

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: 2020W-01 _____

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: **AIM Roads**

Date: October 20, 2020

Prepared by: Peter Cocker

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Maintenance Specification 1.01 "to provide a smooth, stable, sealed surface of highway and bicycle/pedestrian paths".

Maintenance Specification 1.03 "to provide a safe, smooth, stable, compacted and free draining dirt and gravel highways and shoulders.

Performance Criteria – construct temporary patches consistent with the profile and crossfall of the adjacent surfaces as per table PM1.01.2-1

Performance Criteria – Grading or Re-shaping of dirt and gravel highways as per table PM1.03.3-2.

Non-conformance with timeframes set out in table PM1.01.2(a) on Class 5 road.

Non-conformance with time frame set out in table PM1.03.3-2 (b) on class 5 road

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: October 23, 2020

NO ☐ MOT accepts the non-conforming product/service

Reason:

N/A ☐ Reason:

Signatures upon completion of required correction:
Temporary Patching must be completed by October 23, 2020. Pavement edge drop must be repaired by October 23, 2020. (no later than Oct 26- as stated in email).

Completed Nov 27th

Contractor representative confirms correction complete.

Date accepted by MOT: Click here to enter a date.

Nov 27th/2020

Contractor Signature:  _____

MOT Representative: PC _____

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: October 30, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The root-cause resulting in the non-conformity with the contractual requirements is due to a lack of material and planning for repair and maintenance of the identified areas by the operations team. AIM's internal training processes and associated plans for temporary patching were not executed within a timely matter according to the specifications due to underestimated timeframes for other summer works and prioritizing the planning for the repairs of these specific areas.

Note: The extreme weather and high volumes of water has resulted in erosion and unusual wear on the road surface throughout SA 13, increasing the rate of delamination and potholes in many areas. AIM has underestimated the frequency and number of repairs required to maintain the above mentioned specification.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM intends to implement hot mix to patch the required locations and shoulder drops along the Class 5 road that remain unrepaired in order to meet specification timeframes. Pothole patching is ongoing as of Oct 20 and will be completed no later than Oct 26 (as noted via email). AIM plans to prevent the reoccurrence of the above NCR by prioritizing all repairs with major safety concerns and non-compliances notified to AIM by the ministry. AIM plans to prevent the re-occurrence of the non-conformance moving forward next season by considering extreme weather conditions and the possibility of excessive rain contributing to an increase in road surface maintenance.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____ Celina Guerreiro _____

Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ Peter Coudel _____

MOTI Signature: _____

Date: October 20, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: AB20S-01

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc.

Date: June 22, 2020

Prepared by: Aimee Barre

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Maintenance Specification - Surface Cleaning PM 1.07.2-1

Performance Criteria h) All other Highways, Travelled Lanes, Shoulders, Raised Hard Surfaced Infrastructure, intersections, adjacent to barrier, and pedestrian walkways by June 15

Accumulations were observed along Eagle Bay Rd, Torry Rd, Keane Rd, Ivy Rd, and Reid Rd through field observations and End Product Audit (refer to **Audit #20-21S** for additional information and photos).

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: NA

NO ☐ MOT accepts the non-conforming product/service

Reason:

N/A ☐ Reason:

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: [Click here to enter a date.](#) MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: NA

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The root-cause resulting in the non-conformity with the contractual requirements is due to a lack of understanding of new equipment operation processes by the field operator that resulted due to a lack of

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

training from the foreman. AIM's internal training processes and associated plans for surface cleaning were not executed properly by the operations team.

Outside influences such as extreme rain events with excessive water volumes have resulted in surface runoff from adjacent gravel surfaces. This has resulted in a larger volume of gravel accumulation on the road surface than usual at this time of the year. AIM has underestimated the frequency required to maintain a clean road surface when undergoing extreme rain events in accordance with the June 15 due date.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM intends to implement proper training for all new equipment prior to commencing works moving forward through the generation of appropriate standard operating procedures and communication between foreman and operators. AIM plans to prevent the re-occurrence of the non-conformance moving forward by considering extreme weather conditions and the possibility of excessive rain regarding scheduling for road surface cleaning. AIM has planned to redo the surfacing cleaning as soon as possible to ensure safer road surface for all road users.

AIM is currently undergoing a large scale internal audit that will result in major process and performance to ensure compliance with the contractual requirements.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Contractor Signature:

Name: Celina Guerreiro

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Aimee Barre

MOTI Signature:

Date: June 26, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR



NON-CONFORMANCE REPORT

SECTION 1 : TRACKING DETAILS

DATE: (dd:mm:yyyy) 24-09-2020

NCR #: AB20S-02

SERVICE AREA: SA13 Okanagan
Shuswap

CONTRACTOR: AIM Roads

REFERENCE AUDIT #: 20-25S

REFERENCE AUDIT TOPIC: 5.01 Sign System Maintenance

DATE DISCUSSED WITH MC: 24-09-2020

SECTION 2 : ATTENDANCE REGISTER

NAME	TITLE
Aimee Barre	Area Manager, Roads

SECTION 3 : DESCRIPTION OF NON-CONFORMANCE

Contractor failed to meet basic contract requirements as set out in the Maintenance Services Reporting Manual - Highway Maintenance Agreements (May 26, 2020). Activity Number 501302 and 501308 require site specific GPS locations for each record. Multiple records from July 2020 and August 2020 D3 reports have identical GPS coordinates, with no other identifying factors such as Landmarks.

