Women's Enterprise Organizations of Canada

National Roundtable Summary

Canada's Untapped Growth Engine

Unlocking Women's Contribution in Growth Capital, Commercialization, and Economic Competitiveness

Prepared for federal decision-makers and national stakeholders

Strengthening Canada's Economy.
Unlocking Our Full Potential.

June 2026
Ottawa, Ontario

The Women's Enterprise Organizations of Canada (WEOC) is the national coordinating organization for Canada's women's enterprise and entrepreneurship ecosystem. WEOC works to strengthen women's participation in Canada's economy through ecosystem coordination, capital access, entrepreneurship pathways, strategic policy engagement, and national collaboration.

Through the WEOC Centre of Excellence, WEOC connects entrepreneurs, ecosystem organizations, investors, commercialization systems, and governments across the country to strengthen growth pathways, support ecosystem intelligence and coordination, and advance Canada's long-term economic competitiveness, productivity, and resilience.

Acknowledgement and Gratitude

The Women's Enterprise Organizations of Canada (WEOC) gratefully acknowledges that this roundtable took place on the unceded and unsurrendered territory of the Algonquin Anishinaabe Nation in Ottawa, Ontario.

WEOC also recognizes and honours the First Nations, Inuit, and Métis peoples and territories across Canada whose leadership, cultures, entrepreneurship, and knowledge systems continue to shape the social and economic fabric of this country.

This roundtable was convened as part of WEOC's ongoing work to strengthen collaboration, ecosystem coordination, growth capital pathways, and economic participation for women entrepreneurs and investors across Canada.

WEOC extends sincere appreciation to the leaders, investors, founders, ecosystem builders, and government representatives who contributed their time, expertise, perspectives, and leadership to this important national conversation.

Special Guest

Aline Dimitri, Director General, Small Business Branch, Innovation, Science and Economic Development Canada

Roundtable Participants

Stephanie Andrew, Founding Partner, Women's Equity Lab
Jennifer Francis, Co-Founder, SheBoot
Suzanne Grant, Executive Director, Capital Angel Network
Kalen Johnson, Archangel Network
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WEOC

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Executive Summary

Canada’s Untapped Growth Engine

Canada is entering a defining economic moment.

Amid rising global instability, intensified competition for capital, and a renewed focus on sovereignty, productivity, and commercialization, governments are deploying significant public investment to strengthen the country’s economic future, including a $750 million early-growth-stage capital allocation currently being designed.

The success of this agenda will depend not only on how much capital is deployed, but on whether it reaches the full breadth of Canada’s entrepreneurial and investment capacity.

At present, it does not.

This report draws on insights from the WEOC National Roundtable on Women, Growth Capital, and Economic Competitiveness, convened in Ottawa on May 6, 2026. The roundtable brought together leaders from venture capital, angel investment, women-led funds, commercialization ecosystems, entrepreneurial support organizations, accelerators, and investment networks from across Canada to explore the opportunities and barriers shaping women's participation in growth capital, innovation, and economic competitiveness.

The discussion revealed a series of consistent themes with important implications for Canada's productivity, commercialization performance, private capital mobilization, and long-term economic competitiveness.

A Clear Economic Insight

Canada is currently underleveraging women entrepreneurs and investors as a significant source of entrepreneurial, commercialization, and investment capacity.

This is not simply an inclusion gap. It represents a missed economic opportunity at a time when Canada is seeking to:

- Increase productivity growth;
- Strengthen commercialization outcomes;
- Mobilize private capital;
- Improve domestic ownership;

- Diversify trade and investment; and
- Reinforce sovereign economic resilience.

Women's participation in entrepreneurship and investment is therefore not peripheral; it is directly tied to Canada's economic competitiveness.

Where the System Breaks Down

1. The pipeline to scale is constrained at the outset

Women entrepreneurs face persistent barriers in accessing early-stage capital, including angel, seed, and Series A financing. As a result, many are forced to bootstrap, growth is slower and undercapitalized, and fewer firms reach scale-stage investment. By the time growth capital becomes available, the pipeline has already narrowed significantly.

