



PROCEDURE

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Client **Bay-Montana, LLC**
 Project CNRL Pipe Rack Module Transport
 Subject Billings, MT to US/CAN Border Transportation Plan



E	Revised Travel Stages	02-November-2012		CM
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C	Amended Travel Times & Park Locations, Route from Bay Facility	17-September-2012		CM
B	MDT Comments Incorporated	26-July-2012		CM
A	Preliminary Release	12-July-2012		CM
Rev.	Description	Date	Ref.	Checked



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1.0 Summary

The purpose of this document is to communicate the plan for the carrier and its subcontractor(s) to transport pipe rack modules from the Bay-Montana, LLC facility, located at 2450 S. 32nd Street W., Billings MT to the Canada / US border at Sweetgrass, Montana. The maximum dimensions for the loads are 24'-7" wide, 25' High, 120' Long, and weighing up to 284,000 lbs (dimensions do not include truck and trailer).

Bay-Montana has enlisted the expertise of Mountain West Holding Company to comply with the Montana State requirement for flag persons signaling traffic around a load of this size while in Transport. Bay-Montana has also contacted the Montana State Police and are working on an agreement to escort the pipe rack modules through the State of Montana as an added extra safety precaution.

This plan deals with loads travelling on conventional and hydraulic platform trailers. Hydraulic platform trailers are among the most technologically advanced trailers and can be configured in many ways. Axle loads are hydraulically equaled out amongst the axle groups and they have steering and leveling capabilities.

Included here are a Travel Plan, outlining the intended travel schedule and pull outs noted for clearing traffic. A Traffic Control Plan is added to identify how the carrier will safely move traffic around the load while adhering to the requirement of not holding up traffic for more than 10 min. Also included is an

Emergency Response Plan to cover the procedure for the transport team to follow in the event of an emergency while in transport.

It is our goal to transport the module as safely and as efficiently as possible through the state of Montana, while leaving as little a footprint as possible on the local communities.

Note: This travel schedule is based on the majority of overhead obstructions being cleared or raised prior to the load travelling. This would include any lines that require bucket truck lifting to have the trucks placed and the lines lifted prior to the load crossing under.



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2.0 Traffic Control Plan

2.1 Local Partners

Mammoet has made contact and intends to use local knowledge and expertise to guide the loads through Montana without incident. These partners include, Mountain West Holding Company (for flag persons and signage), Montana Highway Patrol (support escort to ensure safety of the public and crews), and local pilot cars (for traffic warning and control).

2.2 Traffic Management Strategy

Effective traffic management is a priority. As per MDT, Mammoet plans to not delay traffic more than 10 min at any time. The carrier will use three pilot vehicles escorted by two police cruisers to provide safe control of rear approaching and oncoming traffic. The police cruisers will be located at the very front and very rear of the transport convoy as a visual reminder to follow all traffic laws and signs. The police escorts are also an integral part of the Emergency Response Plan.

The carrier will utilize the expertise of local flag persons who have escorted many over dimensional loads through the narrow pass without incident. During transport, oncoming traffic will be stopped at noted wider sections of the roadway (see appendix B for complete list) and released once the load has passed. Traffic coming from the rear will also be cleared out at appropriate wide spots and signaled to pass by the rear pilot truck when safe to do so. This is a standard flag person / pilot car strategy for moving traffic around loads of this size.

For load parking whether overnight or to clear traffic the transportation supervisor will travel ahead of the load (leapfrog) parking locations to ensure the next one is available. Every attempt will be made to keep it clear but if it is occupied and cannot be cleared of motorists a decision will be made between the transport crew if there is another available spot in the vicinity to use or stay behind until a new plan can be established.

Mountain West Holding Company of Missoula, MT will assist us in executing the traffic control plan for the State of Montana. Traffic clearing wide spots have been identified and noted in appendix B. The current plan is to utilize a 10' wide trailer, this allows for the load to overhang the ditch where possible thus leaving the oncoming lane clear for controlled traffic flow as well (see sketch on following page).

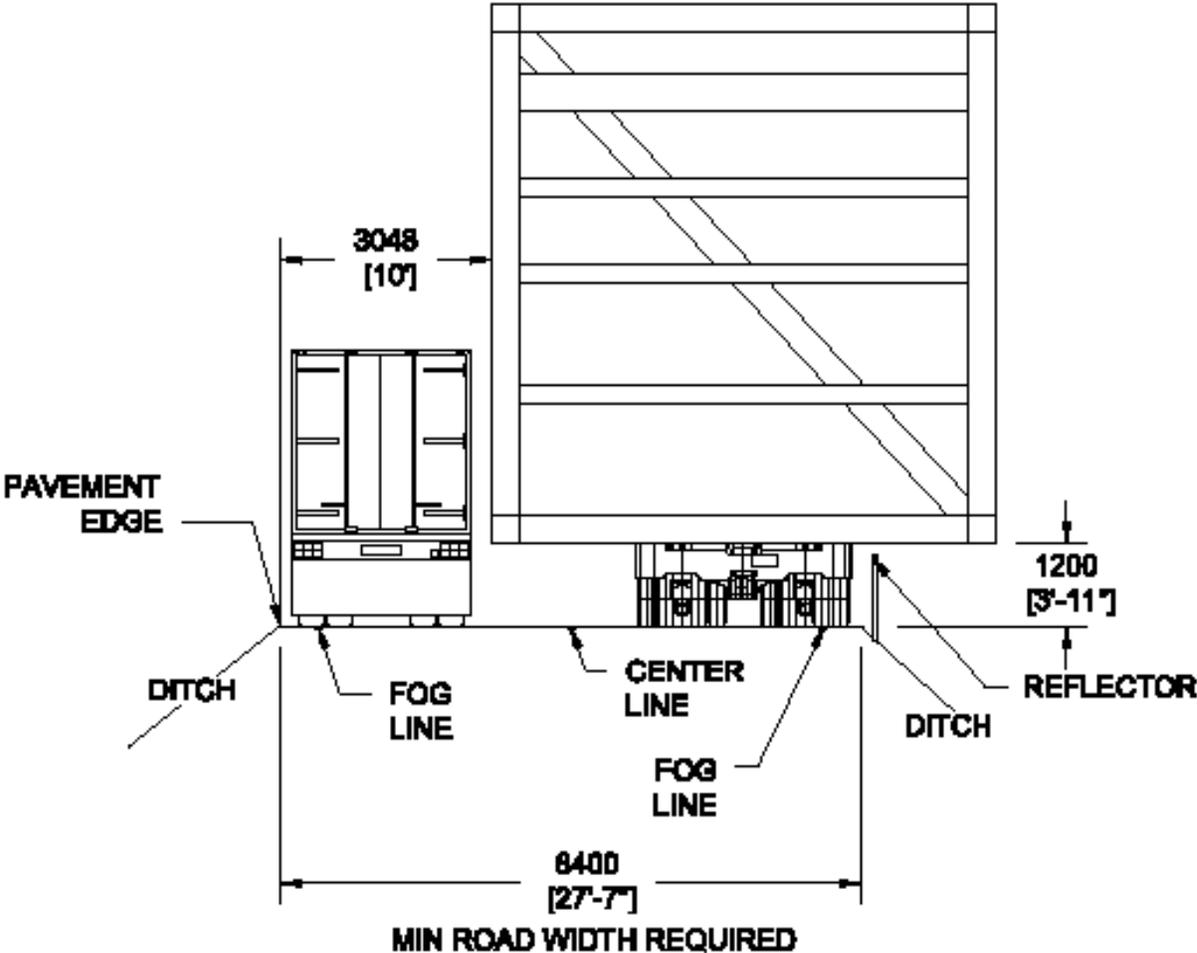


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Typical load overhanging the ditch





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2.3 Overhead Utility Obstructions

Work is ongoing to relocate overhead utility lines that will be an obstruction to the transport. In certain cases lines may need to be temporarily raised by the utility owner which may cause temporary disruption to the public. All efforts will be made to keep the disruptions to a minimum.

Notification will be made by the utility owner to the end user making them aware of the times that disruptions will occur. As most of the customers are in rural areas, these notifications will be made by automated phone recordings along with notices in the local papers.

2.4 Travel Speeds

The loaded hydraulic transport trailer can travel at a maximum speed of 35 mph. For the transportation plan, experienced personnel have estimated the travel speeds along each segment of the road to develop our anticipated travel times.

Conventional trailers can travel at a higher speed than hydraulic trailers. For the transport plan, experienced drivers have estimated loaded conventional trailer travel speeds of 45 mph up to posted speed limits.

Night time travel from Billings is planned to minimize the impact to the public.



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2.5 Communications

Clear communication is the key for the module to safely travel across the State of Montana. Mammoet has experience in setting up communication systems for extremely large transport convoys that may stretch across several miles when flag persons, police escorts, and pilot cars are utilized.

Primary communication is by two way radios. Mammoet has designated frequencies that will be utilized during the transport. For this transport we will use two channels, one will be for the actual transport trucks, trailer operator and transport supervisor for the operation of the equipment. The second channel will be reserved for the flag persons, police, pilots and transport supervisor. The transport supervisor will carry two radios and be the link between the two parties when required. The pilot cars in the middle will act as relay messengers for the very front flag persons when a message is needed to get to the back of the convoy.

The police escort will have police radio network and will advise of any emergency vehicle callouts that the module may potentially interfere with and advise the transport supervisor according (this is covered in greater detail under the Emergency Response Plan of this document).

As cellular coverage may be limited at points through the route, Bay-Montana will ensure that the transport supervisor has communication available during the transport by way of satellite communications (either satellite phone or 2 way GPS locating software). The carrier's corporate "hands free" safety policy applies for all phone communications while driving.

Prior to moving each day the entire crew (flag persons, pilots, utility, MDT and law enforcement escorts, and transport crew) will take part in a pre-job meeting (toolbox talk) where the communications will be reviewed and potential issues identified and resolved prior to transport. The toolbox talk also covers the review of the plan for the day including, traffic control, any potential issues that may come up and how they are to be resolved. As part of the carrier's continuous improvement process, an established global system for communicating incidents and corrective actions (lessons learned) is in place. Any other third party operations required for the transport of modules (as per permit requirements) will be contacted and their plans reviewed.



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3.0 Travel Plans

In the following sections is a summary of the major stages of travel indicating:

- Scheduled time of travel
- Start and end points
- Estimated travel time
- Total distance travelled

To ensure minimum public impact, a combination of day and night time travel is planned. To reduce disruption, up to two loads will travel through a single stage at one time. Each load will have pilot vehicles and traffic control escorting it as per the permit conditions and they may also include additional support as deemed required by the carrier. The objective is to have two police escorts accompany the consolidated group and be positioned at the extreme front and rear.