Lack of location specificity resulted in inability to accurately identify signs installed on site during Audit #20-25S.

SECTION 4 : REQUIRED CORRECTION

Does the Contractor have to redo/complete the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

Yes

Dead line for correction:

n/a

No

x

N/A

MoTI accepts the non-conforming product/service for the following reasoning:

Time and effort will be better utilized moving forward with improvements with reporting to meet compliance.

Signatures upon completion of required correction:

Contractor representative confirms correction complete and the Ministry Representative confirms correction is accepted.

Ministry Representative:

Name:

n/a

Signature:

Date:

Contractor Representative:

Name:

n/a

Signature:

Date:

SECTION 5 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

Deadline for submission of corrective action plan to MoTI:

November 6, 2020

Root Cause Analysis: (Why did the non-conformance occur?)

The root-cause resulting in the non-conformity with the contractual requirements regarding the Maintenance Services Reporting Manual - Highway Maintenance Agreements for GPS accuracy for signage is due to a technical error with the data entry in the field and the SmartRoads Program. Due to a new sign maintenance program and crew and the entry prompts in the software program used to document sign works, data was being missed when the forms were being created in the field. Errors with GPS locations was noted due to signs located in one area having multiple pieces of the sign being repaired resulting in multiple entries in one location without comment to determine which pieces of the sign were being replaced.

Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM's QHSE staff and Operations Team intends to work with the sign foreman and SmartRoads to ensure that the field form prompts for comment entry and the foreman knows the importance of entering comments when installing signs. The sign foreman's monthly submittal for Quantified work will also be utilized and compared with our SRs generated report to ensure that all duplicated locations have comments explaining the duplication.

Signatures upon completion of root cause analysis & corrective action plan:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the non-conformance identified within this report.

Contractor Representative:**Name:****Signature**

:

Date:

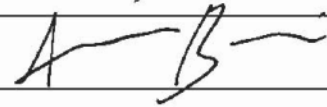
Ministry representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Ministry Representative:**Name:**

Aimee Barre

Signature

:

**Date:**

2020/10/20

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #:

KOD W202021 NCR03

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: November 19, 2020

Prepared by: Kylee O'Dell

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

During a major snow event on November 16, 2020, multiple classification of sides roads were documented by the area managers as exceeding the accumulations specification (PM3.01.2-1) in the Princeton Area. Roads reviewed included Highway 3 E and W, Highway 5A and Coalmont Road. Highway 3 ended up being closed for several hours.

ADDITIONAL INFORMATION REQUIRED IN RESPONSE:

1. Was all available equipment at Princeton yard in use during the storm? Was any equipment in the shop? ***Yes, 5 trucks were plowing all day. 3 trucks were in the shop getting repaired at the time. Two of the three had major re-build done this summer and were not 100% ready as per the mechanical dept so they were locked out. One is scheduled to be out Nov 30 and the other Dec 4th. The third was down for day to day mechanical repairs. The additional mechanics are definitely helping but are not trained in dealing with spreader controls, valve blocking for sander chains, underbodies, and wings and such. This takes time for any mechanic to learn the specialties of winter equipment.***

2. Have cycle times for the Princeton area been completed and confirmation that sufficient equipment has been assigned to the yard? ***Yes, the cycle times for Princeton area have not changed.***

3. When were subcontractors contacted? What contractors were used for during and post-event cleanup? Was assistance from the Keremeos yard considered/used for the E end of the foreman area? ***Arnica was called in at 2pm. They arrived late afternoon and worked the next day for the clean up. Keremeos had all their equipment in use so nothing was available to share during the day when snow was the heaviest. The Keremeos night shift plowed and sanded Hwy 3 east in the evening.***

4. What coordination efforts were made with SA7 Maintenance Contractor/Ministry personnel when Highway 3 was closed? ***No SA7 contact. The road closure was posted on Drive BC and 13 point MVI was sent out by the CC.***

SA07 and all other neighbouring contractors contact list have been supplied to the call center. The call center can now reach out on the foreman behalf and provide information directly to whoever is on the contact list.

All yards now have an additional foreman cell phone that all on shift foreman are to have with them so they can make and receive calls when they need to.

5. Was their enough material (salt/sand) available for response to this event? ***Yes, 418 cubic metres of salt and 6000 cubic metres of sand. SDAS material usage sheets attached.***

SECTION 3: REQUIRED CORRECTION

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: November 27, 2020
NO ☐ MOT accepts the non-conforming product/service
Reason: _____
N/A ☐ Reason: _____

Signatures upon completion of required correction:

Contractor representative confirms correction complete.

