



April 15, 2026

Exhibition Place Board of Governors
Exhibition Place
100 Princes' Boulevard
Toronto, ON M6K 3C3

Re: Letter of Support, Exhibition Place Vision Plan (agenda item EP 22.10 on April 16th)

Dear Members of the Board of Governors,

The Exhibition Place proposal that has been brought forward to you represents a once-in-a-generation opportunity for the City of Toronto.

192 acres in the centre of the city, soon to be fully connected by rapid transit, with direct access to the waterfront. These lands were set aside in the 1870s for the purpose of public exhibition and gathering, to showcase what was best about this city and this country. What Don Boyle has put before you is a plan that offers the chance to realize the full potential of that original purpose. There is no location like this anywhere in the world, and this plan imagines what it could truly become: a place where the events, the sports, the concerts, all the things that make this site extraordinary, are surrounded by community, by daily life, by the kind of activity and presence that a site like this has always had the potential to offer, every day of the year.

I am pleased to express the CNE's support of this vision. We commend Don and the Exhibition Place team for the quality of thinking behind it.

I am seven months into this role, and from the beginning Don has been a strong partner. The conversations we have had about the future of this site have been collaborative, and the alignment between what Exhibition Place is proposing here and what the CNEA is working toward has developed through that relationship. This plan reflects those conversations, and the CNEA remains engaged in advancing it.

The Food Building is where our interests converge most directly. For 72 years, the Food Building has been a destination for Ex event visitors, and it will remain an anchor of our 365-day strategy plans. The vision for the Food Building as a civic marketplace and arrival gateway from the Ontario Line station is exactly where we are headed with our own planning, and we are ready to be a meaningful partner in making it happen.

On the question of phasing, the CNEA's strong view is that this project should be delivered in a single phase rather than two. The planning rationale for a phased approach is understandable, but we think it points in the wrong direction. The Ontario Line will bring sustained daily traffic to this site for the first time. The new Ontario Science Centre, the new RBC Amphitheatre, and other major developments at Ontario Place will bring a significant increase of visitors directly to these grounds. The site needs to be ready to receive that traffic when it arrives, not mid-way through a second construction cycle. Beyond readiness, a single-phase delivery minimizes total disruption to the site, reduces overall construction costs to the City, and substantially reduces the impact on organizations and event producers like the CNE that will carry real financial consequences from extended construction periods. The case for doing this once, in a single-phase approach, is compelling and would be supported by the CNEA.

More broadly, a more activated, connected Exhibition Place is good for the CNE, good for Toronto, and good for everyone who uses this site. I hope you will give this proposal, delivered as a single unified project, your full support.

I look forward to speaking at the Board of Governors meeting and the CNE looks forward to continuing the collaborative partnership and contributing to next steps.

Yours truly,

Mark Holland

Chief Executive Officer

Canadian National Exhibition Association

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