Summarized Travel Schedule

Loads less than 23' loaded height	Approx. Times	Est. Travel Time
Day 1 – 55 miles <i>Bay-Montana to Overnight Parking (MP28.5 on US87)</i>	1:00am to 6:00am	5 hrs
Day 1 continued – 150 miles <i>Overnight Parking (MP28.5 on US87) to Denton</i>	9:00am to 6:00pm	6 hrs
Day 3 – 225 miles <i>Denton to Canada/US Border</i>	6:00am to 7:00pm	7 hrs
Loads greater than 23' loaded height	Approx. Times	Est. Travel Time
Day 1 – 55 miles <i>Bay-Montana to Parking Location (MP28.5 on US87)</i>	11:00pm to 6:00am	6.5 hrs
Day 1 continued – <i>Parking Location (MP28.5 on US87) to Overnight Parking Location (MP20 on Hwy 19)</i>	9:00am to 6:00pm	4.5 hrs
Day 2 - <i>Overnight Parking (MP 20 on Hwy 19) to Denton</i>	6:00am to 7:00pm	10 hrs
Day 3 – 225 miles <i>Denton to Chester</i>	6:00am to 7:00pm	10 hrs
Day 4 - <i>Chester to Canada/US Border</i>	6:00am to 7:00pm	10 hrs



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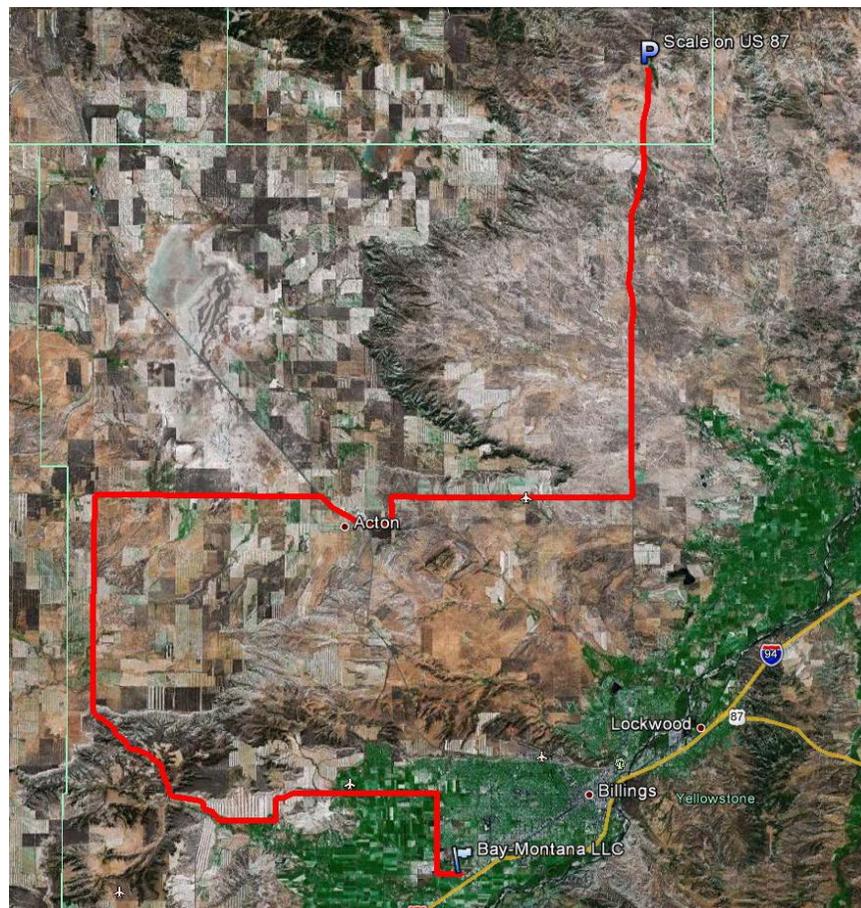
3.1 Loads less than 23' tall

For loads less than 23' tall, the required number of utility line moves is small thanks to several permanent line relocations. As such, the loads will be able to travel greater distances in the allotted time than those requiring multiple utility line relocations.

3.1.1 Stage One – Bay-Montana, LLC to MP28.5 on US87

This stage of the transport is 54.7 miles from the Bay fabrication facility in Billings, MT to the weigh station at MP 28.5 on US87. Stage One is intended to be travelled at night to minimize impact to the community of Billings and surrounding homes that would typically commute to the city for work.

Map of Stage 1





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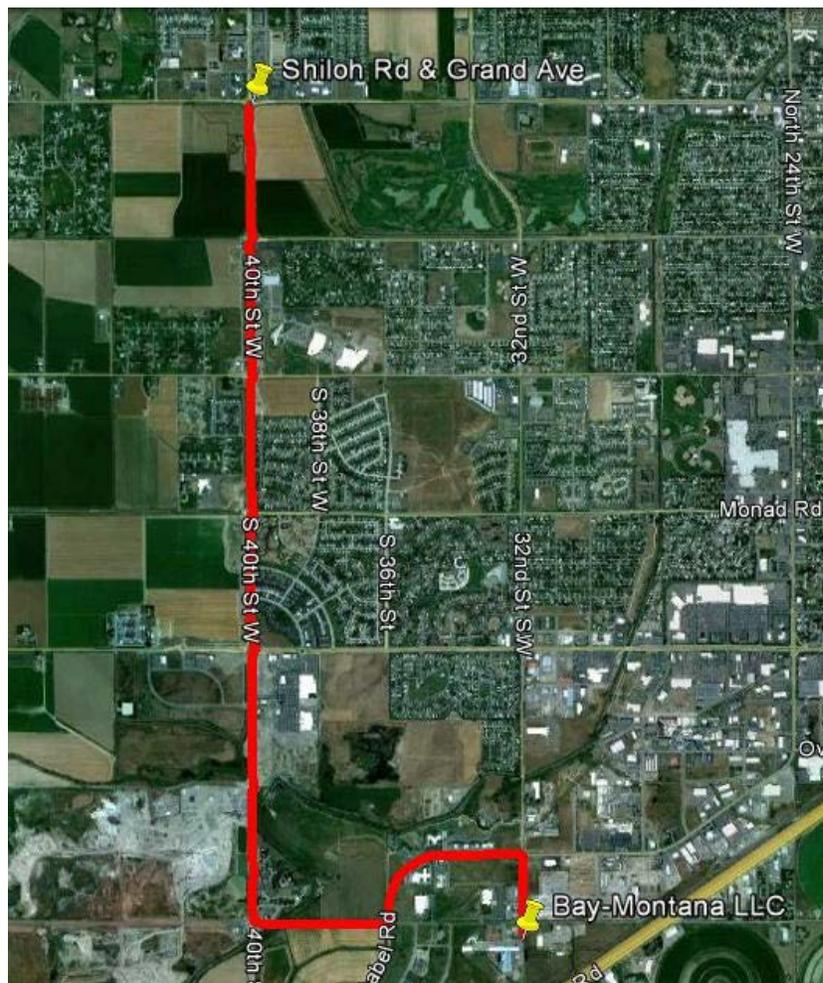
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3.1.1.1 Segment 1 – Bay - Montana to Grand Ave. via Shiloh Rd

The distance of this segment is 4.2 miles from the Bay facility at 2450 S. 32nd Street W., Billings MT to the intersection of Shiloh Rd. and Grand Ave. The After exiting the facility on 32nd St. the transporters will continue north on 32nd St. to Gable Rd, then east on Gable Rd. to Hesper Rd., the route includes a right turn onto Shiloh Rd and a left turn onto Grand Ave. This is to be traveled at night so traffic disruption will be at a minimum.

Map of Segment 1





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3.1.1.2 Segment 2 – Grand Ave to Buffalo Trail Rd.

The distance for this section is 9.6 miles. The route includes a left turn from Grand Ave onto 88th St. and a right turn onto Lipp Rd.

Map of Segment 2



Photo of Buffalo Trail and Lipp Rd. Intersection





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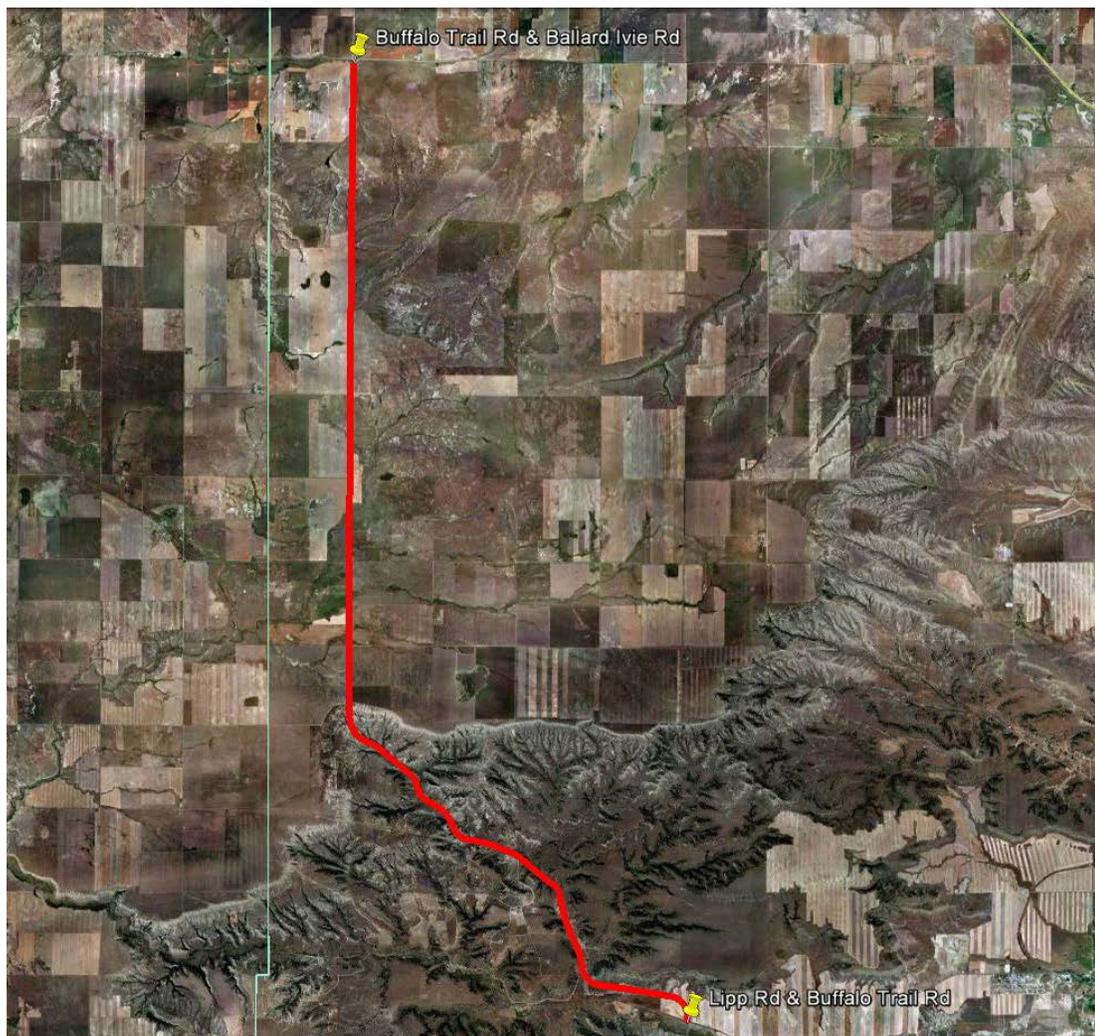
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3.1.1.3 Segment 3 – Buffalo Trail Rd. to Ballard Ivie Rd.