Contractor Signature: 

Date accepted by MOT: December 3, 2020

MOT Representative: Kylee O'Dell

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: December 1, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

Non-forecasted snowfall event took place on November 16th and AIM Roads had not called in auxiliary workers or subcontractors ahead of time. The forecasts were calling for rain and 2-3cm of snow. The snow was very heavy throughout the afternoon, which brought us out of the specification maximum accumulations in the Princeton area. Last minute calls for staff took time to arrive. A tractor-trailer spun out causing a road closure, which prevented our equipment from plowing the west end of Hwy 3 for a few hours.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Having the 3 trucks available from the shop will improve fleet resources in the future. Contacting adjacent service areas when road closures happen will take place from now on.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Name: Sharon Boyles Contractor Signature: 

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Kylee O'Dell MOTI Signature: KOD

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Date: December 3, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #:

DB W202021 NCR01

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: November 21, 2020

Prepared by: Denise Bollinger

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

During a monitoring on November 21, 2020, Coalmont Road was found in non-conformance of Winter Maintenance Specification:

PM3.01.2-4 Respond to allowable Compact conditions on Travelled Lanes at all times as follows: for Highway Classification C

b) remove pot-hole in compact exceeding 25mm depth and averaging more than 1 per 25 metres of highway within 48 hours.

A previous monitoring record, on November 19, 2020 showed the same pot-holes and a call was made that afternoon to inform the Superintendent of the Princeton Foreman Area, Rob Sanders. Rob responded by saying he would rectify the situation as soon as possible by sending out another truck.

On November 21, 2020, the same pot-holes had degraded. The depth of one was over 15cm and had eroded to over one lane width and was considered a dangerous situation for the travelling public, as well as further degradation of the gravel road base. A further call was made to Rob and he said it would be rectified in the next couple of days.

On both occasions of monitoring, November 19, 3:12 pm and November 21, 3:53 pm, texts, with photos of this situation attached, were sent to Rob, after the phone conversation.

Monitoring records, with photos available, upon request if required by MC.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES _____ Deadline for correction: November 30, 2020

NO _____ MOT accepts the non-conforming product/service

_____ Reason:

N/A _____ Reason:

Signatures upon completion of required correction:

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Contractor representative confirms correction complete.

Contractor Signature: 

Date accepted by MOT:

MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: November 30, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The road surface was eroded by many freeze thaw cycles this fall. The existing road when awarded to AIM Roads had not been previously gravelled and maintained for many years. There are little to no gravel materials on the surface to reshape when grading. When the road freezes at night and melts during the day the existing material becomes too saturated to reshape and frozen sections would pop out creating further degradation. Knowing this, the senior foreman delayed re-shaping. On November 16th there was a snowfall that saturated the road. Our equipment was busy clearing snow up until the 19th of November as well.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM Roads hauled in 35 m3 of gravel to make repairs to Coalmont Road on November 23rd when conditions were more favourable. This repair is temporary as frozen grade does not compact properly. To prevent this from happening in the future the road should be gravelled with 25mm minus crush in the summer of 2021.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: Sharon Boyles

Contractor Signature: 

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____

MOTI Signature: _____

Date: _____

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #:

KOD W202021 NCR01

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: October 26, 2020

Prepared by: Kylee O'Dell (on behalf of Denise Bollinger)

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

During a snow event on October 23, 2020, multiple classification of sides roads were documented by the auxiliary area manager, Denise Bollinger, as exceeding the accumulations specification (PM3.01.2-1) in the Penticton Area. Roads reviewed included Apex Mountain Road and other Apex resort area roads.

Monitoring records with photos available upon request if required by MC.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☐ Deadline for correction:
NO ☐ MOT accepts the non-conforming product/service
☐ Reason:
N/A ☒ Reason: Correction completed based on field observation.
☐

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: November 10, 2020

MOT Representative: Kylee O'Dell

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: October 30, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Oct 23, 2020 was forecast for 5-10cm of snow in the Penticton area. We had 20cm by noon. Our plow truck broke down on Apex Mtn early in the morning. All trucks were deployed on the other Class A roads and Sr. Foreman knew that a grader was needed for the steep incline of Apex Mtn. Rd. A grader operator was not available until 2pm. Winter shifts had not started for this unprecedented early storm. AIM QA Supervisor wrote an internal non-conformance for the snow accumulations on Apex Mtn Rd.

Taken from Global news:

A 120-year-old record for most snowfall on an October day has been broken in Kelowna.

The previous record was 12.7 cm in 1899, according to Environment Canada.

Kelowna is currently sitting at around 13 cm of snowfall for the day.