2. Capital exists, but it is not reaching women effectively

While women entrepreneurs are increasingly participating in pre-seed and seed-stage financing, many remain concentrated in the earliest stages of the capital continuum and require additional support to achieve Series A readiness. The Government of Canada's proposed $750 million early-growth-stage capital allocation represents an important opportunity to strengthen the pipeline of venture-ready companies entering Canada's broader growth-capital ecosystem, including the recently announced $1 billion commitment to venture capital fund-of-funds initiatives. Strengthening early-stage investment pathways for women-owned businesses is also critical to retaining Canadian innovation, talent, intellectual property, and high-growth companies within Canada.

3. Ecosystem organizations are delivering results without sufficient support

Across the country, women’s entrepreneurial ecosystem organizations are preparing founders, activating investors, supporting commercialization, and connecting capital to opportunity. They are generating measurable outcomes, but doing so with fragmented funding, limited capacity, and short-term financial support. In many cases, system-critical work is being delivered through unsustainable models. These organizations are economic infrastructure.

4. Canada is under-mobilizing its own capital

Significant private capital exists in Canada, including among women, but remains disconnected from the innovation economy. Barriers include low awareness of early-stage investing, limited access to investor networks, limited participation in early-stage capital markets, cultural risk aversion, and regulatory friction in investor engagement. Canada needs Canadians investing in Canadian companies.

5. Women investors and funds are a high-impact lever

Women-led funds, angel investors, and investment networks are already mobilizing capital, increasing investment into women-led firms, and expanding participation in Canada's innovation economy. Expanding women's participation across the investment ecosystem—including women-led funds, mixed angel groups, and broader investment networks—represents an important opportunity to increase capital flow, strengthen founder outcomes, and mobilize more domestic capital. While women-led funds play an important role in supporting women founders, increasing women's participation across the broader investment ecosystem may also strengthen access to the networks, relationships, and follow-on financing needed to support growth throughout the capital continuum.

6. The system was not built for women

Structural barriers extend beyond capital and include underrepresentation in investment decision-making, attrition of women within venture capital, workplace and capital systems not designed for diverse participation, and persistent bias in investment processes. These systemic factors limit both access to capital and the ability to scale.

7. Women’s growth pathways remain fragmented across the capital continuum

Promising regional models are successfully supporting women entrepreneurs, activating new investors, and increasing access to early-stage capital across Canada. However, national coordination, shared infrastructure, and growth pathways remain uneven, limiting the ability of more women entrepreneurs to progress from pre-seed and seed-stage financing through to Series A and beyond. Greater coordination could help scale successful approaches, improve connectivity across the ecosystem, and strengthen women's participation throughout the capital continuum.

What Needs to Happen Now

Canada does not need to build new systems; it needs to better connect, scale, and fund what already exists.

Immediate priorities include:

- Designing the $750 million capital allocation to include earlier-stage pathways where women entrepreneurs are concentrated.
- Expanding access to angel, seed, and early-stage financing for women entrepreneurs.
- Mobilizing more women as investors and supporting women-led funds.
- Increasing participation from private investors, angel investors, pension funds, institutional investors, and major national capital initiatives.
- Exploring mechanisms to encourage greater participation in early-stage investing, including investor education, activation strategies, and investment incentives.
- Providing coordinated and stable multi-year funding to proven women's ecosystem organizations.
- Improving transparency in capital allocation and ecosystem funding.
- Strengthening national coordination through the WEOC Centre of Excellence.

A Narrow Window for Action

This is a real-time policy moment. Decisions being made over the next 12 to 24 months will determine who participates in Canada's growth economy, which firms scale, where capital flows, and how domestic ownership evolves.

Failure to address structural gaps now will result in continued underutilization of economic capacity, weaker commercialization outcomes, reduced domestic ownership, persistent regional and intersectional disparities, and lower long-term competitiveness.

