



GROUND BREAKING CEREMONY

After 24 months of planning, researching, selecting and many meetings of engineers, environmentalists and financial advisors, a packed house of invited guests gathered at Bushy Park in St. Catherine on Wednesday, April 10, 2002, to witness the groundbreaking ceremony of Highway 2000.

In attendance were the Rt. Hon. Prime Minister who broke ground, the Minister of Transport and Works, other Ministers of Government, Mr. Mike Henry representing the Jamaica Labour Party, members of Parliament and Councillors from St. Catherine, Clarendon and Mandeville, Custodes, residents of adjoining communities, members of the diplomatic corps, representatives from the private sector, the financial sector, statutory bodies and as well as multi-lateral agencies.

Entertainment was provided by the Old Harbour Primary School drummers, ASHE, Fab 5 and LOVINDEER who performed a special Highway 2000 song composed for this occasion. Pastor Currie led the large gathering in prayers, and Broadcaster Elaine Wint guided the proceedings as Chairperson.

With the groundbreaking ceremony now completed, NROCC estimates the timetable for construction as follows:

OLD HARBOUR BYPASS DUALIZATION

Construction Permit	March/April 2002
Environmental Permit	Already issued
Detailed design	April - August 2002
Approval of Structures	May - September 2002
Site installation	Being established
Construction starts	April 2002
Commissioning of Old Harbour dualization as a toll road	By June 1, 2003

KINGSTON - BUSHY PARK

Environmental assessment	On going
Detailed design	June - September 2002
Construction & Environment Permit	August - December 2002
Construction	October 2002 - October 2003



Prime Minister Patterson at the controls breaking ground for Highway 2000 at Bushy Park, St. Catherine.



The Start Of Jamaica's Largest INFRASTRUCTURE PROJECT



In the history of every nation there are momentous occasions that signify the dawn of a new era in its development. This ground-breaking ceremony is such an occasion.

I am particularly delighted that the children are here with us this morning. And even the smallest of them will be able to say some decades from now to their children and eventually their grandchildren, we were here to see ground broken for Highway 2000.

Highway 2000 is the centrepiece of a number of projects, which have been conceived by my Government for the new Millennium. And we are not just thinking in terms of election cycles, we are talking about the future of our island, Jamaica.

This first phase constitutes the single largest project of its kind in the entire English-speaking Caribbean and when the whole exercise is completed (phases 1 and 2), it will represent the single largest investment project in Jamaica's history.

There is no doubt that there will be far-reaching effects as we open new areas of the country to agricultural and industrial development.

We wanted this development but we knew we could not implement it by relying on public funds. We had to source private financing and this was only possible because of the sound macro-economic policies which have been pursued by this Government and which have brought new confidence as a compelling place to invest.

People don't invest because of sentiments. They invest when they have examined everything and found that the environment

is suitable. So this project is not coming about by accident and we are determined we are going to be able to get the results despite what the critics and naysayers have been maintaining, and we are going to continue to pursue policies of low inflation and a stable exchange rate, but we also want to generate jobs in the process of all this.

We recognise and freely admit that in the pursuit of these macro-economic policies we have had to take some tough and sometimes painful decisions. *We have invited the people of Jamaica to make some sacrifices so that these policies could work. They have made the sacrifices and I can say in 2002, we have endured the hard times and now we are ready and deserve to reap the rich benefits that will flow.*

There are some who stubbornly refuse to accept the reality that Jamaica can attract private sector investment of this magnitude. Let me say it again for those who find it difficult to grasp, this is not an election gimmick or a political stunt. This investment is for real.

We are satisfied that the benefits of the project will vastly outweigh the costs. We have done our own cost/benefit analysis, so have the private investors who are financing the project. The macro-economic effects of phase 1 (Kingston – Williamsfield) show an economic return of 21% on the investment in the highway.

However, I want everybody to rid themselves of the fiction that this administration is not paying attention to existing roads.