And in Penticton, the South Okanagan city matched a 95 year-old record at 11 cm of snowfall.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Operations held a storm debrief on Monday Oct.26 with all Sr. Foremen and QA staff to discuss how to deal with early snow season starts. Considerations for winter preparation of equipment earlier and have more resources available next Fall. Historically, winter shifts start at the end of October. Although this storm was not expected to be so intense and could not have been predicted by AIM management, more planning of auxiliaries on standby for storms when winter shifts are not in place will be carried out in the future.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: Sharon Boyles Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Kylee O'Dell MOTI Signature: KOD

Date: October 30, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #:

KOD W202021 NCR02

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: October 26, 2020

Prepared by: Kylee O'Dell (on behalf of Denise Bollinger)

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

During a snow event on October 23, 2020, Green Mountain Road was documented by the auxiliary area manager, Denise Bollinger, as exceeding the snow and ice bonding control specification (PM3.02.2-3) in the Keremeos and Penticton Foreman Areas.

Monitoring records with photos available upon request if required by MC.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☐ Deadline for correction:

NO ☐ MOT accepts the non-conforming product/service

☐ Reason:

N/A ☒ Reason: Correction completed based on field observation.

☐

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: November 10, 2020

MOT Representative: Kylee O'Dell

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: October 30, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Oct 23, 2020 was forecast for 5-10cm of snow in the Penticton area. We had 20cm by noon and it continued to snow until Oct.24th. AIM had equipment breakdown in the morning that was assigned to Green Mountain and Apex Mountain Roads. In the afternoon a plow and grader cleaned off and salted/sanded Green Mountain Road. A quality inspection was carried out at 2:15pm which shows the road within the specifications. The spec referenced is below.

PM3.02.2-3 Restore traction on Travelled Lanes immediately, when Slippery conditions occur outside of a Weather Event.

Would you please provide clarification on how AIM was not meeting this specification on October 23rd during a major storm event that continued until October 24th. Once the equipment was repaired it was deployed and snow clearing continued all weekend. Many tonnes of salt and sand were placed on Green Mountain Road as well.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)
AIM Roads will continue to prepare equipment for the winter season and has purchased additional plow trucks that are arriving in November and December. This will allow us to have backup equipment more readily available for this winter season. Winter shifts have started so our staff resources has improved since this early winter event.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____ Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: ___ Kylee O'Dell _____ MOTI Signature: _____ KOD _____

Date:

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: SL W202021
NCR01

Service Area: SA08 - South Okanagan

Name of Contractor: AIM Roads

Date: October 26, 2020

Prepared by: Scott Lain

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

During snow event on October 23, 2020 the contractor exceeded maximum allowable accumulations as per maintenance specification PM3.01.2-1/ b & c. and SA 08 Local Area Specification 1.14.2-1 for Highway 97C and 97D. Monitoring records and photos available upon request if required by the MC.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: Immediate
NO ☐ MOT accepts the non-conforming product/service
Reason: _____
N/A ☐ Reason: _____

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: November 9, 2020 MOT Representative: Scott Lain

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: October 30, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

On October 23, 2020 Highway 97C and 97D experienced record breaking amounts of snowfall with over 50cm recorded at the Pennask Summit. As there was 15-20cm of snow forecasted, AIM Roads was not anticipating the intensity of this storm and had less equipment available at this time. We had

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

not moved into winter shifts as this was planned for the end of October. During the morning our resources were maintaining the highway within specifications. QA inspections show lanes within the 4cm tolerance. In the early afternoon there were several vehicles spinning on the hills in the winter conditions as trucks did not chain up at the pullouts and smaller vehicles did not have sufficient tires. This caused our plow trucks delays in the worse part of the storm accumulations and put the highway out of spec.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)
AIM Roads will have more spare equipment available and auxiliary staff on call for storms in the future. We have purchased more plow trucks to join the fleet in November and December. Management has to ensure extra resources of operators and mechanics are available during storm events in case of higher than expected snow accumulations and equipment breakdowns.

AIM would also suggest making the chain up rules mandatory on Highway 97C and 97D to reduce the truck stoppages in hazardous winter conditions.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Name: _____

Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ Scott Lain _____

MOTI Signature: _____

Date: November 9, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

BRITISH COLUMBIA Ministry of Transportation and Infrastructure		NON-CONFORMANCE REPORT	
SECTION 1 : TRACKING DETAILS			
Date Issued:	07-Oct-20	NCR Number:	CM20205-05
Service Area:		Issued By:	
		Contractor Name:	
SECTION 2 : DESCRIPTION OF NON-CONFORMANCE			
What is being assessed?:			
NCR for Sign Maintenance based on Short Response Time Audits:			
20-09S			
20-11S			
20-12S			
Findings:			
The Contractor was not compliant for specification PM5.01.2-1			
Evidence/Records Reviewed:			
Audits:20-09S, 20-11S, 20-12S			
SECTION 3 : REQUIRED CORRECTION			
Does Contractor have to re-do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed			
YES <input checked="" type="checkbox"/>		Deadline for correction: Immediate	
NO <input type="checkbox"/>		MoTI accepts the non-conforming product/service	
N/A <input type="checkbox"/>		Reason:	
Signatures upon completion of required correction:			
Contractor representative confirms correction complete		Contractor Representative:	
Date accepted by MoTI:		MoTI Representative:	
SECTION 4 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN			
4a.) Deadline for submission of corrective plan to MoTI:		November 9th, 2020	
4b.) Root Cause Analysis (Why did the non-conformance occur?)			
4c.) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)			
SECTION 5 : SIGNATURES			
Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report			
Name:		Contractor Signature:	
MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.			
Name:		MoTI Signature:	

