

JUNE 28, 2021

BY ELECTRONIC FILING

The Honorable Cynthia T. Brown
Chief, Section of Administration, Office of Proceedings
Surface Transportation Board
395 E Street S.W.
Washington, DC 20423

Re: Finance Docket No. 36514 – *Canadian National Ry. – Control – Kansas City Southern*

Dear Ms. Brown:

My name is Matt Joseph, and I am the owner of Berkshire Home Solutions in Plymouth, Minnesota. We are an industry leader in general contracting.

I write to you my perspective on the Canadian Pacific (“CP”) Kansas City Southern (“KCS”) proposed merger.

As a general contractor, I rely on various trade routes to source materials. My business depends on safe, reliable, and efficient modes of transportation that get goods from market to my building sites. A CP-KCS merger would increase access to new markets by connecting the U.S., Mexico, and Canada through a single-line route. This would help increase competition and possibly drive down transportation costs – savings that could be passed onto consumers and homeowners.

I urge the Surface Transportation Board to support a CP-KCS merger over any other potential acquisitions.

Matt Joseph
Owner, Berkshire Home Solutions



Cc: All Parties of Record