This section is 14.0 miles in length; the route includes a right turn from Lipp Rd onto Buffalo Trail Rd, a right turn from Buffalo Trail Rd onto Ballard Ivie Rd.

Map of Segment 3





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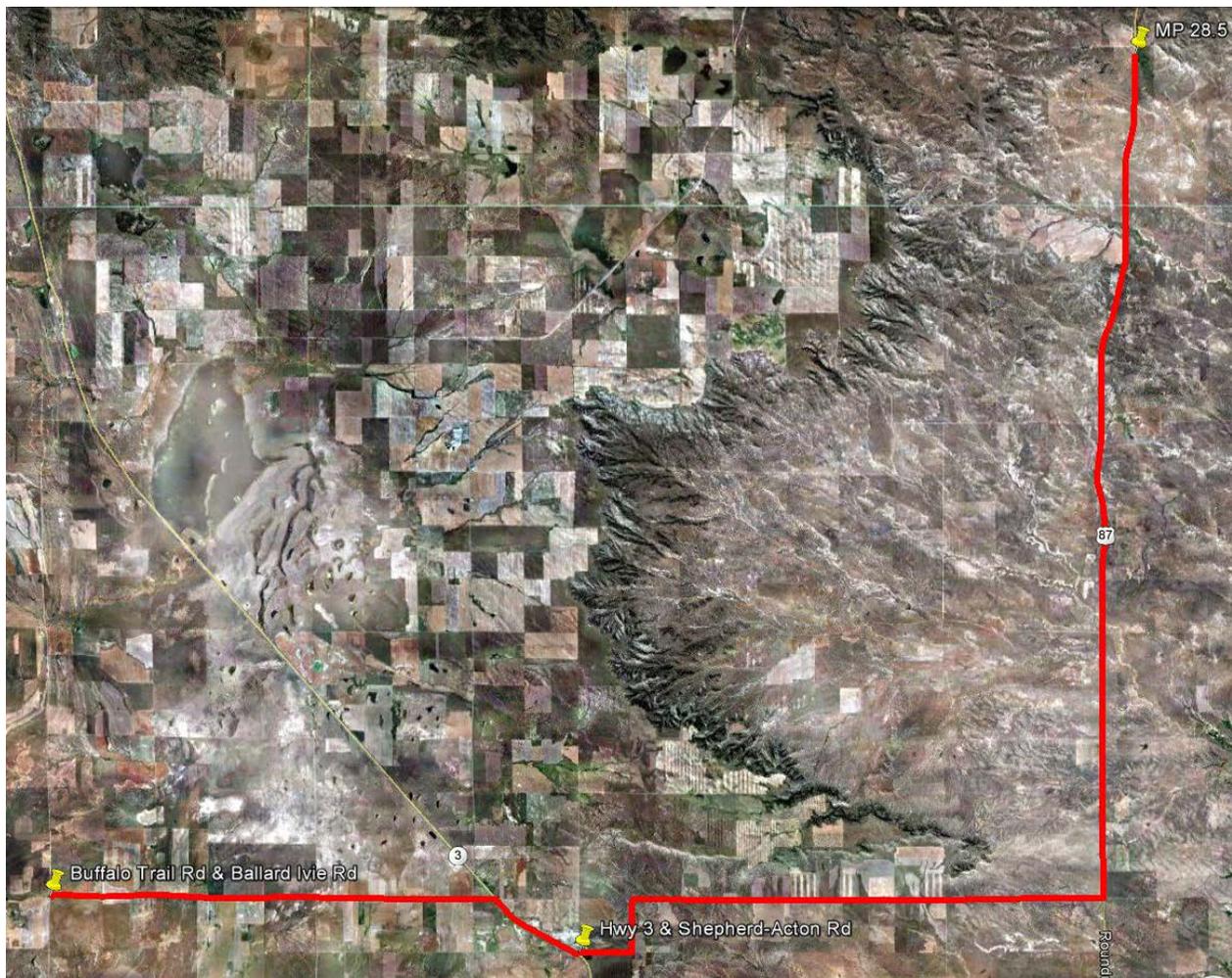
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3.1.1.4 Segment 4 – Ballard Ivie Rd. to MP28.5 on US87.

This segment is 26.9 miles in length and brings us to the parking location at an MDT weigh station at MP28.5 on US87. This should be far enough outside commuter range to not interfere with traffic at day break. This stage includes a right turn onto Hwy 3, followed by a left turn onto Shepherd Acton Rd. (Obsidian Way) which leads to US87 where the load will turn left and continue north to the weigh station at MP28.5.

Map of Segment 4



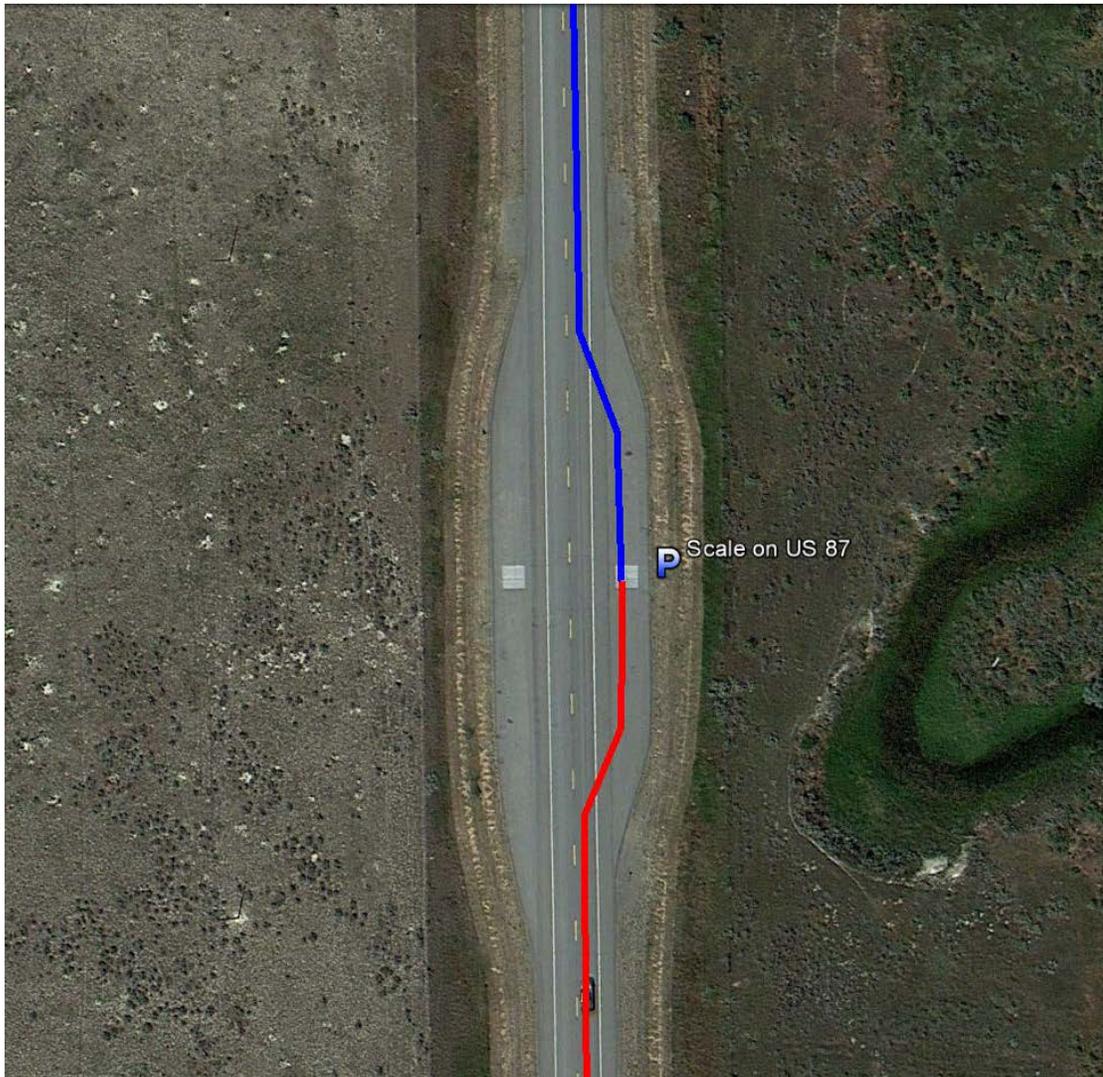


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Stage 1 Parking Location (MP28.5 US87)



Detailed measurements have been taken at this location to ensure that there is sufficient room for parking up to two modules at the same time.



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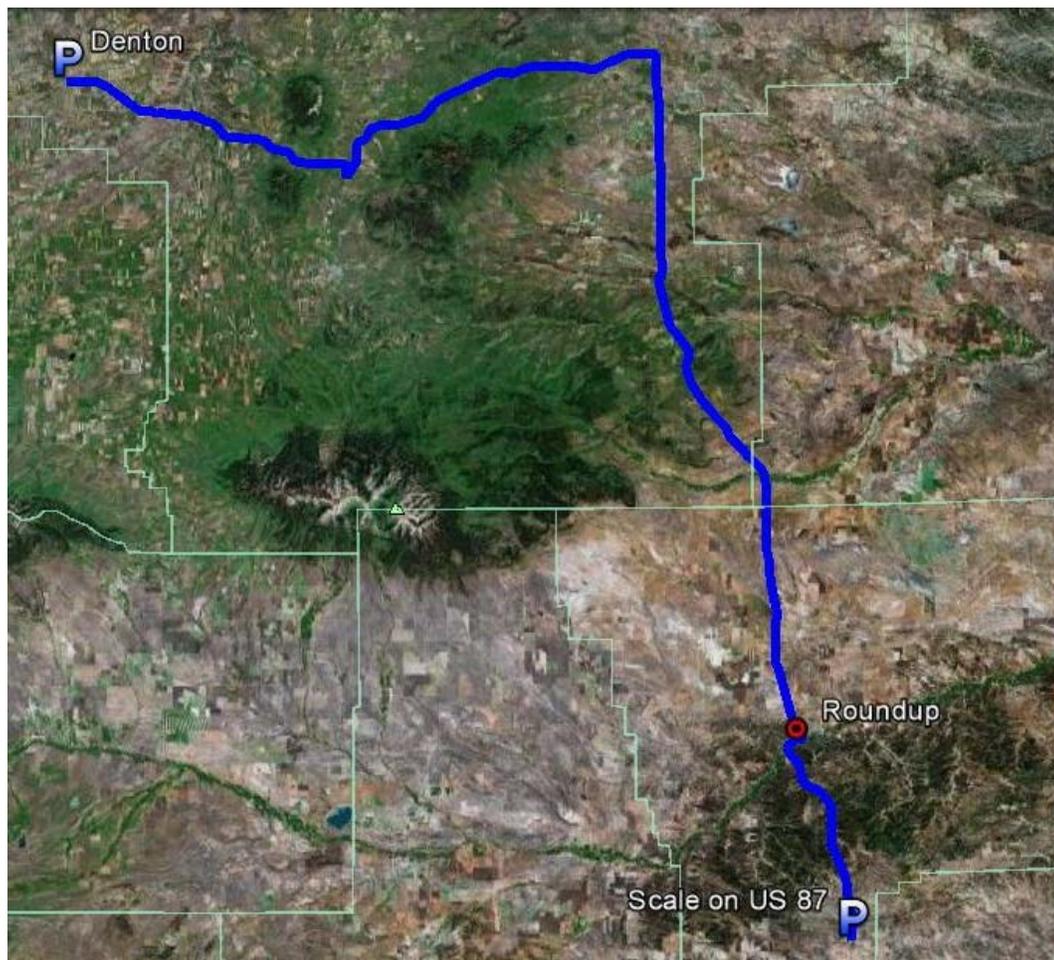
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3.1.2 Stage Two – MP28.5 on US87 to Denton

The total distance for stage 2 is 149 miles and includes travel through the town of Roundup, MT. Alternate overnight parking is possible at Maiden’s Gold Monument or the gas station at Hwy 19 and Hwy 191 (permission required).