Over the past two years alone, we have spent \$5.5 billion dollars on road reconstruction and repair. The Melrose Bypass, the Mount Diablo to Faith's Pen Bypass, Washington Boulevard, the Michael Manley Highway, Hope Road, and Trafalgar Road – these are just few examples. And I say to everybody, go out into the countryside and look at the massive road repairs being undertaken in every nook and cranny of this country.

At our last meeting, the Cabinet approved a package under the Urban/Rural Township Road Rehabilitation and Maintenance Programme for the rehabilitation of the roadways in 7 of our parishes. That work is

to be undertaken within one year and to provide for routine maintenance and periodic work over the next five years at a cost of \$570M.

Very recently, a major company relocated on the highway between Spanish Town and Old Harbour. Mr. Levy from Jamaica Broilers has told me that since the construction of the Old Harbour Bypass, he has already seen 5% reduction in the cost of his transportation.

We have also made sure to address the environmental concerns because we have to preserve our environment and it must be aesthetically pleasing. *I insisted that we could not begin any work on Highway 2000 until the requisite approvals were obtained from the National Environmental Planning Agency (NEPA). And I am very pleased to be able to say that I have in my hand a copy of the requisite permit granted by NEPA.*

I have spent the past ten years as Prime Minister and they have been challenging years trying to find the acceptable solutions, putting in place the institutional framework, backing it up with legislation and systems that would lead to the economic, social and spiritual growth and fulfilment of all our people.

I am not going to suggest that we have been successful in everything we have done, nor am I going to claim that we have not made any mistakes. But in all of this, my conviction has never wavered that we as a Jamaican people have it in us to succeed if only we unite and work with purpose and in harmony.

This project has endless possibilities. It fills me with hope and confidence that Highway 2000 is certainly a viable pathway to our future.



Old Harbour Bypass

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Today marks another significant milestone in the drive by the Government of Jamaica to place the country on a solid foundation to meet the demands of this new millennium characterised by globalisation and increasing competitiveness.

This groundbreaking ceremony for Highway 2000 represents a leap of faith and confidence in Jamaica both by the Jamaican Government and Jamaicans, as well as a clear vote of confidence by external investors.

Well do I recall the signing last November of the Implementation Agreement at the Highway 2000 launching ceremony. I am, as Minister of Transport and Works, pleased about the level of co-operation to date between the Ministry and the Highway 2000 project team.

The Ministry, as many of you are aware, had been pursuing a programme of widespread and significant road improvements. This programme has been having a very positive impact on the country's transportation infrastructure and indeed development. These include:

- The North Coast Highway project
- The Three Miles Round-a-bout Removal project
- There is the ongoing general programme of road improvements, including a major patching component
- The Old Harbour Bypass, the Winston Jones Highway, Trafalgar Road, Hope Road and Washington Boulevard projects are some of the major developments in recent times
- Work is to begin shortly on the Howard Cooke Boulevard in St. James.

There is little doubt that the Highway 2000 project will help to take the process of modernization and development of our road infrastructure to another level. But this modernization effort has not by any means been directed solely at our road infrastructure.

Today ladies and gentlemen happens to be the birthday of our esteemed Prime Minister Patterson who is this year observing ten years in that Office. I believe that on reflection over the period, it is true to say that the Prime Minister can be justly proud of presiding over a virtual revolution in improvements to the country's infrastructure since he assumed Office.

Quite apart from developments in the country's road infrastructure, it is a fact that:

- A decade ago, the Jamaica Public Service Company had some 320,000 contracted customers. Today, the company has well in excess of 500,000 contracted customers.
- Many people would not know that a decade ago there were less than 250,000 telephone landlines in Jamaica. Today there are well in excess of 500,000 landlines and some 700,000 cellular customers utilising our state-of-the-art telecommunications services
- Hundreds of thousands more Jamaicans than was the case a decade ago now enjoy portable domestic water supplies
- A decade ago, the transshipment port handled 220,000 TEUs (20 ft. containers). 10 years later it handles 980,000 TEUs (20 ft. containers). We are now the leading transshipment hub port in the Central American and Caribbean region and recognised as 67th in the top 100 ports.