Conclusion

Canada's economic future will be determined not only by the capital it deploys, but by how effectively that capital is connected to opportunity. Unlocking the full participation of women across the capital continuum represents one of the most immediate and scalable opportunities to strengthen productivity, innovation, commercialization, domestic ownership, and sovereign economic capacity.

Introduction

Canada is entering a defining economic period marked by rising geopolitical uncertainty, trade instability, intensified competition for capital and industrial capacity, and increased focus on economic sovereignty, commercialization, productivity growth, and domestic ownership.

Against this backdrop, the Women's Enterprise Organizations of Canada (WEOC) convened a national leadership roundtable in Ottawa on May 6, 2026, bringing together leaders from venture capital, angel investment, commercialization ecosystems, entrepreneurial support organizations, accelerators, and women-led investment networks.

The discussion explored a central economic and policy question:

What would it take for women in Canada to fully participate in building, scaling, financing, and investing in globally ambitious companies?

This document summarizes the strategic findings, policy considerations, operational observations, and implementation opportunities identified through the WEOC National Roundtable on Women, Growth Capital, and Economic Competitiveness convened in Ottawa on Thursday, May 6, 2026.

The briefing is intended to support ongoing federal, institutional, and ecosystem discussions related to:

- Economic competitiveness;
- Commercialization;
- Growth capital;
- Domestic ownership;
- Sovereign economic capacity; and
- Entrepreneurial ecosystem development.

The discussion was held under Chatham House Rule and brought together leaders from venture capital, angel investment, entrepreneurial support organizations, commercialization ecosystems, accelerators, women-led investment networks, and growth-capital organizations across Canada.

The observations and opportunities reflected throughout this paper should be understood as strategic ecosystem insights emerging from the discussion rather than formal consensus positions or official government recommendations.

The briefing is intended to contribute practical ecosystem intelligence and implementation-oriented considerations relevant to current federal discussions related to commercialization, sovereign investment, growth capital, productivity, and long-term economic competitiveness.

Key Findings

1. Early-Stage Capital Remains the Primary Structural Bottleneck

Participants consistently identified early-stage capital access as one of the largest barriers limiting women's participation in high-growth entrepreneurship and commercialization pathways.

Women entrepreneurs continue to face disproportionate barriers accessing:

- Angel investment;
- Seed financing;
- Series A capital;
- Commercialization networks; and
- Institutional investment systems.

Several participants emphasized that women entrepreneurs are frequently forced to bootstrap businesses due to limited access to investor relationships, capital networks, and growth-stage financing pathways.

As one participant explained:

> **"Women were far more likely to bootstrap their companies than men… not because they wanted to, but because it was too hard to get into the capital side of it."**

Participants repeatedly emphasized that many women entrepreneurs remain excluded earlier in the capital continuum, limiting their ability to reach the growth-stage thresholds often required to access larger-scale venture and institutional financing.

A recurring concern focused on the design of the $750 million early-growth-stage capital allocation.

Participants warned that if the allocation is deployed primarily toward later-stage financing:

- Many women entrepreneurs may remain structurally excluded;

- Commercialization pathways may continue narrowing; and
- Underrepresented founders may never reach scale-stage capital systems.

As one participant stated:

> **"If all of that money goes to Series B and above, the women aren't there."**

Participants repeatedly emphasized that women entrepreneurs remain concentrated within earlier stages of the capital continuum and continue to require:

- Angel investment;
- Seed financing;
- Commercialization readiness;
- Founder development; and
- Investment readiness support.

The discussion also reinforced that entrepreneurial growth pathways remain highly relationship-driven.

Participants identified the following as critical infrastructure:

- Mentorship;
- Trusted networks;
- Founder confidence;
- One-to-one ecosystem engagement;
- Warm investor introductions; and
- Commercialization guidance.

