

**Written submission to
the Government of Canada**

Getting major projects built in Canada - Discussion paper
on proposed legislative, regulatory, and policy reforms

By: Canada Powered by Women

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Introduction

As the Government of Canada consults on getting major projects built faster, Canada Powered by Women (CPW) welcomes the opportunity to provide recommendations grounded in direct evidence from engaged Canadian women.

Since 2019, CPW has been amplifying women's support for responsible energy development, including the building of infrastructure and pipelines, as it aligns with what is important to them. Our mission is sound energy policy that takes into consideration the economic priorities of women and Canadians. Engaged women connect sound energy policy with matters that affect them at both a micro and macro level, specifically around economic impact and securing a prosperous future for Canada.

This is based on evidence from annual national research surveys with Léger, a national event tour across some of Canada's largest cities, an executive women's roundtable series, and sustained engagement with women across the country, including Halifax, Regina, Edmonton, Calgary, Vancouver, and Toronto. Through CPW's annual national research survey, we have seen strong and growing support for responsible energy development across the country, including in Quebec and Atlantic Canada.

Canada has a clear window to assert itself as an energy and infrastructure leader but only if the regulatory system is built to match that ambition.

The growing national consensus that Canada's energy and natural resources are strategic assets reflects years of work amplifying women's voices in this debate. CPW is a national, big-tent organization with a coast-to-coast footprint, and this submission reflects what women from every region have told us directly.

We represent the voice of 6.5 million (or 39.5%) of women in Canada, including Indigenous women. Engaged women are super voters who turn out at rates that consistently exceed the general population at every level of government. Their views on energy and infrastructure are grounded in practical economic concerns spanning jobs, household costs, and the long-term strength of the communities they live in. And 80% of them want to have a voice about the future of energy in our country.

Question 1: What opportunities do you see emerging from these proposals to improve the assessments and permitting processes related to building major projects?

CPW views these proposals as a significant and welcome step forward. Times have changed, and this is a clear mandate and moment for Canada to act. One that we cannot afford to miss.

Based on our evidence, 92% of engaged Canadian women identify that the current pace of government is too slow and is Canada's greatest risk to prosperity. Amid chronic affordability issues, 86% of engaged women understand that a strong and growing energy sector supports

economic stability, with well-paying jobs. Engaged women in every region of the country support this connection between energy sector growth and a strong economy.

The opportunity embedded in these proposals is significant:

Accelerated timelines restore investor confidence. We know that 70% of engaged women support accelerating regulatory and approval processes to build major energy projects faster. Engaged women want smart speed: a government that acts quickly and decisively while staying flexible enough to adjust and correct course when needed.

A single coordinated process ends duplication. Layering new policies on top of old ones without removing outdated requirements results in additional costs, delays, and uncertainty multiplying at every step. The proposed Crown Consultation Hub and single project decision could directly respond to this concern. Among engaged women, 72% believe the importance of oil pipeline infrastructure has increased in the current geopolitical landscape.

Economic Zones unlock nation-building infrastructure. Breaking down interprovincial barriers to facilitate affordable and reliable energy development is supported by 85% of engaged women. Additionally, 79% agree that Canada should develop natural resources across different regions, while 86% believe policies need to be revised to make domestic trade between provinces and territories easier.

The appetite for energy development is coast to coast. Provinces want to build, and while regional nuances exist, they all want these projects to support and grow their economies. This is an opportunity that Canada must capitalize on, and energy and natural resource development is the vehicle through which we can unify.

Question 2: What are your views/general impressions on these proposals to improve regulatory efficiency related to building major projects faster in Canada?

These proposals represent a positive step, and CPW commends the Government of Canada's ongoing efforts to consult with stakeholders, so this reform closes the delivery gap. When well-designed policy stalls in implementation, Canada loses investment and credibility. These proposals suggest the Government of Canada recognizes that risk and is taking steps to address it.

At the same time, we must assess these proposals appropriately. We ask not just whether this is a step in the right direction, but whether it goes far enough to provide the clarity and certainty for investors, women and Canadians.

We strongly affirm the overall direction. Layering new policies on top of old ones without removing outdated requirements has resulted in additional costs, delays, and uncertainty multiplying at every step, and policies becoming prohibitive. Just 5% of engaged women say the current pace of decision-making is fast enough, while 61% believe current delays are making Canada less competitive on the world stage. A mere 11% support prioritizing environmental

policies over economic growth, while 82% favour in tandem, suggesting economic growth is the precondition to environmental outcomes, not an alternative.