The Highway 2000 project has gone through many stages and has reached many

milestones – from conceptualisation to analyses, engineering designs, environmental assessments, the bidding processes, the negotiation of a concession agreement, signing, accessing finance, and today, another major milestone – the official groundbreaking.

Many individuals have contributed in no small way to the process: Engineers, financial advisors, and the staff of several Government Ministries, Departments and Agencies. The person who however inspired the start of the process leading to the implementation of this the single largest project in Jamaica and the English-speaking Caribbean was our beloved Prime Minister, the Rt. Hon. P. J. Patterson.

“There is little doubt that the Highway 2000 project will help to take the process of modernization and development of our road infrastructure to another level. But this modernization effort has not by any means been directed solely at our road infrastructure.”



TOP: Audience at the Ground Breaking Ceremony.

BOTTOM: Hon. Phillip Paulwell, Minister of Industry, Commerce & Technology and Hon. Donald Buchanan, Minister of Water & Housing.



MIKE HENRY *Member of Parliament, Central Clarendon*

“We are all Jamaicans seeking to build a country of which we can be proud.”



In my twenty-five to thirty years of political life, I have advocated the development of the central area of Jamaica. I therefore seek to see the development of Highway 2000, which will link all other areas of development, which is so important to the country.

I want to see the railway trains arrive at the Vernamfield airport, which is the only place in Jamaica where all transport elements could meet seeing that Rocky Point is not far away from Vernamfield. I therefore see a Port Authority development extending to that area. I see a dry dock development. I therefore see all those developments moving

from the centre of the island and therefore creating the kind of development which makes us rise above partisan politics, but arrive at the point where we are all Jamaicans.

As politicians, we get blamed for many things and I hope those from the private and other sectors of this country will recognise that we represent continuity and development of our country. The unity of that continuity must rise with the age of responsibility. That responsibility must extend beyond those who sit here and represent the people, to the people themselves, because to build, own and transfer, I would certainly add maintain.

In our country, we think nothing of building a toilet for a million dollars but we think twice of paying someone to keep it clean. I say that because it is in the psyche of the Jamaican that I speak to the reality. Those of us who sit here to address you today are merely the ones who are the facilitators and to the young people, it is for you to continue and seek to correct the errors that we made in the past.

Mr. Prime Minister, your Government is assured by the Opposition that this kind of development will continue in the interest of Jamaica. You are sure of that in the very short space of time in which I have merely to oppose rather than direct. I say there is

no Jamaican who is in more pain because he belongs to one side or the other. There is no Jamaican who is hungrier because he belongs to one side or the other. There is no Jamaican who bleeds less or more because he belongs to one side or the other. We are all Jamaicans seeking to build a country of which we can be proud.

On behalf of the Jamaica Labour Party and the parish of Clarendon as we challenge for where we want to go, let us hope we build Jamaica with dignity, pride and commitment to our people. Thank you very much and may God bless this project.



Peter Bunting, Chairman, Dehring, Bunting & Golding and Rex James, President, NIBJ.

HIS EXCELLENCY PIERRE-ANTOINE BERNIARD *French Ambassador*

It is a great honour for me to participate today in this very symbolic ceremony.

Only a few months have past since the signing in November last year of the Concession Agreement. Yet, in a record time, the last obstacles have been removed and the last finishing touches have been put in place. Thanks to the firm determination and the will to achieve of the negotiators and also thanks to the mutual trust established between the two parties from the start.

Today, less than 10 months after Bouygues was selected as the preferred bidder for this great project, we are present at the groundbreaking ceremony.

Highway 2000 is the masterpiece of the Millennium Projects proposed by Prime Minister P. J. Patterson and is, without a doubt, the most promising for the economic

and social development for Jamaica.

In my capacity as Ambassador of France, I am particularly proud that a French company of such a reputation has been chosen to undertake the project. France has extensive experience in the field of public service concessions, and Bouygues is one of the leaders in this sector. Internationally reputed for its savoir faire and its expertise, Bouygues is today a diversified industrial group, one of the major global players in all areas of the construction industry, especially in the construction and maintenance of roads and highways, and within the service industry, in water, energy and telecommunication sectors.