As one participant observed:

> **"Ultimately, the conversation is one-to-one. One-to-one is what converts."**

Several participants also emphasized that women-led firms often demonstrate:

- Strong capital efficiency;
- Disciplined growth practices;
- Resilience; and
- Long-term strategic orientation.

2. The $750 Million Early-Growth Capital Allocation Represents a Critical Policy Opportunity

A major focus of the discussion centred on the federal government's proposed allocation of $750 million toward early-growth-stage capital. Participants noted that this investment sits within a broader capital continuum that includes the recently announced $1 billion commitment to venture capital fund-of-funds initiatives. Several participants emphasized that the effectiveness of both investments will depend on the strength and diversity of the pipeline of companies progressing through earlier stages of growth.

Participants consistently emphasized that the design and deployment of this allocation will materially influence whether women entrepreneurs meaningfully participate in Canada's next generation of growth and commercialization opportunities.

Participants emphasized that the long-term economic return of the allocation will depend not only on the amount of capital deployed, but on:

- Who can access it;
- How commercialization pathways are structured;
- Whether commercialization systems are inclusive; and
- Whether capital reaches underrepresented founder pipelines early enough to support scale.

As one participant noted:

> **"The long-term economic return depends not only on the amount of capital deployed, but on who can access it."**

Several participants emphasized that meaningful participation will require investment in:

- Founder activation;
- Commercialization pathways;
- Women-led venture ecosystems;
- Emerging fund managers;
- Capital readiness infrastructure; and
- Growth-stage pipeline development.

Participants also emphasized that women-led investment organizations and ecosystem builders are already generating measurable commercialization and capital outcomes despite limited and fragmented funding structures.

As one participant explained:

> “The people and organizations around this table are the ones unlocking that capital for women.”

3. Women Investors and Women-Led Funds Represent a Significant Untapped Source of Domestic Capital

Participants identified women investors and women-led funds as a significant and underutilized source of:

- Domestic investment capital;
- Private capital mobilization;
- Founder activation; and
- Innovation diversification.

Organizations represented throughout the roundtable described measurable outcomes related to:

- Investor activation;
- Commercialization support;
- Founder readiness;
- Capital mobilization; and
- Growth-stage business development.

Several organizations shared examples of:

- Activating hundreds of women investors;
- Mobilizing millions of dollars into Canadian firms; and
- Significantly increasing women founder investment rates.

As one participant noted:

> “69% of our first investments went to women founder CEOs.”

The discussion also highlighted broader cultural barriers related to entrepreneurial risk-taking and early-stage investing in Canada.

Participants noted that significant private wealth remains disconnected from Canada's innovation economy, particularly outside traditional venture and technology ecosystems.

Several participants emphasized the importance of increasing domestic participation in Canada's innovation economy by mobilizing more Canadian capital into Canadian firms and commercialization ecosystems.

As one participant stated:

> "We need Canadians to invest in Canadians."

The discussion also identified opportunities to:

- Improve investor education;
- Increase confidence-building;
- Normalize angel investing; and
- Support women entering capital markets for the first time.

Participants also emphasized the importance of increasing women's participation across the broader investment ecosystem, including mixed angel groups and investment networks. Several participants noted that diverse investor networks can play an important role in helping founders access the relationships, visibility, and follow-on financing needed to support growth throughout the capital continuum.

As one participant explained:

> "Women need easier on-ramps into learning how to invest."

4. Entrepreneurial Ecosystems Are Operating as Strategic Economic Infrastructure

A major theme throughout the discussion was the mismatch between the economic value generated by entrepreneurial ecosystem organizations and the resources available to sustain them.

Participants repeatedly described entrepreneurial support systems as strategic economic infrastructure supporting commercialization, founder activation, investment readiness, capital connectivity, and ecosystem coordination across Canada's innovation economy.

Several organizations also described measurable commercialization, founder development, investor participation, growth-stage company, and capital mobilization outcomes despite comparatively limited operational resources.