Speed must be paired with certainty. This is represented by the 71% of engaged women who believe governments should act quickly only when benefits and trade-offs are clearly explained. Only 23% have high confidence in Canada's current ability to approve and complete large projects on time. Women want government to act quickly and decisively while staying flexible enough to adjust and correct course. Current policies and layers of taxes are eroding Canada's competitiveness and investment attractiveness.

Where details fall short, we must say so. The proposed single-minister override authority, which would allow one Minister to adjust environmental conditions for projects of national interest, requires careful scrutiny. Similarly, the introduction of new coordination bodies, including the Federal Review Coordinator, the Crown Consultation Hub, and the Transportation Project Office, risks adding new bureaucratic layers that undermine the streamlining goals these reforms are designed to achieve. Ambition without execution risks limiting competitiveness rather than unlocking it.

Question 3: What do businesses and Indigenous Peoples require to advance major projects within a shorter timeframe under these proposals?

In CPW's national surveys conducted by Léger, the participation of Indigenous women is consistently representative of the national population (5%). In 2026, CPW weighted the survey for British Columbia, where the Indigenous share of the population is higher (8%), to ensure greater representation of Indigenous women in that province.

What businesses and communities require is not a perfect process but a predictable one. Based on our evidence, 71% of engaged women say governments should act quickly only when benefits and trade-offs are clearly explained. Women want decisive action paired with the transparency and accountability needed to see projects through.

Certainty over perfection. Investors need predictable outcomes and timelines they can count on. 85% of engaged women agree Canada's natural resources give the country a position of power in global trade and should be used as a bargaining tool. Realizing that position requires a regulatory environment stable enough to attract and hold capital.

Execution requires accountability. Named officials must be responsible for timelines, with real authority to resolve conflicts and enforce deadlines. Good process design without designated accountability produces the same outcomes Canada has now. Ambition without execution risks limiting competitiveness rather than unlocking it.

Provinces want to build. Regional nuances exist, but they do not change the direction. 79% of engaged women agree Canada should develop natural resources across different regions. Nova Scotia wants energy self-sufficiency. Western Canada wants investment certainty. Ontario

wants a framework that supports nuclear alongside other energy sources. Every province wants energy development to support and grow its economy, and a national framework must be sensitive enough to deliver in all of them.

The appetite for energy development spans coast to coast. This is the opportunity Canada has to capitalize on, and energy development is the vehicle through which we can unify. That common ground is rare and Canada cannot afford to miss this moment.

Indigenous economic reconciliation needs to be part of the certainty. During our national tour and executive women's roundtable, Indigenous economic reconciliation was part of the discussion and was identified as a priority. Engaged women agree that providing certainty to industry must include a defined process for Indigenous consultation and economic reconciliation.

Additional evidence

Supporting our submission are hundreds of conversations with engaged women across the country, in addition to our **Voice of Women** annual national survey (February 2026). With the support of Deloitte and PwC, we have produced two reports that distill what we have heard from engaged women during our **Powering Prosperity National Event Tour** and the **Fueling What Matters Executive Women's Roundtable Series**, held through March and April this year. For your reference, we have included these brand-new reports, as well as further data from our national survey, to support our submission.

About Canada Powered by Women

Canada Powered by Women is a national organization with more than seven years of advocacy on behalf of engaged women across Canada. With a coast-to-coast presence and a broad, inclusive membership, CPW is a big tent organization that brings together women from every region, sector, and background who are united by a shared commitment to Canada's energy future and long-term economic prosperity. Our mission is sound energy policy that takes into consideration the economic priorities of women and Canadians.

Canada Powered by Women exists to turn women's lived experience into clear direction for energy policies that deliver real economic security for Canadians. We do this through rigorous research, national events, and direct engagement with policymakers, industry leaders, and communities.

This submission draws on significant evidence from CPW's engaged women audience, as presented in a Léger national survey, a cross-country national event tour, and an executive women's roundtable national series, all conducted in 2026:

- **The Voice of Women** – a national survey of 1,048 engaged Canadian women, conducted in partnership with Léger, detailed in infographics profiling CPW's engaged women audience and summarizing the research findings related to resource development and economic prosperity.
- **Powering Prosperity** – a national event series that convened more than 700 women across five cities: Regina, Halifax, Calgary, Toronto, and Vancouver, and a national report co-authored by CPW and Deloitte reflecting feedback and insights distilled from a detailed workshop and key research questions tabled in each city.
- **Fueling What Matters** – executive roundtables conducted in partnership with PwC, engaging 50 executive women business leaders representing 50 unique organizations across energy and energy-adjacent sectors in Calgary, Edmonton, Toronto, and Vancouver.

The voices in this submission are grounded in data-supported priorities of engaged Canadian women — women who are informed, active, and ready to hold governments accountable for rapid delivery.

Thank you for the opportunity to share their perspective.