

Darlington Refurbishment Mega Project

- **Darlington nuclear station design required a mid-life refurbishment to allow for 30 or more years of ongoing operations**
- **4 units refurbishment**
- **20 year project – 10 planning and 10 Execution**
- **\$12.8 Billion investment**
- **Multi-prime project delivery model with OPG as the integrator**
- **First unit completed and second unit tracking on budget and on schedule**

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Agile Mindset

- **Collaborative contracting and project structure**
- **Actionable on lessons learned**
- **Transparency in financials, risk and progress in the field**
- **Early procurement of critical or long-lead materials**
- **Strong relationship with trade unions**



Vision Realization

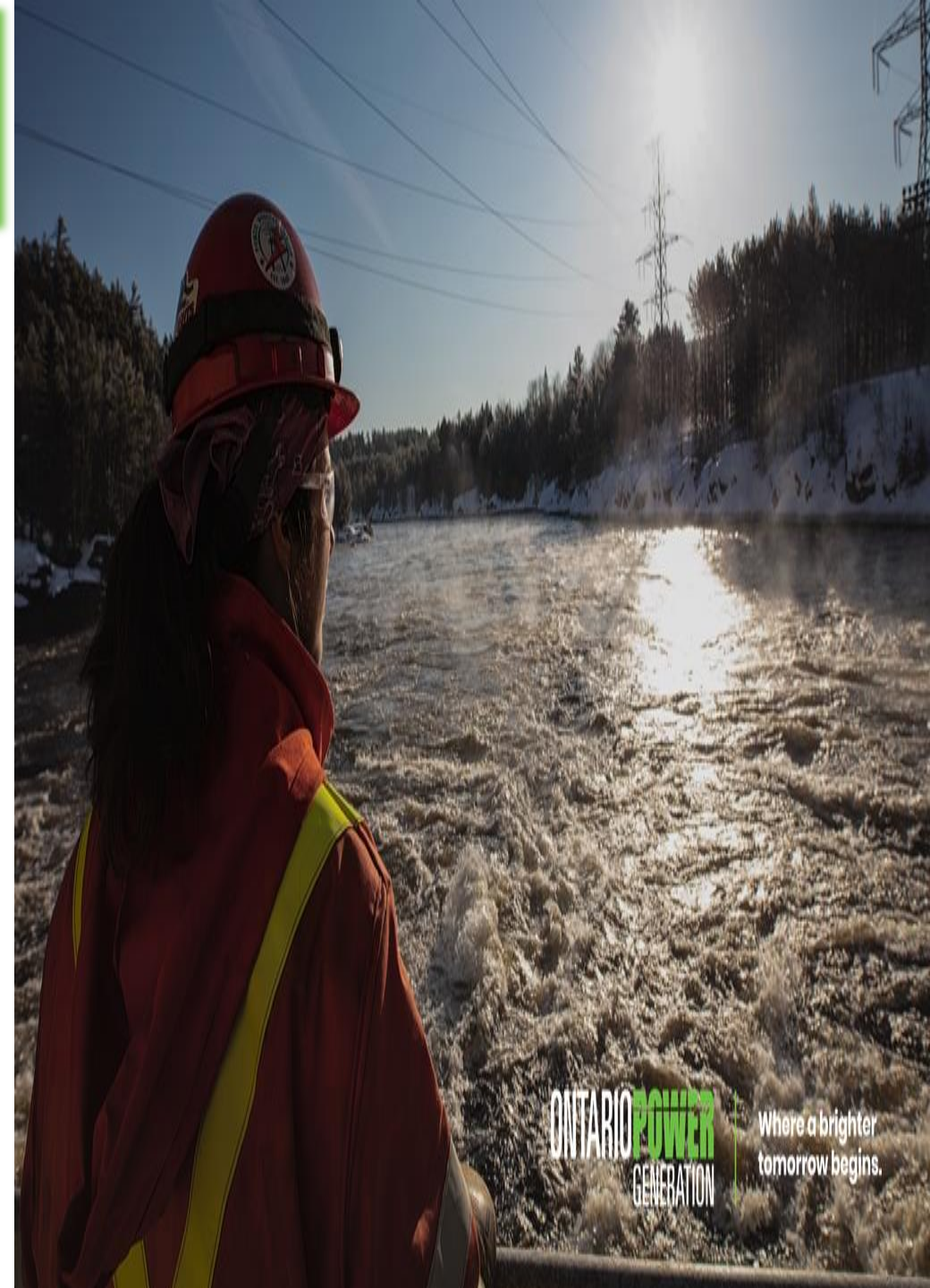
Transitioned from “oversight” model to an integrated model

Co-located teams and seconded key resources

Created “One Team” unified project culture

Rebalanced incentives/disincentives

Ensured risk allocated to the appropriate party



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