At the same time, many ecosystem organizations continue to operate through fragmented and unstable funding structures.

Participants repeatedly emphasized that women-focused entrepreneurial ecosystems are already generating measurable commercialization and investment outcomes with comparatively limited operational resources.

As one participant stated:

> **"We are doing so much with so little."**

Another participant noted:

> **"If the organizations around this table are funded adequately, that's what's going to move the needle in Canada."**

Participants consistently emphasized that stronger long-term investment into entrepreneurial ecosystem infrastructure could improve commercialization outcomes, founder activation, ecosystem coordination, investor participation, return on public investment, and national productivity growth.

Participants also emphasized the importance of improving transparency and accountability regarding ecosystem funding flows, capital deployment, public investment outcomes, and commercialization performance.

As one participant explained:

> **"We should make transparency an outcome of this meeting."**

Several participants emphasized that many of the systems, organizations, investment models, and commercialization supports required to improve women's participation already exist across Canada.

The challenge identified throughout the discussion was less about inventing entirely new systems and more about:

- Strengthening coordination;
- Scaling proven models;

- Improving connectivity; and
- Aligning existing infrastructure more effectively.

As one participant observed:

> “We have a lot of the solutions the government is looking for. We’re here with the doers.”

5. Women’s Growth Pathways Remain Fragmented Across the Capital Continuum

Participants noted that women entrepreneurs operating in rural communities, northern regions, Indigenous ecosystems, immigrant entrepreneurial communities, and smaller-market economies often experience reduced access to investor relationships, commercialization infrastructure, scaling supports, procurement pathways, and growth-stage capital systems.

Participants emphasized that strengthening women's participation in entrepreneurship, investment, and growth capital will require more intentional efforts to ensure entrepreneurial growth pathways exist across regions and communities across Canada.

As one participant stated:

> "Where you live definitely determines what access you have to capital."

Several participants also emphasized the importance of ensuring Canada's growth agenda extends beyond major urban centres and that successful regional models are better connected through shared infrastructure, investment networks, and growth pathways that support women entrepreneurs from pre-seed and seed-stage financing through to Series A and beyond.

6. Existing Entrepreneurial and Investment Systems Were Not Viewed as Designed Around Women’s Participation

Participants emphasized that many entrepreneurial, investment, and workplace systems continue to reflect historical assumptions designed around male participation patterns.

Several participants discussed the extent to which current systems often fail to adequately account for:

- Caregiving responsibilities;
- Family structures;
- Women’s leadership realities;

- Women’s health and life-stage realities;
- Uneven access to capital networks and growth pathways; and
- Barriers to participation within investment ecosystems.

As one participant stated:

> **“The systems were not created for women.”**

Participants also discussed:

- The “motherhood penalty”;
- Limited workplace flexibility;
- Barriers to board participation; and
- Underrepresentation within investment decision-making systems.

As one participant observed:

> **“All the workplaces we have are still really designed by men, for men.”**

Participants emphasized that improving women’s participation in entrepreneurship and investment will require more than increased funding alone.

The discussion consistently reinforced the importance of redesigning systems themselves to better reflect the realities of:

- Modern entrepreneurship;
- Commercialization;
- Investment participation;
- Caregiving; and
- Leadership.

As one participant summarized:

> **“We need to build our society so women can play equally in it.”**

Role of WEOC and the Centre of Excellence

Participants consistently identified WEOC as emerging connective economic infrastructure for the women's entrepreneurship ecosystem, operating at the intersection of:

- Government;
- Entrepreneurship;
- Commercialization;
- Capital and investment systems;
- Regional ecosystem delivery; and
- National economic strategy.

Participants noted that Canada currently lacks sufficiently connected national infrastructure capable of:

- Coordinating ecosystem intelligence;
- Aligning growth pathways;
- Connecting founders to capital systems;
- Scaling successful models nationally; and
- Translating regional ecosystem delivery into broader economic strategy.

As one participant explained:

> "The system needs to work as a system."