Highway 2000 represents also the first investment of this large French group in the English-speaking Caribbean. And I am really pleased that it is in Jamaica. It is also the first contract of this scope, of this



magnitude ever signed here by one of our companies. I am convinced that this will be the right example and a valuable reference for other French companies and investors.

I am very glad to have been part of this ceremony and I thank you very much.

“Highway 2000 is the masterpiece of the Millennium Projects proposed by Prime Minister P. J. Patterson and is, without a doubt, the most promising for the economic and social development for Jamaica.”

JENNIFER EDWARDS *Member of Parliament, South West St. Catherine*

The Prime Minister's vision for Jamaica is to make Jamaica the best place in the world for Jamaicans to live and over the last ten years he has done so by ensuring that our educational system is of such that every Jamaican who has ambition can become educated.

The vision that you have is one for the millennium and beyond and Highway 2000 is not only going to be with this generation and go down in history as something that this generation has created, but I am sure generations to come will call you blessed for having opened up all the beauty of Jamaica for everyone.

South West St. Catherine has been particularly blessed. We hope the Highway 2000 project will bring what the Old



Harbour bypass has brought: employment, skills training and expertise. It will bring a sense of community. It will bring a sense of nationalism and it will ensure that the

people of this constituency feel, see and understand the worth of a Prime Minister who knows what development is about and what it can mean for the ordinary, common person.

I bring greetings from South West St. Catherine, I wish the project team and all those who will work on it success. I give you my undertaking that as Member of Parliament for this constituency, whatever I can do to make your work easier, please feel free to call upon me.

I thank Bouygues very much for making it Jamaica, for having the confidence in Jamaica. You have decided that this country is not just a great country to invest but also a country with a future. We thank you and wish the project every success.

“South West St. Catherine has been particularly blessed. We hope the Highway 2000 project will bring what the Old Harbour bypass has brought: employment, skills training and expertise. It will bring a sense of community.”

DR. WAYNE REID *Managing Director, NROCC*



In 1996, the Development Bank of Jamaica retained Dessau Soprin of Montreal, Canada, to undertake a feasibility study of a toll road from Kingston to Montego Bay with connections to the north coast.

The study concluded that it was feasible to finance, build, operate and maintain a toll road, which started in Kingston and went westward to Montego Bay roughly paralleling the alignment of the railway. In addition, a spur could be constructed from Bushy Park where we are gathered today to Ocho Rios. The total length of the corridor was 230 km with the length between Kingston and Montego Bay being approximately 165 km.

The feasibility study was submitted to the Cabinet and in 1999, the Development Bank of Jamaica was authorised to proceed in the implementation of the project to the stage of inviting tenders from interested parties.

In March 2000, sufficient work had been done to invited bidders to view an illustrative solution.

Advertisements placed both locally and abroad attracted over 60 investors. This number was reduced to 7 by the advisors to the Development Bank, and those seven were invited to Jamaica in March 2000 to a pre-bid meeting.

Evaluation, clarification and assessment resulted in the selection of Bouygues Travaux Publics of France as the preferred bidder in June 2001. Further negotiations allowed for the signing of a Concession Agreement between Bouygues and the National Road Operating and Constructing Company Limited (NROCC) – the special purpose company established to represent the Government of Jamaica in this project.

The Concession Agreement mandates Bouygues to design, finance, construct, maintain and operate a toll road in Jamaica.

The agreement covers the first phase of Highway 2000 and spans between Mandela Highway, the Caymanas interchange and Williamsfield, including the Portmore Causeway and the Dyke road.

All finances for the dualization of the Old Harbour Bypass and Kingston to Bushy Park, including Portmore Causeway and the Dyke Road, are in place.

All systems are in place to commence construction. The developers have submitted their designs for approval and

this review is being done by the National Works Agency and NROCC.

The environmental permit has been obtained for the dualization of the Old Harbour Bypass and the assessment for the rest of phase 1 is being undertaken now.

Land acquisition is proceeding smoothly and utility relocation other than for Old Harbour Bypass is being addressed.

