



February 9, 2016

Chairman Daniel R. Elliott, III
Surface Transportation Board
395 E Street, S.W.
Washington, DC 20423-0001

2016 MAR -4 AM 10:16
OFFICE OF CHAIRMAN

Dear Chairman Elliot:

I am writing to you on behalf of the Jacksonville Port Authority (JAXPORT) to express my genuine concerns related to a potential Canadian Pacific – Norfolk Southern acquisition or merger.

JAXPORT has enjoyed a long standing relationship with the NS and we have come to respect this organization as a service-oriented railroad with valued product offerings. Our business relies heavily upon a customer-centric, service oriented rail partner like the NS. From what I can discern from various public documents, I remain deeply concerned that CP's focus on widespread cost cuts has the potential to affect service availability, customer service levels and safety.

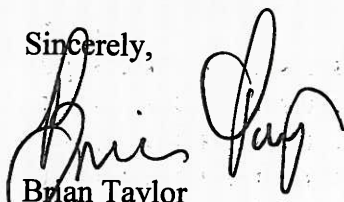
Our goal is to grow the business of the port and we need a rail partner focused on growth, with the flexibility to think and act strategically. NS has consistently demonstrated a strategic approach focused on growing business for the long-term. In the NS I see a company that has been a solid partner, focused on maintaining and improving service levels, investing in infrastructure, and growing their business by serving our port traffic efficiently.

JAXPORT supports maintaining rail partners that are interested in growth across multiple commodities, working with diverse businesses like our Container, Roll-On/Roll-Off, and Automotive sectors that are extremely service-sensitive.

We at JAXPORT would be extremely concerned that a transaction such as this may lead to further rail consolidation, which in the end would be exceedingly disruptive and not conducive to a long-term competitive dynamic in the rail industry. Here in the Southeast we rely on both the NS and CSX, if this transaction has the potential to spawn others, I am very concerned about the future service reductions that could occur.

We at JAXPORT do not see how a transaction that disrupts a strong, U.S. headquartered rail provider could be in the best interest of American citizens and businesses.

Sincerely,


Brian Taylor
Chief Executive Officer