NCR SRT Combined Sign Maintenance

2020-10-07

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: November 9, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The above NCR resulted from multiple Short Response Time Audits conducted throughout Sept 2020 (20-09s,20-12s,20-11s) demonstrated a non-compliance with the specifications PM5.01.2-1 regarding signs. The root-cause resulting in the non-conformity with the contractual requirements is due to a failure of following and executing AIM internal processes outlined in the LAOP and QMS manual for performing short time response (more specifically Work IDs) in regards to identification and replace/repair of signs and other short response time items. The work performed did not meet the specifications for SRT and safety concerns due to, but not limited to, a misunderstanding for properly recording Work IDs for short response time items that require repair or replacement, properly

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

documenting the priority of the SRT within our tracking system and improper planning or improper prioritizing of the safety concerns related to signs and other short time response items.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

The QHSE Team will work closely with the Operations Team within AIM to aid the operations staff to Work ID SRT items (signs) identified that require replacement and/or repair. Over the winter months, during times of moderate weather, training will be ongoing regarding SRs and proper identifications. The foreman of the above listed items will be scheduling the repairs of the identified list as soon as possible by high to low safety risk. Extreme weather may impede on the scheduling of the above repairs due to winter works taking priority in weather events.

AIM plans to prevent the re-occurrence of the non-conformance moving forward by increasing SRT training and education to all foreman and field staff. Organizing and readjusting the current Work ID process is required to ensure it is user friendly and easily done in the field.

AIM is currently undergoing a large scale internal audit that will result in major process and performance to ensure compliance with the contractual requirements. Further changes to the system will occur as errors in the process are identified and adjusted."

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: ___ Celina Guerreiro

A handwritten signature in black ink, appearing to read "Celina", written over a horizontal line.

Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____

MOTI Signature: _____

Date: October 23, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: 2020S-04_____

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: **AIM Roads**

Date: July 9, 2020

Prepared by: Peter Cocker

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Maintenance Specification 1.01 "to provide a smooth, stable, sealed surface of highway and bicycle/pedestrian paths".

Performance Criteria – construct temporary patches consistent with the profile and crossfall of the adjacent surfaces as per table PM1.01.2-1

Non-conformance with timeframes set out in table PM1.01.2-1 on Class 2,4,5,6 roads identified in Audit 20-08S

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: July 13, 2020
NO ☐ MOT accepts the non-conforming product/service
Reason:
N/A ☐ Reason:

Signatures upon completion of required correction:
Temporary Patching must be completed by July 13th 2020.

Contractor Signature: _____

Contractor representative confirms correction complete.

Date accepted by MOT: [Click here to enter a date.](#)

MOT Representative: PC_____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: July 17, 2020

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The root-cause resulting in the non-conformity with the contractual requirements is due to a lack of material and planning for repair and maintenance of the identified areas by the operations team. AIM's internal training processes and associated plans for temporary patching were not executed within a timely matter according to the specifications due to a shortage of auxiliary personnel to conduct road repairs and a shortage of material (cold mix) supplied by the supplier.

The delamination of the road surface (specifically 97B) has resulted in a higher volume and higher frequency of road maintenance repairs. The extreme weather and high volumes of water has resulted in erosion and unusual wear on the road surface, increasing the rate of delamination and potholes. AIM has underestimated the frequency required to maintain the above mentioned specification.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM intends to implement hot mix (that has been recently approved by MOTI) to aid in increasing the frequency and time that potholes remain unrepaired in order to meet specification timeframes. Pothole patching is scheduled for the last week of July. An increase in auxiliary personnel is being considered in order to manage the large volume of road surface maintenance issues. AIM plans to prevent the re-occurrence of the non-conformance moving forward by considering extreme weather conditions and the possibility of excessive rain contributing to a increase in road surface maintenance.

AIM is currently undergoing a large scale internal audit that will result in major process and performance to ensure compliance with the contractual requirements.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: Celina Guerreiro

Contractor Signature:

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements

Name: Peter Coates

MOTI Signature:

Date: July 17, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 1 : AUDIT DETAILS

AUDIT DATE:	October 5, 2020	AUDIT REPORT #:	20-055
AUDIT TIME:	10:30am		
SERVICE AREA:	SA 13	CONTRACTOR:	AIM Roads
AUDIT TOPIC:	Bridge Inspections Road Patrols		

SECTION 2 : ATTENDANCE REGISTER

NAME:	TITLE:
CHAD MARSH	BRIDGE AREA MANAGER
Rod Keetch	Bridge Operations Super.
Celina Guerreiro	Quality & Environmental Supervisor

SECTION 3 : RECORDS REVIEW / FINDINGS

QUESTION #1:

1) Does the contractor do all required structure inspections as per PM7.03.2-3? (a-k)

- I would like to see bridge inspections
- Quality Control records for inspections
- Examples of inspections (I will randomly choose when we meet)
- Any evidence to support your answer to the question

2) Has the contractor completed all structure inspections as per PM7.03.3? (a-d)

- I would like to see the tracking for this
- Any Quality Control records for this activity
- Examples (I will randomly choose when we meet)
- Any evidence to support your answer to the question

3) Does the contractor complete safety patrols at the continuous frequencies listed in PM7.04.2-2.

