

May 26, 2020

Carole Saab
Incoming Chief Executive Officer
24 Clarence Street
Ottawa, Ontario
K1N 5P3

Dear Ms. Saab,

On behalf of the board of directors and the members of the Railway Association of Canada (RAC), we'd like to extend our congratulations to you on your recent appointment as the chief executive officer of the Federation of Canadian Municipalities.

The FCM and RAC share the common goal of wanting to promote proper planning and improved communications between communities and railways and we look forward to working together on the Proximity Initiative to enhance public safety.

Many exciting opportunities lie ahead for you, and we wish you every success in your new role.

Sincerely,



Marc Brazeau
President & CEO