Map of Stage 2





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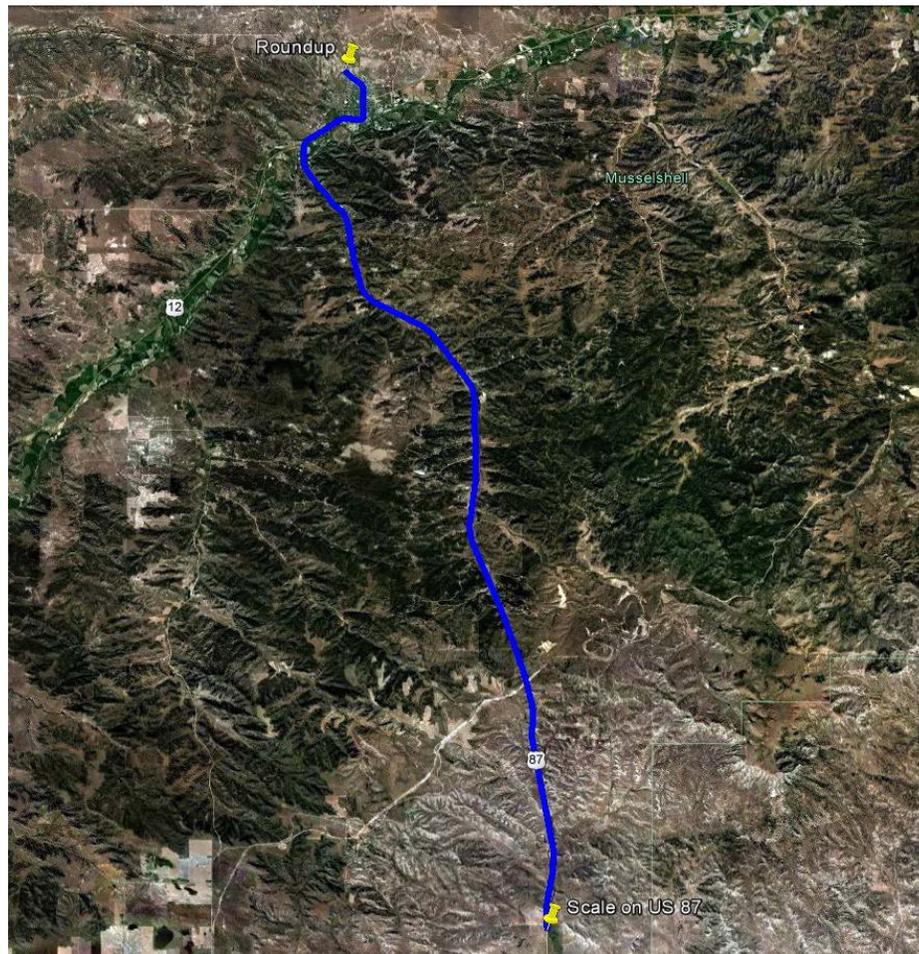
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3.1.2.1 Segment 5 – MP28.5 on US87 to Roundup

The distance for segment 5 is 22.6 miles. Starting from the weigh station on US87 at MP 28.5, the module north on Hwy 87. In the town of Roundup, qualified personnel will be contracted to lift the hanging traffic lights at the intersection at Main St. Once the corner is made, there are 2 school crossing signs and 2 overhead traffic signs. The first school crossing sign will need to be moved; the load will be able to maneuver around the others. Traffic will be controlled and detoured during this activity; total disruption should not be more that 5 minutes. Additionally, there is an overhead rail bridge along this section of the route, it has been measured and has sufficient clearance for the modules to pass under.

Map of Segment 5



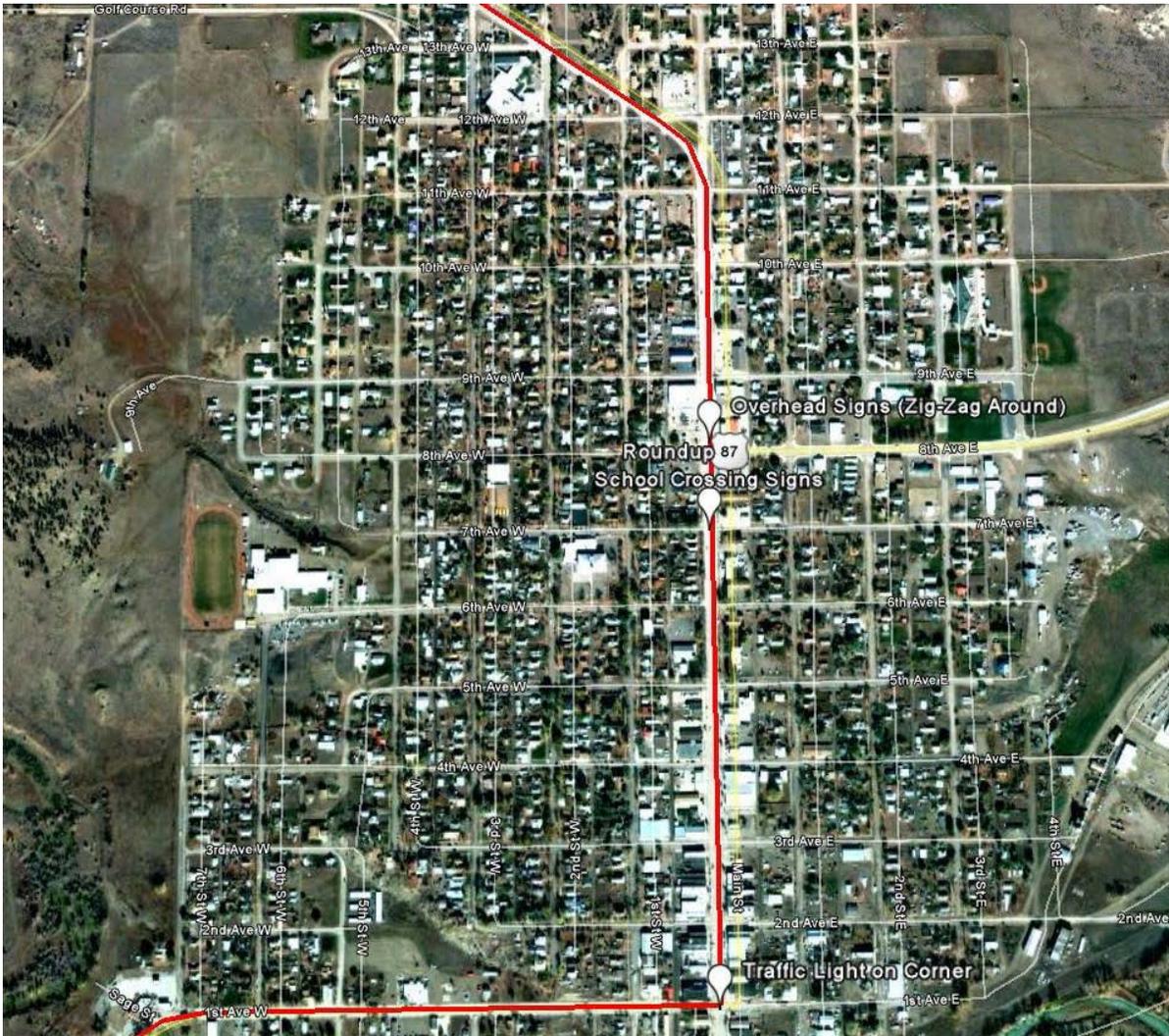


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Route through Roundup, MT





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Photo of hanging lights in Roundup



Photo of overhead signs in Roundup





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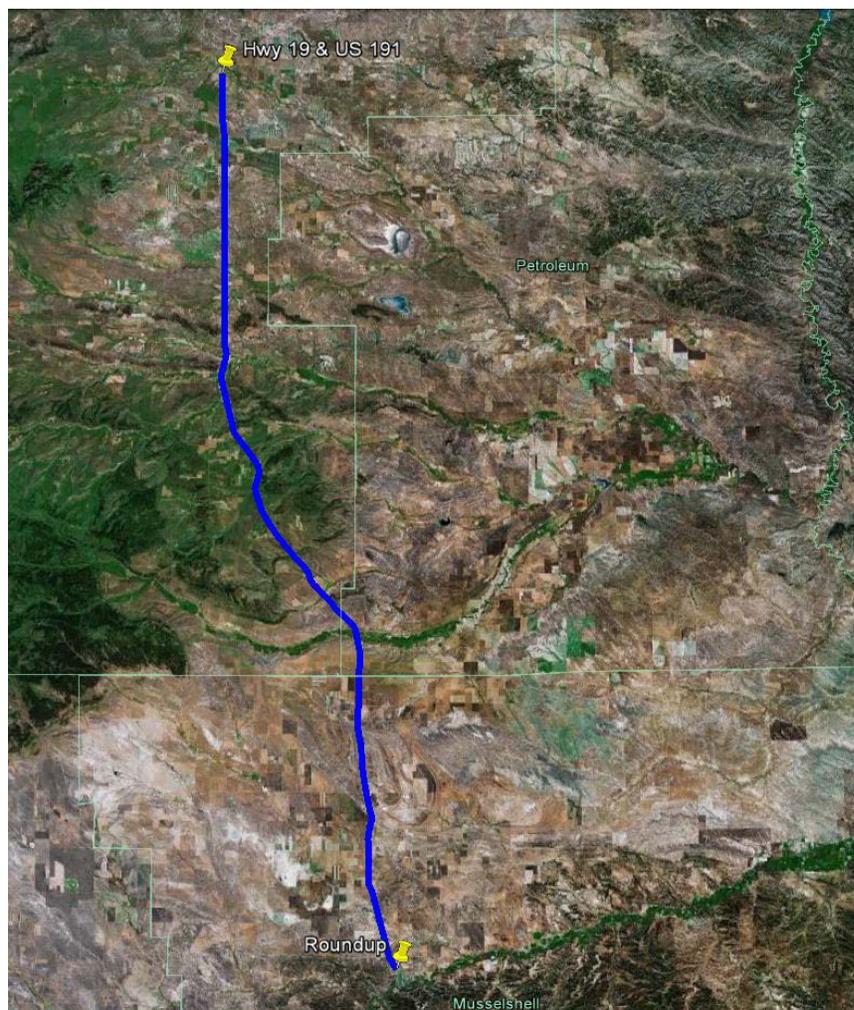
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3.1.2.2 Segment 6 – Roundup to Hwy 191

A distance of 65.2 miles is covered in this segment. There are no corners along this part of the route; however several small bridges are encountered along the way. They have been checked and the modules will be able to either go over top of the railings or fit between.

