. We envision instead foundations broad enough to carry through the political and generational change ahead at home and abroad, recognizing that the next generation may not simply inherit the relationship as it was, and that honest points of divergence belong in this text alongside the points of convergence. We are clear-eyed that public sentiment on continental integration is fractured and skepticism is growing.

The Work Before Us

These principles are a beginning, not the end of work to build a new vision for North America. As starting points, we envision and commit to work toward:

- success measured by what citizens and local communities can actually see delivered — not figures for aggregate growth, but what matters to them;
- a wider table composed of new voices including provinces and states, cities, Indigenous nations, industries and younger voices to — help set the agenda, not just react to an agenda set by others as has been the case;
- the next generation equipped, trusted, and empowered to actively shape the path forward, giving young leaders the agency to design new regional machinery and institutions rather than merely being consulted on where their views diverge;
- the structural bonds we steward in common — energy, critical minerals, food, water, supply chains, data, and the infrastructure that carries them — managed for security, resilience, and mutual benefit, with an honest look at whether current institutions are up to the task;
- pooled public–private capital for projects that drive integration, built with community-benefit and consultation principles;
- standing people-to-people channels — educational and worker exchange, mutual recognition of professional credentials, and sub-national diplomacy among governors, premiers, mayors, and legislatures;
- the difficult conversations, not only the comfortable ones, with government as facilitator rather than sole actor;
- our shared continent in a contested world: managing our divergent interests on China and other rising powers, since our relationships beyond the continent and within it cannot be planned in isolation.

From Calgary Forward

From Calgary Forward, this is the start of a sustained effort, not a meeting that ends when we leave the room. We will pass it from this year's host to the next in the U.S., and to the generation that will carry it forward. We commit to bring data, ideas, and resources to this effort, to test our principles against evidence, and to turn a shared vision into practical results.

Drafted for discussion at the New North America Summit, hosted by the New North America Initiative, University of Calgary School of Public Policy. Signatories to be added by participants.

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(listed in alphabetical order)

This initial list is not final. Signatories will continue to be added to the Calgary Statement.

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