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
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