



February 11, 2016

The Honorable Daniel R. Elliott III
Chairman
United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423 -0001

The Honorable Ann D. Begeman
Vice Chair
United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423 -0001

The Honorable Debra Miller
United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423 -0001

Dear Chairman Elliott and Surface Transportation Board Members:

I have been carefully watching the attempts by Canadian Pacific Railway (CP) to merge with Norfolk Southern Railway and rejections by NS of three previous offers. While I believe that the merger would ultimately be rejected by the Surface Transportation Board, the idea of CP and NS merging would likely cause disruption and degradation in service as attempts are made to reduce expenses to improve return on investment. The resulting decline in service levels will have a direct and negative impact on businesses reliant on rail for logistics. Subsequently, the merger would also limit the competitive balance that exists among North American Railways and ultimately increasing costs on businesses dependent on rail service. As an economic development official, I believe that the proposed merger by Canadian Pacific will adversely impact both quality and costs and subsequently oppose the proposed merger.

Sincerely;

A handwritten signature in blue ink, appearing to read "Patrick Phillips", is written over a white background.

Patrick Phillips, Executive Director