- I will randomly pick two roads from each summer class and a timeframe that would encompass that patrol period
- Quality Control records
- Any evidence to support your answer to the question

EVIDENCE:

QUESTION #1:

The contractor is compliant
Random Bridge Inspections pulled for Structure numbers: 06049, 04517R, 08169 and 00824
- inspections for these structures were all completed within appropriate time frames
Quality Control for completed tasks showed inspections completed within time frames:
- QM11-SA13-2020-000272, 000783, 005545, 004434, 003501

QUESTION #2:

The contractor is compliant
a) Inspections are still on paper. Random Examples of First Year Inspections provided for Structure Numbers 06802, 06057, 6502. All completed
Internal Audit PM7.03 Feb 13, 2020 Highway Patrol
b) Structures completed by Certified Bridgeman or Bridge Engineer
Rick, Steve or Rod
- QM07-SA13-2020-019 OFI to transition Bridge Crew to SmartRoads
c) Minimally using as the inspections are on paper and time consuming to use to go back and plan from however the bridge crew is transitioning to the SmartRoad system
d) Internal OFI issued for Invasive Species QM-SA13-2020-000020 will be adding invasive species to SmartRoads Bridge inspection form

QUESTION #3:

The contractor is NOT compliant
The contractor was able to provide SmartRoads GPS reports for Class 1-5 roads showing that these roads had been patrolled in the appropriate time frames. The Contractor was not able to provide evidence that Class 6 or 7 roads had been patrolled.

AUDIT FINDINGS:

The Contractor was not compliant. No evidence provided that Class 6 or 7 roads have been patrolled within the appropriate time frames.

****Note that during the next Joint Operations Meetings there should be a discussion on the definition of a Patrol Vehicle and what that vehicle needs to meet the requirements of a patrol vehicle****

SECTION 4 : AUDIT SUMMARY/FOLLOW UP**WAS THE CONTRACTOR IN CONFORMANCE?**

NO

WAS A NCR/OFI ISSUED?

YES

*if "yes" fill out Section 5 below***IS A FOLLOW-UP NEEDED?**

YES

IF YES, WHAT FOR?

The Contractor was not able to provide evidence that Summer Class 6 or 7 roads have been patrolled or met patrol frequencies as noted in PM7.04.2-2 a)

SECTION 5 : NCR/OFI SUMMARY

MAINTENANCE SPEC FOR NCR/OFI	NCR /	NCR/OFI #	DATE ISSUED	COMMENTS
PM 7.04.2-2 a)	Yes	CM 20205-01	Oct 5, 2020	

NON-CONFORMANCE REPORT

SECTION 1 : TRACKING DETAILS

Date Issued:	2020-10-05	NCR Number:	CM2020S-06
		Issued By:	Chad Marsh
Service Area:	SA 13	Contractor Name:	AJM Roads

SECTION 2 : DESCRIPTION OF NON-CONFORMANCE

What is being assessed?:
Road Patrols as per specification PM7.04.2-2 a)
Findings:
The Contractor was not compliant, unable to show evidence that patrol times have been met on Class 6 and 7 roads.
Evidence/Records Reviewed:
SmartRoads gps tracking

SECTION 3 : REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed	
YES _____	Deadline for correction:
NO _____	MoTI accepts the non-conforming product/service
	Reason:
N/A _____ X	Reason: This activity cannot be retroactively redone.
Signatures upon completion of required correction:	
Contractor representative confirms correction complete	Contractor Representative: _____
Date accepted by MoTI: _____	MoTI Representative: _____

SECTION 4 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4a.) Deadline for submission of corrective plan to MoTI:	27-Oct-20
4b.) Root Cause Analysis (Why did the non-conformance occur?)	
4c.) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)	

SECTION 5 : SIGNATURES

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report	
Name: _____	Contractor Signature: _____
MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.	
Name: _____	MoTI Signature: _____

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: 2020S-01_____

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: **AIM Roads**

Date: June 17, 2020

Prepared by: Peter Cocker

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Maintenance Specification 5.01.2 "Maintain Sign System so they are clean, repaired, legible, visible, erect and properly placed.

Performance Criteria a) Regulatory and Warning Signs (Class 1&2 highway) = 1D

Non-conformance with sight lines to Regulatory 50km/h sign at the north end of Grindrod (97a), 70km/h Warning sign 4.2 km north of Grindrod (97a), and Warning sign 200m north of 34th Ave (97b)

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: June 20, 2020
NO ☐ MOT accepts the non-conforming product/service
Reason:
N/A ☐ Reason:

Signatures upon completion of required correction: Correction completed June 25, 2020

Contractor representative confirms correction complete.