Within this context, the WEOC Centre of Excellence was discussed as scalable economic infrastructure intended to strengthen ecosystem coordination, commercialization pathways, investment readiness, founder activation, capital connectivity, and national ecosystem intelligence, while helping connect and strengthen growth pathways for women entrepreneurs across the capital continuum.

As one participant stated:

> "This is the first time we're convening a group like this."

Strategic Implications and Priority Opportunities

The discussion identified several strategic opportunities for consideration by governments, institutional investors, and ecosystem leaders. Throughout the conversation, participants consistently returned to the view that Canada already possesses many of the organizations, entrepreneurial ecosystems, commercialization supports, and investment capabilities required to improve outcomes. The opportunity identified through the roundtable was to better connect, scale, coordinate, and sustain the systems that are already demonstrating measurable results across the country.

Priority actions identified through the roundtable included:

Immediate Implementation Horizon (0–12 Months)

- Design the $750 million early-growth-stage capital allocation to include earlier-stage commercialization and founder activation pathways to be inclusive of women.
- Improve participation pathways for women entrepreneurs, women-led funds, and emerging fund managers.
- Increase ecosystem coordination and commercialization intelligence through the WEOC Centre of Excellence.
- Improve transparency regarding ecosystem funding flows, commercialization outcomes, and capital deployment.
- Increase participation from private investors and strengthen investor activation and education pathways to support early-stage capital formation.

Medium-Term Implementation Horizon (1–3 Years)

- Expand institutional participation from major government initiatives, pension funds and domestic capital providers.
- Strengthen national commercialization and investment readiness infrastructure.
- Scale proven founder activation and investor education systems nationally.
- Improve coordination between entrepreneurial ecosystems, commercialization systems, and capital pathways.

Long-Term Implementation Horizon (3–10 Years)

- Increase participation of women-led firms within commercialization and growth-stage ecosystems.
- Strengthen domestic ownership and intellectual property retention.
- Increase domestic capital mobilization into Canadian firms.
- Improve productivity growth, commercialization outcomes, and sovereign economic resilience nationally.

Growth Capital and Investment

Participants identified opportunities to strengthen participation pathways for women entrepreneurs, women-led funds, and emerging managers within Canada's growth-capital ecosystem.

The discussion emphasized the importance of:

- Designing the $750 million early-growth-stage capital allocation to include earlier-stage commercialization and founder activation pathways;
- Improving founder access to angel investment, seed financing, and commercialization support systems;
- Increasing strategic participation in women-led funds and emerging fund managers;
- Exploring blended and flexible financing models capable of supporting commercialization and growth-stage transitions; and
- Encouraging stronger participation from pension funds and institutional investors in domestic innovation ecosystems.

Several participants emphasized that women-led investment organizations are already generating measurable commercialization and capital outcomes despite comparatively limited operational resources.

As one participant stated:

> "We need more funding into emerging managers."

Ecosystem Infrastructure and Coordination

- Create stable multi-year investment into women's entrepreneurial ecosystem infrastructure.

- Strengthen founder activation, commercialization readiness, and investment readiness systems nationally.
- Improve national coordination across entrepreneurial support organizations, commercialization ecosystems, and capital pathways.
- Increase transparency and accountability regarding ecosystem funding flows, capital deployment, and commercialization outcomes.
- Develop more standardized national approaches to investment readiness and commercialization support.

As one participant observed:

> **“You can’t build sustainable organizations if you don’t have long-term funding.”**

Commercialization and Economic Competitiveness

- Strengthen pathways supporting domestic commercialization and scale-stage growth.
- Increase support for Canadian-owned firms and domestic intellectual property retention.
- Improve participation pathways for entrepreneurs operating in rural, northern, Indigenous, immigrant, and smaller-market ecosystems.
- Expand investor activation and entrepreneurial risk-taking participation nationally.
- Strengthen domestic participation in Canada’s innovation economy by mobilizing more Canadian capital into Canadian firms.