We at NROCC, welcome you all here today to share with us in this very special occasion and we commit to ensuring that this basic piece of physical infrastructure will satisfy our expectations and add overwhelmingly to the further growth of our country.

“All systems are in place to commence construction. The developers have submitted their designs for approval and this review is being done by the National Works Agency and NROCC.”





“I would like to pay tribute to their professionalism, their strength of conviction and their enduring optimism, which has brought about the birth of Highway 2000.”



Today, April 10, 2002 is very important for two reasons. The first reason is that it is the birthday of the Prime Minister. The fact that you have chosen this special day for the ground breaking highlights your involvement in the Highway 2000 project. The second reason is that this day signifies the achievement of several years of tremendous effort from the main actors in this project. I would like to pay tribute to their professionalism, their strength of conviction and their enduring optimism, which has brought about the birth of Highway 2000.

I would also like to thank all the Bouygues collaborators, which have stayed the course with me as well as our legal advisors - Muirhead Fatta, our tax advisors Deloitte & Touche, and of course, a grand thanks to RBTT Bank without whom we couldn't be here today.

Highway 2000 is going to bring to road users greater comfort. No potholes on Highway 2000. It will mean also more safety. Highway 2000 is going to represent huge time-savings. Let us forget for a while geographical distance. On a time-scale basis, Highway 2000 will move Mandeville or Ocho Rios as close to Kingston as Spanish Town is and Montego Bay as close to Kingston as May Pen is.

Highway 2000 will also generate and facilitate the creation of a lot of small enterprises along its route.

Economists have estimated for every US\$1M invested in toll highway in Jamaica, 25 direct jobs are created for the highway construction itself. One hundred (100) indirectly induced jobs are created, this being generated either by the spending from the direct employment or by the gain in time and productivity coming from the

customers of the toll road. This means that only for the first phase leading to Mandeville, the nearly US\$400M invested should generate 50,000 jobs over 4 years. That means an average each year of 12,500 jobs, which will be kept for the remaining 31 years of operation and maintenance phase of the highway. We are the operators for 35 years, and maybe more, if things are going well.

To conclude, I would like to say that Highway 2000 is a great project, which will be at no cost for the Jamaican taxpayers. In effect, the Concessionaire (TransJamaican Highway Limited) will reimburse financing that its Grantor (NROCC) is providing through a private bond issue whose finances is contributing to 27.5% of the cost of Phase 1.

Yes it is truly a great product, which is becoming a reality. We only have to single out one sample of Highway 2000 apart from the economic ones. I will choose the social one. By reducing the time factor, Highway 2000 will bring people closer and when people get closer, conflicts move away. I thank you for your attention.





CHRISTIAN GAZAIGNES *Executive Director, Bouygues Travaux Publics*

It is with great pleasure and pride that I attend this groundbreaking ceremony for the trans-Jamaican highway.

Bouygues is a French group of US\$16 billion yearly turn-over working in more than 70 countries, and, today, Transjamaican Highway Limited is for Bouygues our last newly born project in the list of the public/private partnerships we have developed during more than 15 years in different parts of the world, and the first in the Caribbean area.

This project has been a remarkable example of respectful cooperation between all participants: Government, concession companies, sponsor, financial institutions, consultants, advisors, everybody working to resolve problems and achieve the goal of financing a realistic scheme in a realistic schedule.

Today, we are establishing a record at least for Bouygues. That is, the quickest financial close ever achieved, the shortest time between concession contract signature



and the start of the works, and maybe it is a world record for Jamaica.

Something I am sure of is this ceremony with its spirit and its quality deserves the title of best groundbreaking ceremony in the world.

So it has been a huge spending of energy so far for lawyers and financiers. They have produced a lot of paper, and now the time is come for construction. Now we are going to

make sweat, we are going to move ground, earth and concrete in place of paper.

Pascal Radde has highlighted all the benefits, which in the mid term can be envisaged from Jamaican highway, but from now on and during the next 33 months, the site construction will bring activity to suppliers, specialised contractors, local staff and local labour. More than 400 Jamaicans will work on this site together with 50 foreigners bringing their expertise from more than 15 different countries and we will need all the support of the local communities to achieve this mobilisation.

