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OFFICE OF CHAIRMAN

February 9, 2016

The Honorable Daniel R. Elliott III  
Chairman, Surface Transportation Board  
395 E Street SW  
Washington, DC 20423

Dear Chairman Elliott:

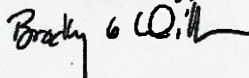
I am writing to you to express the Detroit Regional Chamber's opposition to the proposed combination of the Canadian Pacific Railways and Norfolk Southern. Serving the regional business community of Detroit for over 100 years, the Chamber has long focused on maintaining a competitive marketplace in the supply chain for our members.

The Chamber shares the concerns outlined in a letter dated December 22, 2015 to the Chairman of Canadian Pacific Keith Creel signed by the Alliance of Automobile Manufacturer and the Association of Global Automakers. In particular, the consolidation of Class I railroads in North America is creating a competitive imbalance that tips the scales away from the manufacturing sector on which Michigan and a large part of the United States economy depends.

Michigan benefits from supply chain infrastructure that allows our employers a competitive leg-up. Our employers benefit from having a number of options to connect with suppliers and customers in the U.S. and Canada including freight rail, a robust highway network and freshwater port. We believe that the proposed combination of Canadian Pacific and Norfolk Southern will have a deleterious impact on our region and economy.

The Detroit Regional Chamber urges the Surface Transportation Board to reject the proposed merger and keep supply chain competition in our region.

Sincerely,



Brad Williams

Vice President, Government Relations