Note: Hwy 87 becomes Hwy 19 at junction of Hwy 200

Map of Segment 6





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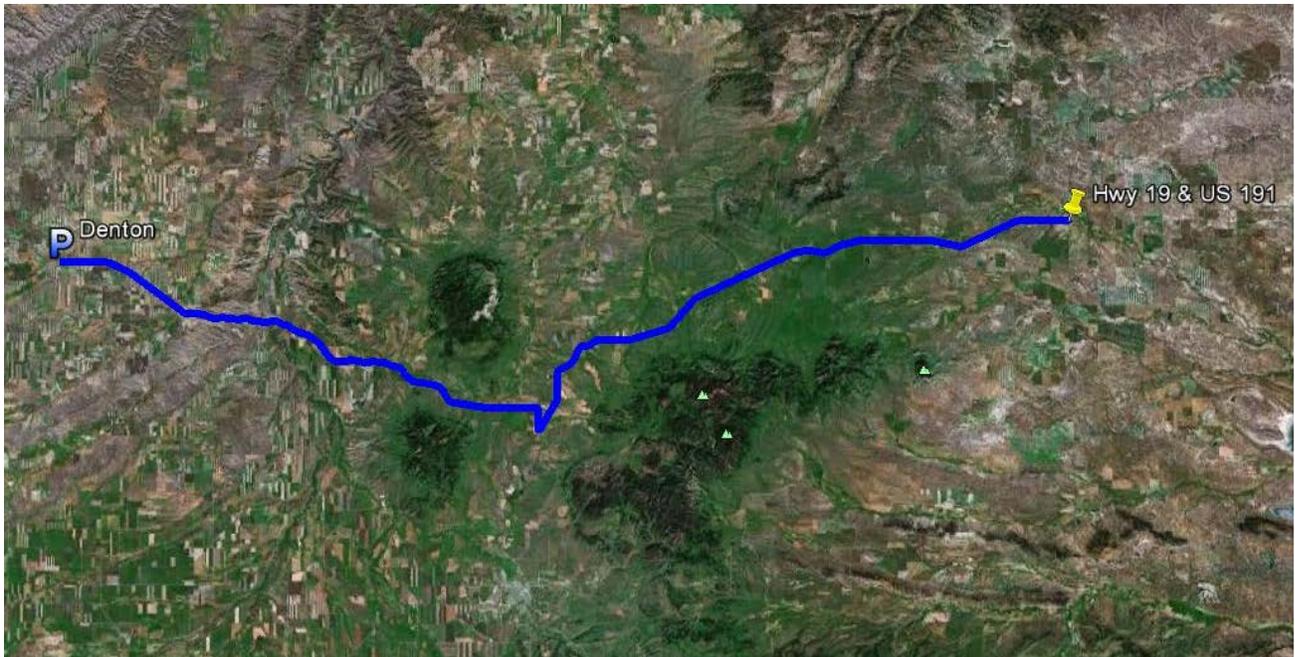
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3.1.2.3 Segment 7 – Hwy 191 to Hwy 81

Segment 7 is 61.6 miles long and includes the corner from Hwy 19 onto Hwy 191 and passes through the towns of Roy, Fergus and Hilger. This segment ends in the town of Denton. There is sufficient shoulder width at either end of town to safely park multiple loads without impeding traffic. As an alternate, just prior to the intersection of Hwy 191 and Hwy 81 there is a large gravel pad on the left side of the road at the Maiden's Gold Monument that is suitable in the event of delays.

Map of Segment 7



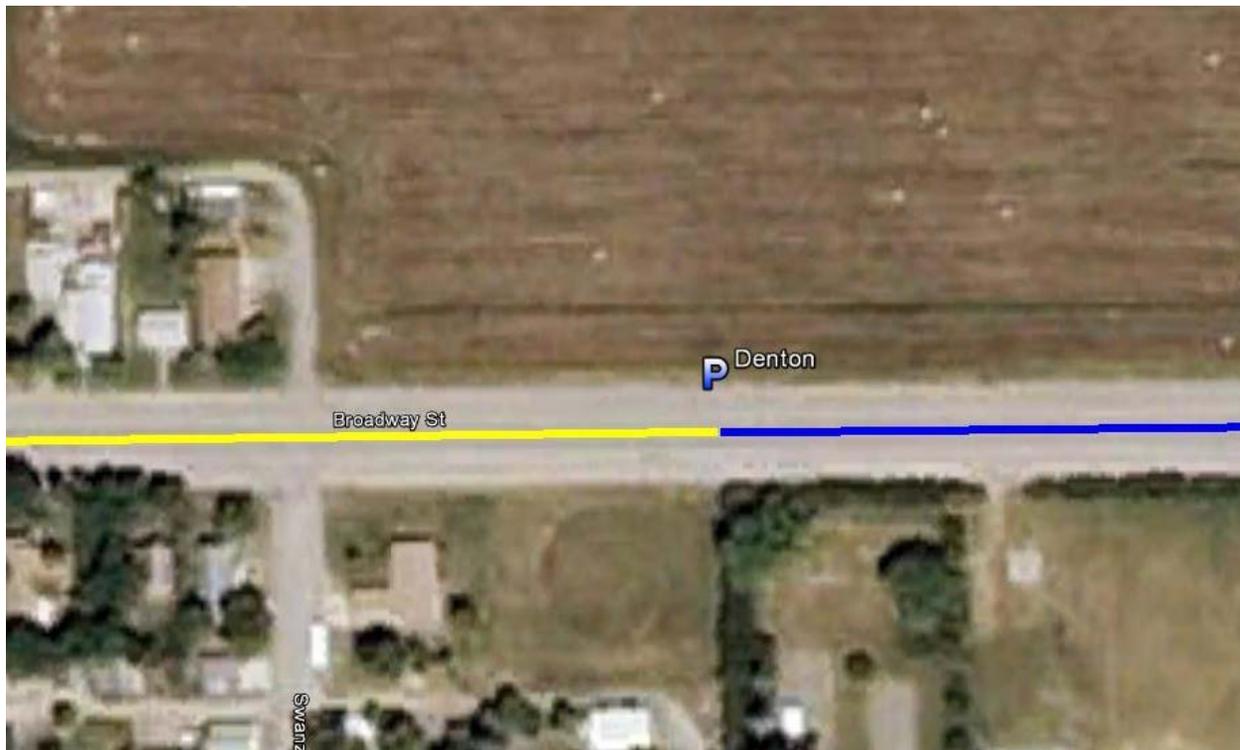


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Stage 2 Parking Location (Denton)



Detailed measurements have been taken at this location to ensure that there is sufficient room for parking up to two modules at the same time.

3.1.3 Stage Three – Denton to Canada / US Border

Stage 3 is 197 miles from the parking location in Denton to the Canada / US border. This portion of the route travels Hwy 81 to Hwy 80, and heads north through Fort Benton. In Fort Benton the load heads north on SR-223 to Chester then Hwy 2 east to Galata Rd. At Galata Rd, the transport goes north to Oilmont Rd following it west to the I-15 Frontage road. The load will travel alongside the interstate on Frontage Rd. to avoid low clearance overpasses. The load will enter the interstate at MP385.2 (Swayze Rd.). The loads will be required to use the exit and merge lanes to navigate around the overpasses on I-15 (MP 389 & 394). The stage will finish at the US/Canada Border.

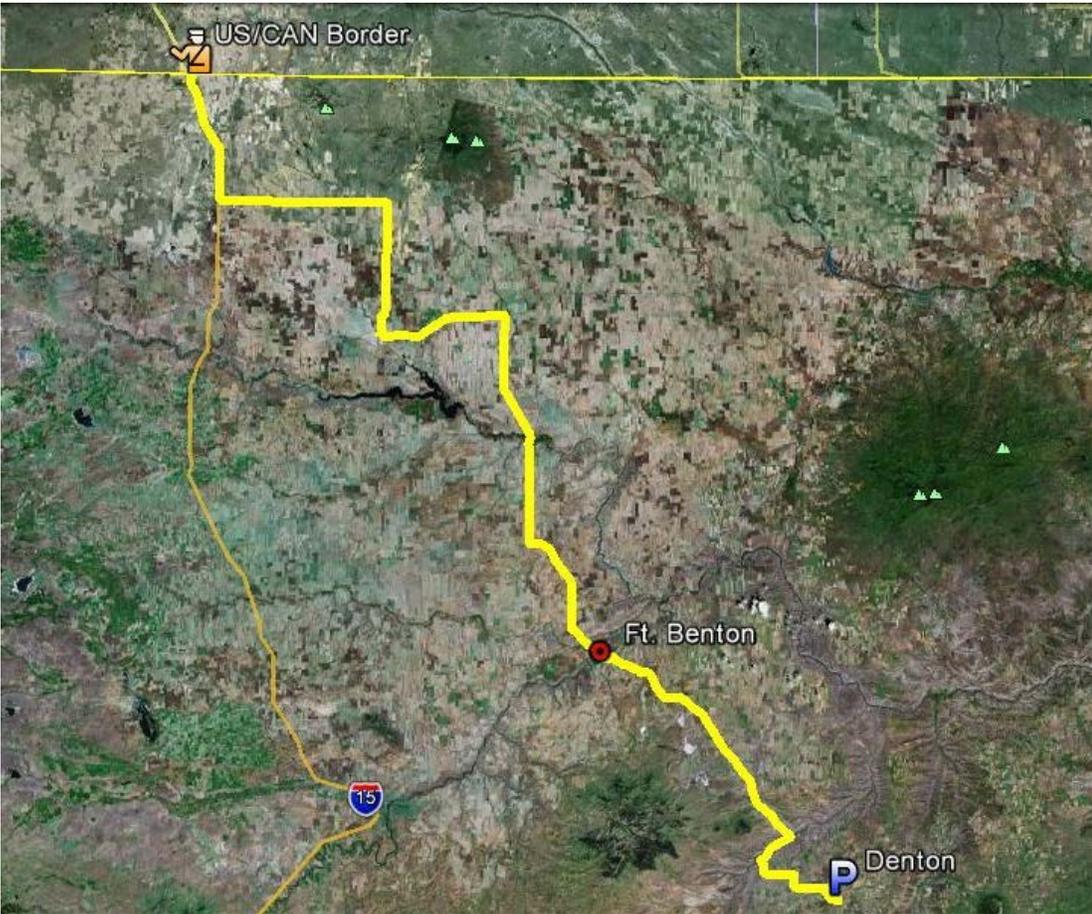


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Map of Stage 3





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3.1.3.1 Segment 8 – Denton to Fort Benton

The distance for Segment 8 is 61.4 miles from the parking location in Denton to Fort Benton.

Map of Segment 8





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Route through Fort Benton





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Photo of St. Charles Street & 13th Street intersection in Fort Benton





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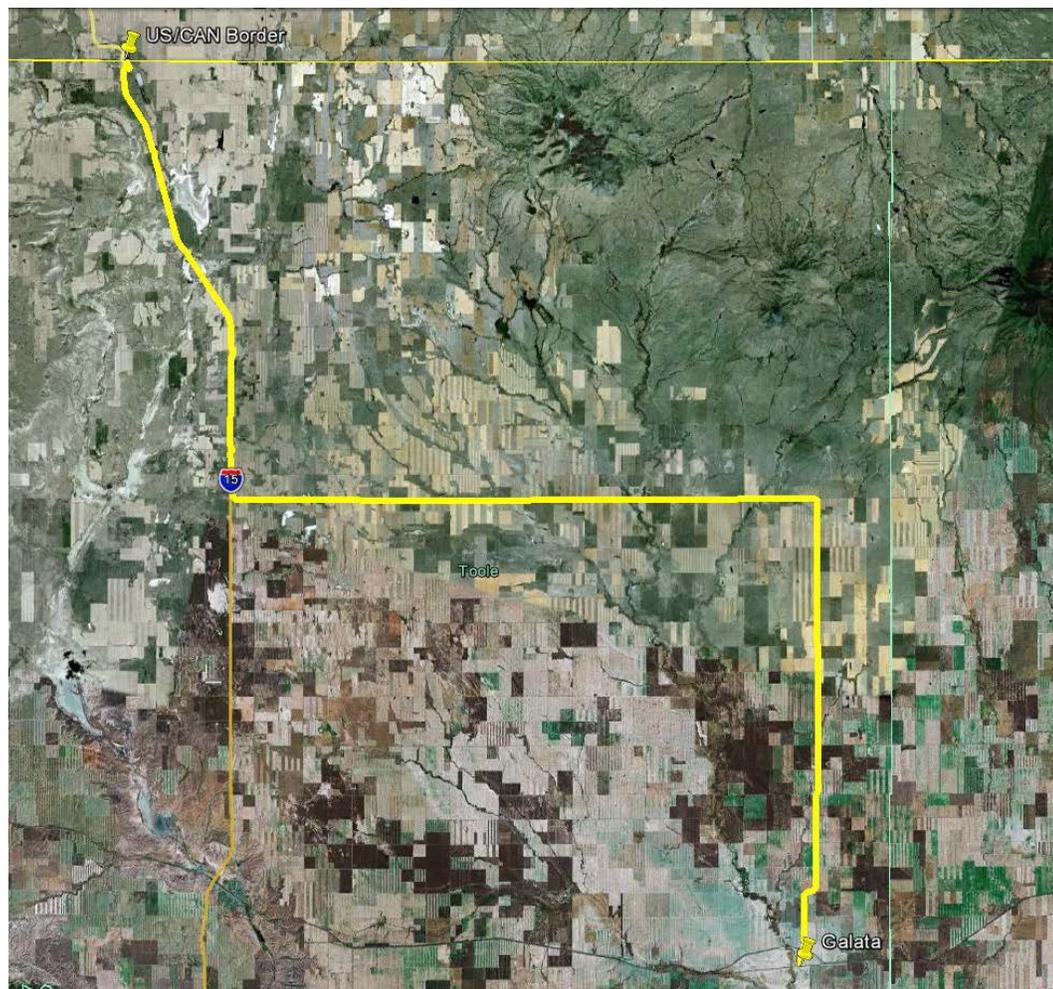
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3.1.3.3 Segment 10 – Galata Rd. to Canada / US Border

The distance covered is 62.2 miles from Galata Rd & Hwy 2 intersection to the Canada / US border at Sweetgrass, MT. At Galata Rd, the transport goes north to Oilmont Rd following it west to the I-15 Frontage road. The load will travel alongside the interstate to avoid low clearance overpasses. At MP385 (Swayze Rd.), the load will enter the interstate. At MP 394, the load will take the exit ramps to avoid the low clearance overpass and re-enter the freeway on the merge lane (Up & Over). Finally, the transport will take Exit 397 – Border Bypass Rd to go around the border station (shown on satellite view).

Map of Segment 10





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Route through Sweetgrass / Coultts border crossing





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3.2 Loads greater than 23' tall

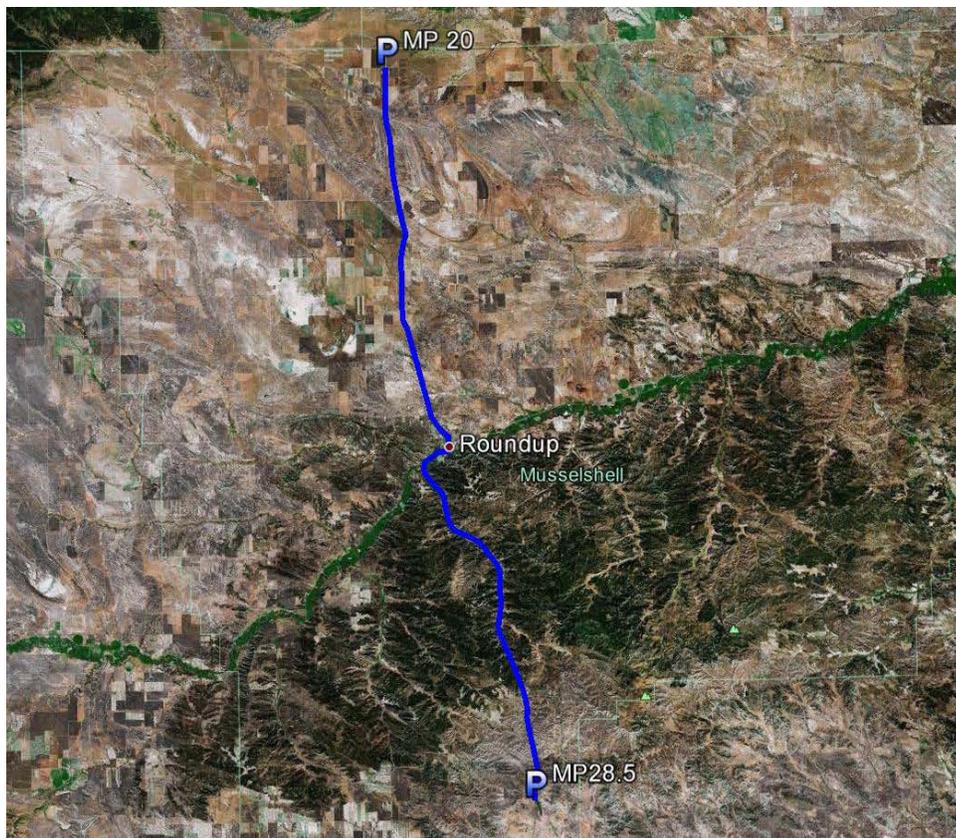
3.2.1 Stage One – Bay-Montana, LLC to MP28.5 on US87

Stage one is common with modules of all heights. The primary difference for loads greater than 23' is the required travel time due to additional utility crossings that need to be temporarily relocated. For details of this portion of the route refer to Section 3.1.1 on pages 9 to 14.

3.2.2 Stage Two – MP28.5 on US87 to MP 20 on Hwy 19

The total distance for stage 2 is 42.2 miles and includes travel through the town of Roundup, MT.

Map of Stage 2





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Stage 2 Parking Location (MP20)



3.2.2.1 Segment 5 – MP 28 to Roundup

This segment is common with modules of all heights. The primary difference for loads greater than 23' is the required travel time due to additional utility crossings that need to be temporarily relocated. For details of this portion of the route refer to Section 3.1.2.1 on pages 16 to 18.



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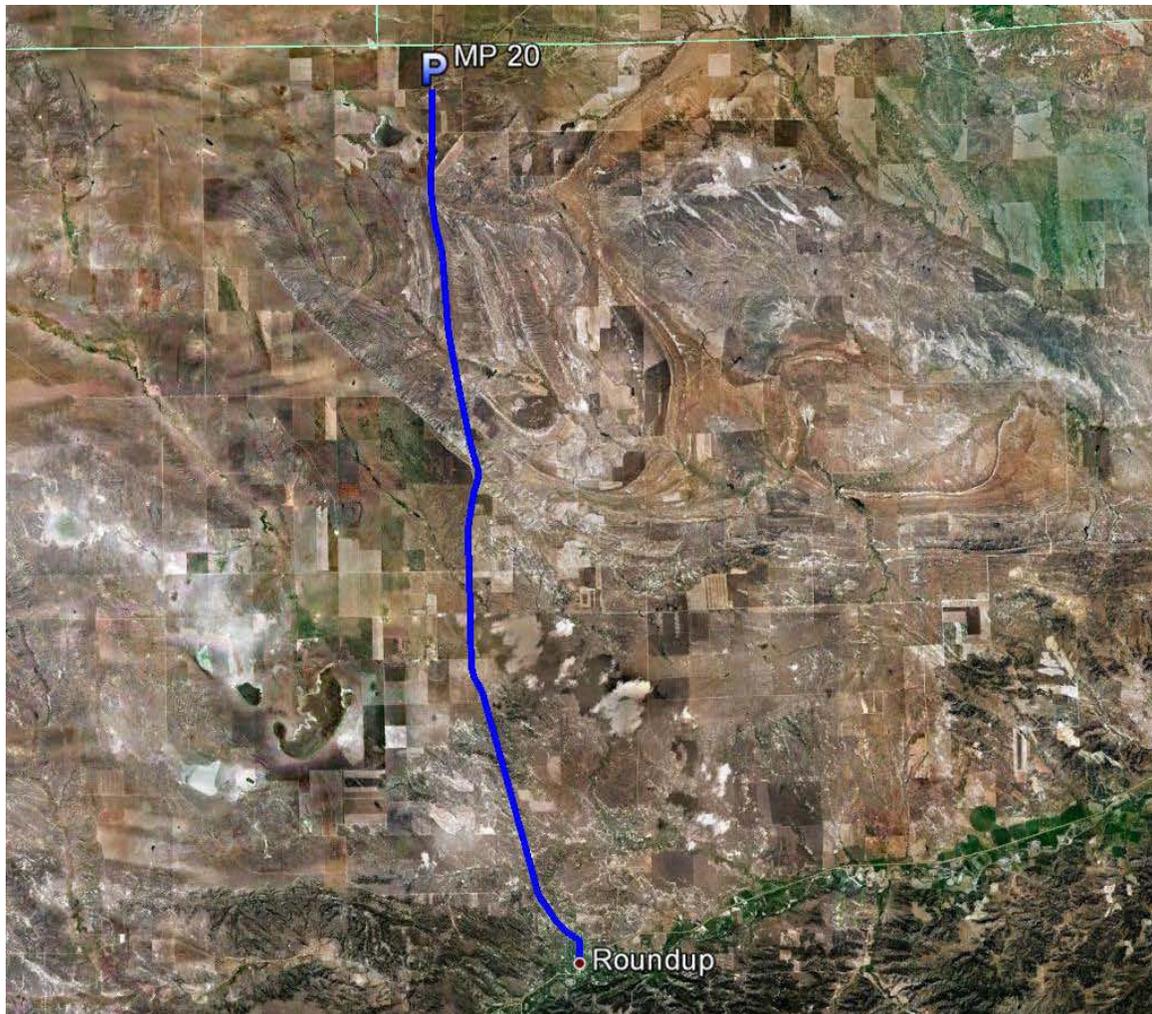
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3.2.2.2 Segment 6 – Roundup to MP20 on Hwy19

Segment 6 is 20 miles long from Roundup, MT. to the overnight parking location at MP20 on Hwy 19.

Map of Segment 6





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3.2.3 Stage Three – MP20 on Hwy 19 to Denton

Stage 3 is divided into one segment and is 107 miles from the parking location at MP20 on Hwy 19 to the overnight parking location in Denton (see section 3.1.2.3 for details on parking location).

Map of Stage 3





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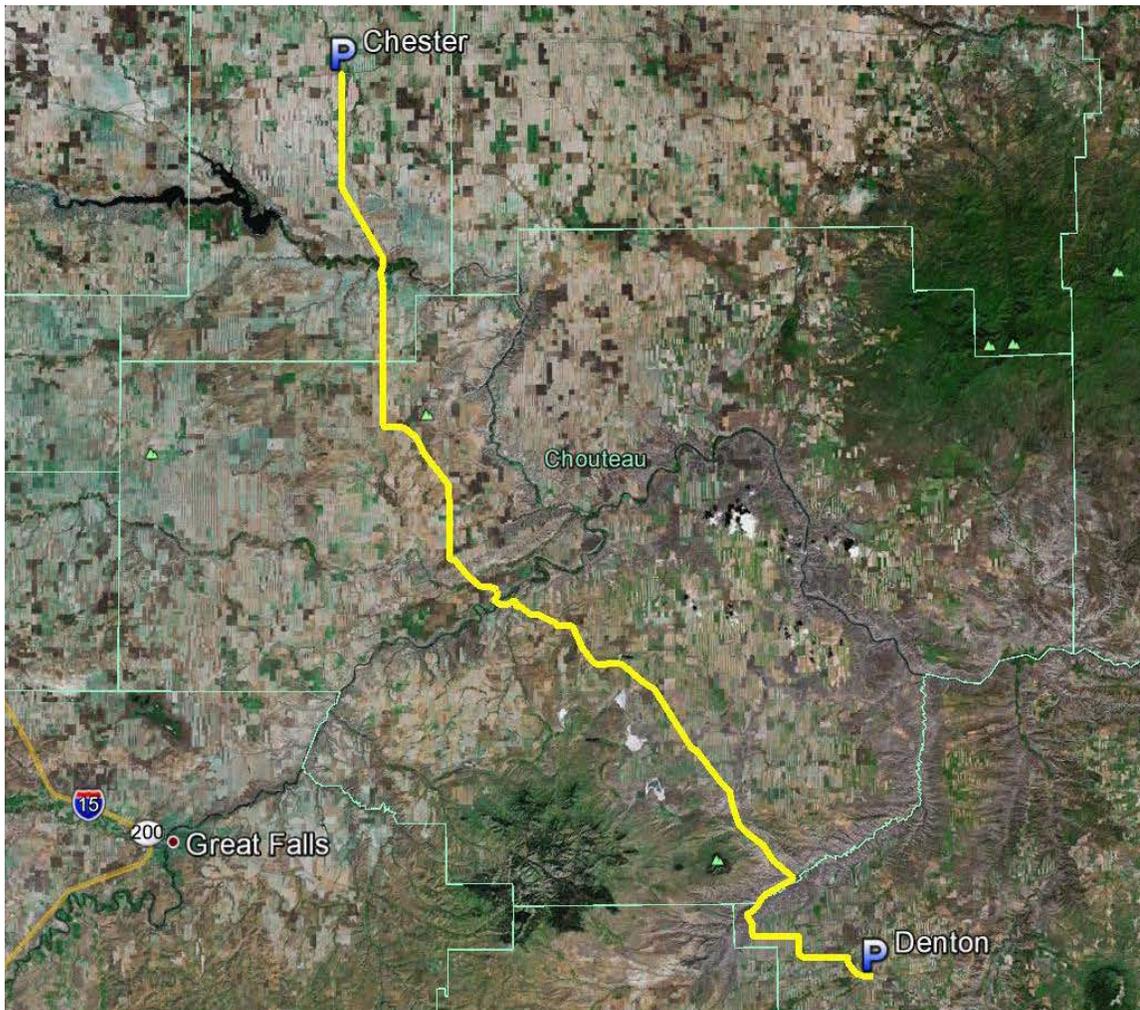
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3.2.4 Stage Four – Denton to Chester

Stage 4 is 116 miles from the parking location in Denton to Chester. This portion of the route travels Hwy 81 to Hwy 80, and heads north through Fort Benton. In Fort Benton the load heads north on SR-223 to Chester.

Map of Stage 4





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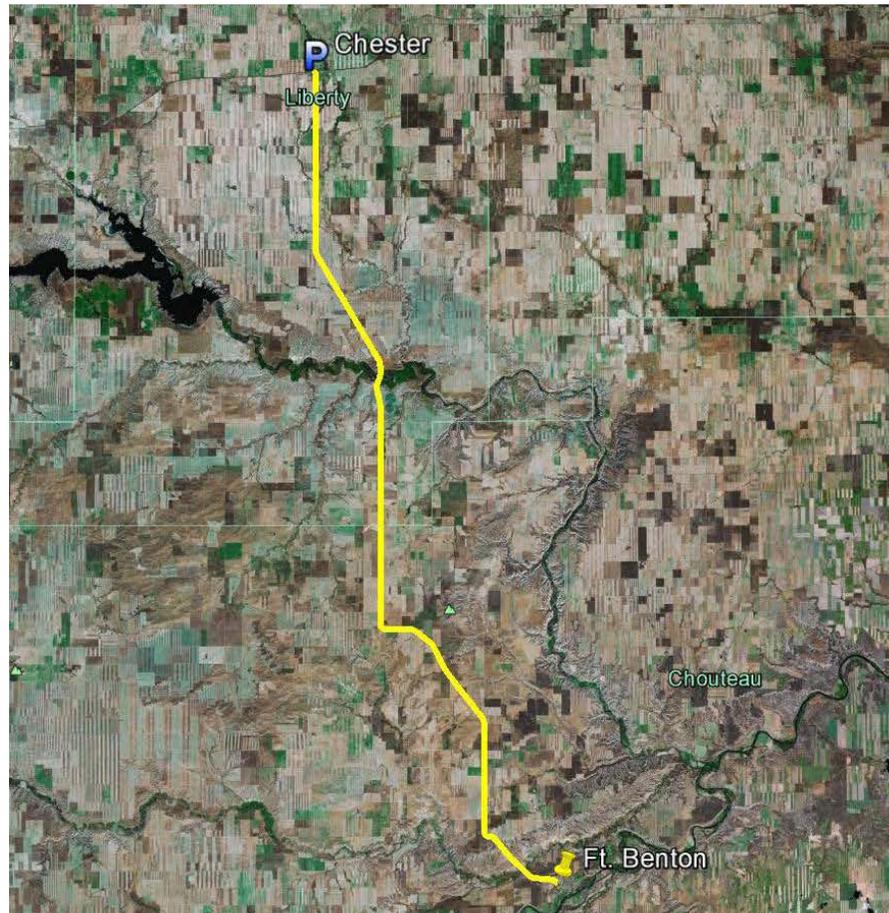
3.2.4.1 Segment 8 – Denton to Ft. Benton

This segment is common with modules of all heights. The primary difference for load greater than 23' is the required travel time due to additional utility crossings that need to be temporarily relocated. For details of this portion of the route refer to Section 3.1.3.1 – Segment 7 on pages 23 to 25.

3.2.4.2 Segment 9 – Ft. Benton to Chester

Segment 9 is 55.2 miles long from Fort Benton, MT. to Chester. The route leads north on SR-223 to Hwy 2, at Chester, MT.

Map of Segment 9



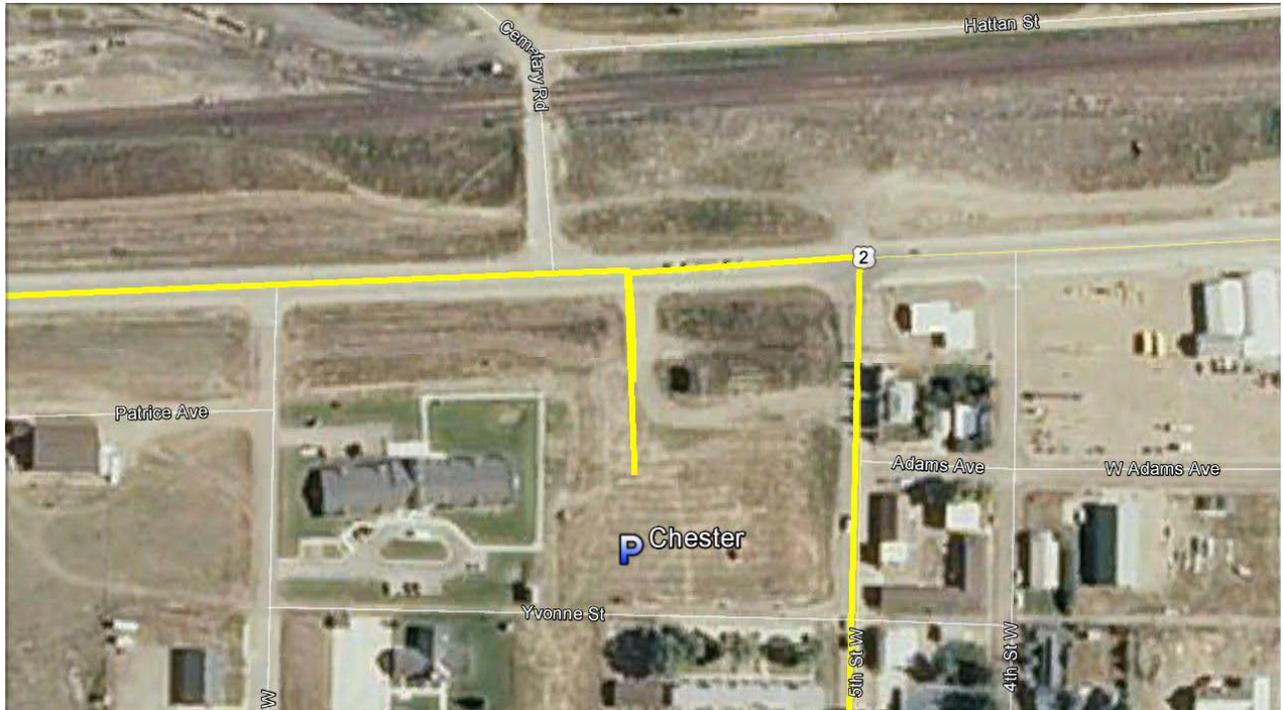


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Stage 4 Parking Location (Chester)





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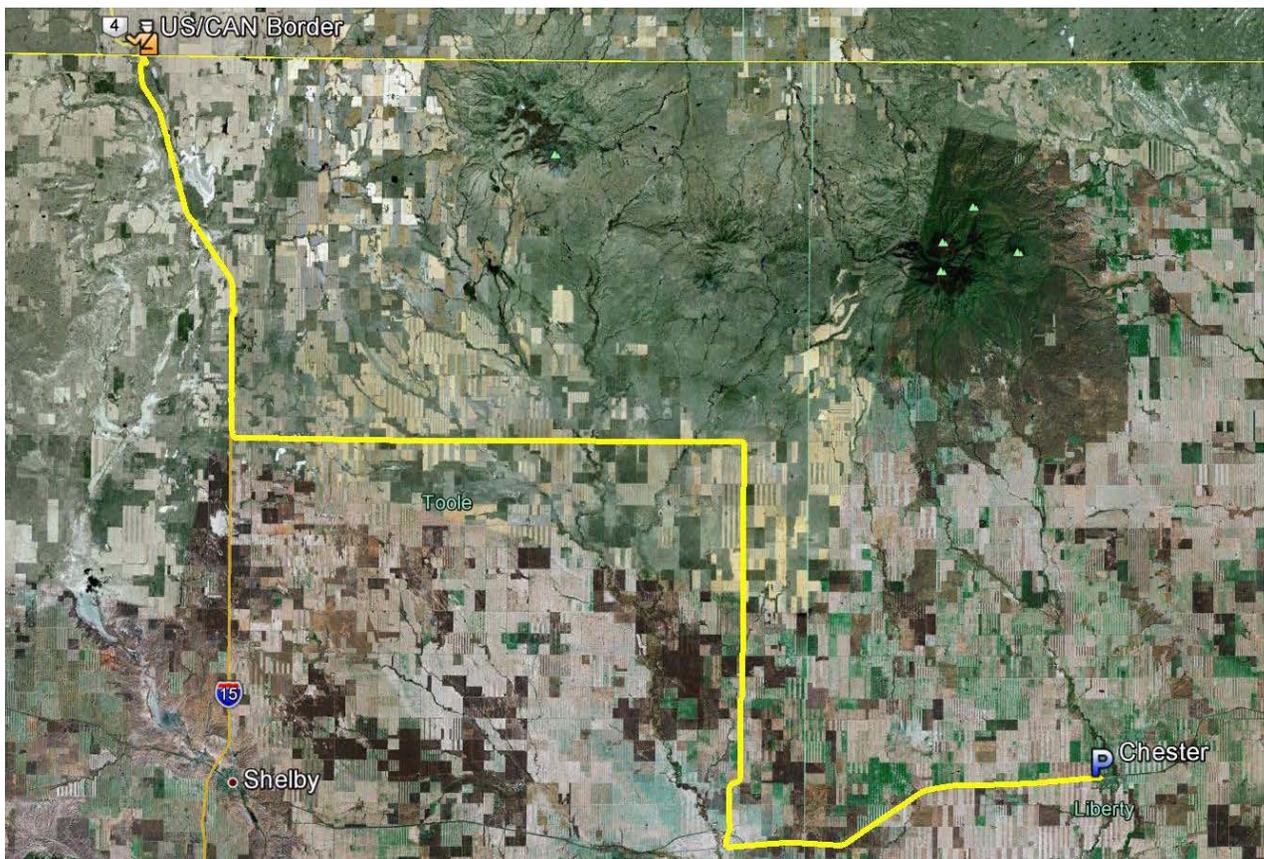
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3.2.5 Stage Five – Chester to US/CAN Border

Stage 5 is 80.2 miles from the parking location in Chester to the Canada / US border. This portion of the route travels Hwy 2 east to Galata Rd. At Galata Rd, the transport goes north to Oilmont Rd following it west to the I-15 Frontage road. The load will travel alongside the interstate on Frontage Rd. to avoid low clearance overpasses. The load will enter the interstate at MP385.2 (Swayze Rd.). The loads will be required to use the exit and merge lanes to navigate around the overpasses on I-15 (MP 389 & 394). The stage will finish at the US/Canada Border.

Map of Stage 5





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3.2.5.1 Segment 10 – Chester to Galata Rd.

Segment 10 is 18.4 miles long from Chester to Galata Rd.

Map of Segment 9



3.2.5.2 Segment 11 – Galata to US/CAN Border

This segment is common with modules of all heights. The primary difference for load greater than 23' is the required travel time due to additional utility crossings that need to be temporarily relocated. For details of this portion of the route refer to Section 3.1.3.3 – Segment 10 on pages 27 to 28.



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4.0 Emergency Response Plan

In the unlikely event of an emergency situation during the transport of a module while traveling in the State of Montana this plan would be the guidelines for actions taken. Although it is impossible to predict all situations we have outlined the step by step procedure for some possible situations. The Emergency Response Plan (ERP) will be reviewed daily with the transportation crew (including escorts, wire lifting, and police) at the daily tailgate meeting and will also be attached to the Job Hazard Assessment (JHA). Mammoet relies on the expertise of our transportation supervision and crews to follow the basic steps as outlined in Mammoet HSE manual for any emergency situations.

Below we have outlined in detail the steps to be followed while transporting in Montana.

The transportation plan outlines that while traveling through Montana that there will be Police escorts. This is an obvious resource to utilize in case of an emergency and this plan is to be reviewed and approved with the local authorities prior to any transport. Local police may receive advance notice of an emergency that could affect the transport of the module. They would in turn notify the transport team accordingly, such as an emergency vehicle meeting the load. The carrier would be forewarned and ensure a clear path for any emergency vehicle needing to pass. If the situation was such that it was impossible to pass, it will be identified ahead of time how to bypass the load by the police escort.

It is to be understood that the primary concern in any emergency is the safety of people, the environmental safety is second and then any possible property damage and finally to mitigate any inconvenience to the public.



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4.1 Motor Vehicle Accident Directly or Indirectly Involving Transport Convoy

(An indirect accident would be an accident that impedes the movement of the load but does not involve any vehicles traveling with the load, example: A motor vehicle accident 10 miles ahead that is blocking the highway)

- 4.1.1 Freeze the scene and ensure the situation is stable and safe. If you can do so safely, "safe out" the scene. If anybody is injured in the accident refer to the Medical Emergency Section of this document.
- 4.1.2 Contact police escort and load supervisor. Load supervisor will then contact client, Mammoet senior management and any other authorities that may need to be involved, he will inform them of the situation with a description of the accident, location, damage, and his contact information.
- 4.1.3 Transport supervisor in conjunction with the transport crew (including any escorts) will assess the situation and decide on the safest course of action and mitigation of any possible public disruptions. Once the plan is decided a Job Hazard Assessment will be developed and executed on scene describing the steps to be taken, the possible hazards, and how we intend to control those hazards.
- 4.1.4 If there was any mechanical damage as a result of the accident refer to Mechanical Failure / Breakdown section of this document.
- 4.1.5 In the case of a third party accident (accident that would impede the travel of the load on planned route) the Transportation Supervisor and police escort would decide on the nearest safe pullout, proceed there so that the load is not a traffic disturbance.
- 4.1.6 After the accident has been resolved (and investigated as required) the JHA will be reviewed again and any possible changes to the plan would be added with the possible hazards assessed.



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4.2 Mechanical Failure / Breakdown

(As part of the execution plan Mammoet carries a few various replacement parts and tools for in case of breakdown. Such items would include spare tires, valves, hoses, and a spare power pack.)

- 4.2.1 Freeze the scene and ensure the situation is stable and safe. If you can do so safely, "safe out" the scene.
- 4.2.2 Notify transportation supervisor and he will inform traffic control vehicles and police escort of the situation so traffic can be directed accordingly, thus minimizing impact to the public taking into account the safety of people, the environment and damage to property.
- 4.2.3 Mechanical assessment will be performed by transportation crew. Technical support is available via phone from our Edmonton facility 24 hours a day.
- 4.2.4 Transport supervisor in conjunction with the transport crew (including any escorts) will assess the situation and decide on the safest course of action and mitigation of any possible public disruptions. Once the plan is decided a Job Hazard Assessment will be developed and executed on scene describing the steps to be taken, the possible hazards, and how we intend to control those hazards. Possible solutions would be temporarily repair (to clear roadway), repair, or call for required assistance (contact number local towing companies and mobile mechanics will be attached to JHA)
- 4.2.5 Trailer operator and Transport Supervisor are also qualified to make minor repairs themselves.
- 4.2.6 Trailer and hitches are also designed to be towed backwards; therefore if the need arises that we need to back track to the nearest safe pullout there is not a requirement to actually turn the load around. We can simply turn the Prime Movers around and proceed.
- 4.2.7 One Prime Mover has enough power to move the load at a reduced speed so if one tractor breaks down we can move the load to a safe location.
- 4.2.8 Continue to monitor repair throughout transport as per the execution plan.



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4.3 Medical Emergency

- 4.3.1 Freeze the scene and ensure the situation is stable and safe. If you can do so safely, "safe out" the scene.
- 4.3.2 Attend to the medical emergency and begin first aid if trained to do so and call emergency numbers immediately (all emergency numbers will be included with JHA) continue with first aid until required emergency responders arrive on scene.
- 4.3.3 Notify transportation supervisor and he will inform traffic control vehicles and police escort of the situation so traffic can be directed accordingly, thus minimizing impact to the public taking into account the safety of people, the environment and damage to property.
- 4.3.4 Once the medical emergency is attended to and removed, review and revise JHA and if possible continue with transport as per plan.

4.4 Contact with a Power Line

(If load comes into contact with a power line, stay in the vehicles, Transport Supervisor will contact the power company and we will follow their directions; contact information with JHA)

4.5 Fire

- 4.5.1 All Mammoet equipment is ABC fire extinguisher equipped. If you are comfortable in attempting to extinguish the fire yourself then proceed with extinguisher. If you cannot put the fire out or not comfortable doing so, immediately contact the local fire department (utilize police escort to contact) and report situation.
- 4.5.2 Proceed with Mechanical Failure Plan.



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4.6 Environmental Spill

- 4.6.1 All vehicles/equipment are equipped with spill kits. In case of environmental spill (hydraulic oil, fuel, antifreeze etc.) use the spill kit to contain and clean spill. Mammoet also uses spill pans if required and will have on hand for the transport.
- 4.6.2 If transport crew cannot contain / clean spill, call necessary agency for clean up (contact number to be included with JHA)
- 4.6.3 Proceed with Mechanical Failure Plan.

4.7 Extreme Weather Conditions

- 4.7.1 Weather to be monitored by Transportation Supervisor and forecast communicated at daily tailgate meeting.
- 4.7.2 In case of unexpected extreme weather, proceed to the nearest safe parking area immediately.