As one participant stated:

> **“It’s great to incubate companies in Canada. We need them to stay in Canada.”**

WEOC Centre of Excellence

Participants consistently positioned WEOC as emerging connective economic infrastructure operating at the intersection of entrepreneurship, commercialization, investment systems, regional ecosystem delivery, and national economic strategy.

Within this context, the WEOC Centre of Excellence was discussed as scalable infrastructure intended to strengthen:

- Ecosystem coordination;
- Investment readiness;

- Commercialization pathways;
- Founder activation;
- Capital connectivity; and
- National ecosystem intelligence.

Participants emphasized that the Centre of Excellence could support stronger coordination between governments, commercialization ecosystems, entrepreneurial support organizations, investors, and growth-capital systems while helping scale proven models nationally.

As one participant summarized:

> **"We need a platform for leadership."**

Strategic Implications for Government

The roundtable discussion identified several implications relevant to federal economic strategy, commercialization policy, sovereign investment design, and growth-capital deployment.

Participants consistently emphasized that strengthening women's participation in entrepreneurship and investment should increasingly be understood as part of Canada's broader strategy to:

- Strengthen domestic ownership;
- Improve commercialization outcomes;
- Mobilize private capital;
- Accelerate productivity growth;
- Retain intellectual property domestically;
- Expand sovereign economic capacity; and
- Strengthen long-term economic competitiveness.

Several participants also emphasized that the design of current federal growth and investment initiatives, including the $750 million early-growth-stage capital allocation, may materially influence whether women entrepreneurs meaningfully participate in Canada's next generation of commercialization and scale-stage growth opportunities.

The discussion identified opportunities for federal consideration related to:

- Earlier-stage founder activation and commercialization pathways;
- Investment readiness infrastructure;

- Women-led funds and emerging managers;
- Institutional investor participation;
- Commercialization ecosystem coordination;
- Domestic capital mobilization; and
- National ecosystem intelligence and transparency.

Participants also emphasized the importance of strengthening growth pathways across the capital continuum to ensure that more women entrepreneurs are able to progress from early-stage financing through to commercialization, scale, and growth-stage capital opportunities.

Participants repeatedly emphasized that entrepreneurial ecosystems are already generating measurable commercialization and investment outcomes with comparatively limited operational resources.

The discussion also reinforced that Canada currently lacks sufficiently connected national infrastructure capable of coordinating:

- Founder pathways;
- Commercialization systems;
- Investment ecosystems;
- Ecosystem intelligence;
- Regional entrepreneurial delivery; and
- Growth-capital participation.

Within this context, the WEOC Centre of Excellence was discussed as scalable economic infrastructure intended to strengthen ecosystem coordination, commercialization pathways, investment readiness, founder activation, capital connectivity, and national ecosystem intelligence, while helping connect and strengthen growth pathways for women entrepreneurs across the capital continuum.

Potential National Outcomes

Participants identified several longer-term outcomes that could result from stronger coordination, investment, and participation across Canada's entrepreneurship and commercialization ecosystem.

These include:

- Increased participation of women-led firms within growth-stage capital systems;
- Stronger founder pipelines into commercialization and scale-stage growth;

- Increased domestic capital mobilization into Canadian firms;
- Stronger commercialization retention and domestic ownership;
- Improved regional participation across underserved ecosystems;
- Increased investor participation and capital market diversity; and
- Stronger long-term productivity growth and sovereign economic resilience.

Conclusion

The discussion reinforced that women's entrepreneurship and investment participation should increasingly be understood not solely as an inclusion issue, but as a broader economic competitiveness issue linked directly to productivity growth, commercialization outcomes, domestic ownership, private capital mobilization, innovation competitiveness, and sovereign economic capacity.

Participants consistently emphasized that Canada's ability to strengthen long-term competitiveness and economic resilience will depend not only on the capital the country deploys, but on who is empowered to deploy it.