Contractor Signature: _____

Date accepted by MOT: June 25, 2020

MOT Representative: PC

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: July 10, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

The root-cause resulting in the non-conformances with the contractual requirements listed above (Section 2) are due to a failure of following and executing AIM internal processes outlined in the Quality Maintenance Manual (QMS) and the Operations Maintenance Manual (OMM). These include but are not limited to communication and tracking failures within AIM's operations team for identified works on signs requiring repair or maintenance, an absence of document referral for steps in completing duties and conducting required repairs to signs, a shortage of personnel specifically delegated to sign maintenance and repair, a lack of training within all departments of AIM standard operating procedures, specifically routine maintenance services and delay in repairing and maintaining signs according to the specification timeframes.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM plans to prevent the re-occurrence of the above non-conformances moving forward from implementing a series of changes to aid in improving the effectiveness and support in conducting existing and new internal processes. All AIM employees who will be conducting sign inspections will be provided the proper training through orientation of sign specifications and tracking requirements in order to identify and repairs signs within the specification timeframes (including brushing, cleaning, straightening and replacement). Hiring of specific personnel (including a senior foreman and 2 field personnel for sign identification) and tracking has been conducted for SA 13 (specifically SA 13 south) and will aid in improving all over tracking and repair of sign maintenance and aid in providing appropriate support for executing all proposed plans and the QMS. The operations team has implemented a specific schedule for the sign team that allows for proper sign identification coverage and prioritization by HWY classification. The QMS, alongside other AIM documentation and processes will be updated and adjusted to be reflect internal team additions and changes for more efficient and standardized processes. Due to the large volume of signs that require repairs, AIM is working closely with MOTI to produce a long-term plan in repairing all the signs that our out of specification for the duration of the contract based on HWY classification and priority.

AIM has conducted the required repairs and responded to MOTI after completion on June 25, 2020.

AIM is currently undergoing a large scale internal audit that will result in major process and performance to ensure compliance with the contractual requirements.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: Celina Guerreiro

Contractor Signature: 

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Peter Caid

MOTI Signature: 

Date: July 6, 2020

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: AO20S-04

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc

Date: June 24, 2020

Prepared by: Alex O'Brien

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Surface Cleaning timeline has not been met under PM1.07.2-1g). Some sections of Class 1 and 2 Highways have still not been swept to provide safe, clean surface conditions, and facilitate free drainage. This timeline of May 15 was not met across the Service Area. The contractor has written an internal Non-Conformance report, though this is a repeat NCR from Year 1 of the Contract. All outstanding sweeping on Class 1 and 2 Highways is to be corrected per Section 3 of this NCR.

Pavement markings have been obscured for far more than 7 days coming just West of Lumby due to Accumulations on Hwy 6 in the Armstrong Foreman area. The contractor is also found to be non-conforming under PM1.07.2-1c) . Under 1.07.4a) the coordination of surface sweeping was not done with the pavement marking contractor, and some sections were not properly painted as a result. One section is depicted below.



Hwy 6 Lumby West- pavement marking obscured and not coordinated with pavement marking contractor

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

The contractor is also found to be non-conforming under PM1.07.-2 b) as the roadside barrier run just East of Dure Meadows Rd on Hwy 6 within the Armstrong foreman area. This has caused ponding after rainfall. When the white pavement marking was done in this area, a pond was forms at the bottom of the photo and it can be seen that this section was not painted. PM1.07.2-3 stipulating all drainage holes, scuppers, and barrier openings are to be cleaned annual has not been met in this area. The barrier run pictured below for instance has been blocked for over a year and free drainage has been impeded.



Hwy 6 East of Dure Meadows Rd- Drainage barrier blocked

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: July 1, 2020
NO ☐ MOT accepts the non-conforming product/service
Reason: _____
N/A ☐ Reason: _____

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: [Click here to enter a date.](#) MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: July 1, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The root-cause resulting in the non-conformances with the contractual requirements listed above (Section 3) are due to a failure of following and executing AIM internal processes outlined in the Quality Maintenance Manual (QMS) and unpredicted increased frequency of road maintenance due to extreme weather events. These include but are not limited to a lack of communication and guidance from the AIM internal mechanical division, an absence of document referral for steps in completing duties, a lack of training within all departments of AIM standard operating procedures, specifically routine maintenance services and delay in executing the proposed spring road maintenance services plan. The regional area has also undergone extreme weather condition with above average water volumes resulting in increased accumulation of sediment and runoff drainage holes, scuppers, and barrier openings. The extreme rainfall has also contributed in delayed sweeping efforts due to unable to sweep in high water volume road conditions. This has resulted in a frequency demand for sweeping and cleaning that was not included or predicted in the spring road maintenance services plan. The frequency of demand for sweeping and cleaning has resulted unpredicted in increased personnel and rescheduling of priority work which has contributed in the non-conformances listed above (Section 3). AIM will continue to coordinate and communicate with the contractor to ensure all line painting requirements are met within the specifications.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