Continuing to work with the same team spirit, we will achieve world-class motorway access to Kingston, which will be the pride of Jamaicans and a symbol of Jamaica's entrance into the new century. At the same time, we will tackle the financing of phase 1A and then phase 1B. Someday, I promise, we will reach Montego Bay and Ocho Rios.

Today is the first milestone of a wonderful human adventure of Jamaica and God is in our heart.

“Today is the first milestone of a wonderful human adventure of Jamaica and God is in our heart...”

“Today, we are establishing a record at least for Bouygues. That is, the quickest financial close ever achieved, the shortest time between concession contract signature and the start of the works, and maybe it is a world record for Jamaica.”



LESLIE STODDART *Member of the Old Harbour Community*



Ladies and Gentlemen, this afternoon, it affords me great pleasure to be here on behalf of the community that Highway 2000 is going to pass through. I can say that Highway 2000 is going to be one of the greatest developments in road network in the country of Jamaica that is going to bring development, prosperity and upliftment to the various communities.

Some constituencies may feel to say that the Prime Minister visit us more than others, but nevertheless, because we have so many projects that have been identified by the

Honourable Prime Minister. He has opened the Old Harbour Bypass and today he is here to break ground for Highway 2000. So ladies and gentlemen, when it comes to development, we the people of the communities through which the highway will be constructed wish and hope to work with all those responsible for its construction.

“...we the people of the communities through which the highway will be constructed wish and hope to work with all those responsible for its construction.”

PERFORMERS AT BUSHY PARK



*There's a quest for economic prosperity in these changing times
We as a growing country will not be left behind
On the road to social progress, we have the right of way
So we're moving on the new highway*

CHORUS

*On the new Highway, we moving on the new highway
Highway 2000, the pathway to the future
We're moving on the new highway*

*Let's build and work together in this new millennium
Laying the foundation for greater things to come
We can influence our future by what we do today
So we moving on the new highway*

CHORUS

*On the new Highway, we moving on the new highway
Highway 2000, the pathway to the future
We're moving on the new highway*

*Good driver at the control, pay the toll, and we ready to roll
Good driver at the control, yes a so we roll
Pon the road is a stressful trip, too much traffic we can't tek it
Highway the country need it, so we can all reap the benefit
Reduce travel time drastically, help increase the GDP
Big boost to the economy; boost the tourism industry
Boost investment opportunity in different parts of the country
Generate trade activity between the coast and Kingston city
Open the island centre and south to new development without a doubt
Agriculture, tourism too, manufacturing just to mention a few
Safer ways to transport and commute Between places along the route
Yu travel better road year to year Cut down vehicle wear and tear
Good driver at the control, pay the toll, and we ready to roll
Good driver at the control, yes a so we roll*

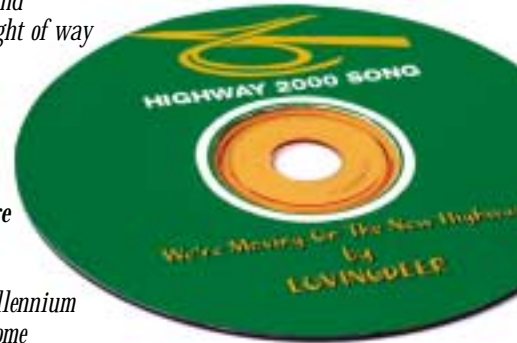
CHORUS

*On the new Highway, we moving on the new highway
Highway 2000, the pathway to the future
We're moving on the new highway*

*One God, one love, one people, one nation on the rise
As we plan for the future, keep your eyes on the prize
We're a nation on the move and we growing day by day
And so we moving on the new highway*

CHORUS

*On the new Highway, we moving on the new highway
Highway 2000, the pathway to the future
We're moving on the new highway*



TOP: Lovingdeer backed by the Fab 5 Band
MIDDLE: ASHÉ in full flight.
BOTTOM: Old Harbour Primary School drummers.

Fully Subscribed



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