AIM plans to prevent the re-occurrence of the above non-conformances moving forward from implementing a series of changes to aid in improving the effectiveness and support in conducting existing and new internal processes. All AIM employees will be provided the proper training through orientation and process specific standard operating procedures. Changes within the mechanical operations team have been made, which will aid in providing appropriate support for executing all proposed plans and the QMS. The QMS, alongside other AIM documentation and processes will be updated and adjusted to be reflect internal team additions and changes for more efficient and standardized processes. AIM will consider extreme rainfall events as part of their scheduling for road maintenance moving forward and adjusting their frequency and capacity to adjust to any weather events. AIM will ensure that the winter shift will remain on next year until the sweeping program and will allow for the operator to sweep for a full 24 hour period. AIM's operations team has scheduled the above surface cleaning to be completed as soon as possible. AIM is currently undergoing a large scale internal audit that will result in major process and performance to ensure compliance with the contractual requirements.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Name: Celina Guerreiro

A handwritten signature in black ink, appearing to be "Celina Guerreiro".

Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Alex Bini

MOTI Signature: Alex Bini

Date: July 1, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

SECTION 1 : TRACKING DETAILS

DATE: (dd:mm:yyyy) 13/11/2020

NCR #: MS-20W-01

SERVICE AREA: S.A.13

CONTRACTOR: AIM Roads

REFERENCE AUDIT #:

REFERENCE AUDIT TOPIC:

DATE DISCUSSED WITH MC: 17/11/2020

SECTION 2 : ATTENDANCE REGISTER

NAME	TITLE
Mike Scott	District Ops. Tech.

SECTION 3 : DESCRIPTION OF NON-CONFORMANCE

On November 13/2020, MoTI monitoring reports show the following class C and D roads to be out of spec. for maximum winter accumulations.

- # 842 Grandview Place class D – 29 cm
- # 904 Duncan Road class D – 20 cm
- # 896 Parkview Place class D – 24 cm
- # 124 Six Mile Creek Road class C – 24 cm
- # 415 Westshores Road class C – 15 cm
- # 64 Irish Creek Road class D – 18 cm
- # 132 Grandview Flats Road class C – 18 cm

3.01.2 Routine Maintenance Services

PM3.01.2-1 Remove Winter Accumulations from Travelled Lanes as follows:

Performance Criteria	Maximum Winter Accumulations Response by Highway Classification				
	A	B	C	D	E
a) One lane each direction	4 cm	6 cm	10 cm	15 cm	25 cm
b) Second lane	8 cm	10 cm	n/a	n/a	n/a
c) All other lanes including brake checks, chain up/off areas and any other vehicle accessible portions within the Right-of-Way	12 cm	16 cm	20 cm	20 cm	n/a
d) Rest Areas, pull-outs and parking areas at a minimum 2.5 metre pass width	12 cm	16 cm	20 cm	20 cm	n/a

SECTION 4 : REQUIRED CORRECTION

Does the Contractor have to redo/complete the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

Yes

Dead line for correction:

No

MoTI accepts the non-conforming product/service for the following reasoning:

N/A

X

Reasoning:

Roads have been plowed

Signatures upon completion of required correction:

Contractor representative confirms correction complete and the Ministry Representative confirms correction is accepted.

Ministry Representative:

Contractor Representative:

Name:

Name:

Signature:

Signature:

Date:

Date:

SECTION 5 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

Deadline for submission of corrective action plan to MoTI:

27/11/2020

Root Cause Analysis: (Why did the non-conformance occur?)

Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures upon completion of root cause analysis & corrective action plan:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the non-conformance identified within this report.

Contractor Representative:

Name:

Signature:

Date:

Ministry representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Ministry Representative:

Name:

Signature:

Date:

SECTION 1: TRACKING DETAILS

NCR #: AO20S-03

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc

Date: June 19, 2020

Prepared by: Alex O'Brien

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Trinity Valley Rd #130 is a Class 4 road that spans both the Cherryville and Armstrong foreman areas. The road was found to be in an acceptable condition on the Lumby (Cherryville yard) end, with minor infrequent potholes on the gravel portion. The Enderby (Armstrong yard) end was in a deplorable state, with frequent, high severity potholes that presented serious safety issues for road users.

The potholes averaged far more than 1 per 25 metres, and they spanned across the road width on many sections for well over 2 days. The response time for a Class 4 gravel road in this condition is 2 days to provide a safe, smooth, stable, compacted and free draining surface. MoTI was given a low level of confidence the road would be graded anytime in the near future due to the grader needing to be on other roads in the large Armstrong foreman area.



NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure



SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: June 20, 2020
NO ☐ MOT accepts the non-conforming product/service
 ☐ Reason:
N/A Reason:
 ☐

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: _____ MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: June 26, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Name: _____ Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ MOTI Signature: _____

Date: _____

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR