

from dirty soil
a city **will rise**

GreenTown
CURAÇAO



GreenTown
CURAÇAO

On the island where our ancestors lived peacefully and our great African grandfathers were traded, we will build a city which will gleam in greatness, shine in durability, and sparkle as a witness of our perseverance and technology. On this ground we will honor our heroes Tula and Karpata, George Maduro, and others. We will shake off the bondage of Dutch colonialism and replace it with self-reliance. We will cherish the soil once stained with blood and tears, and we will respectfully watch over our forefathers' last resting places. We will offer tribute to all who labored here and to those who gave their lives to an oil industry that once helped the Allied Forces win World War II, and made Curaçao a prosperous nation.

GreenTown presents a once-in-a-lifetime opportunity for economic and community development with the potential to make Curaçao the leader in sustainability in the Caribbean, fundamentally improve the island's position in the regional economy and, in so doing, create twenty-first century opportunities for its people. This can be realized by transforming the present refinery site into a new urban area, knitting Punda and Otrobanda together on this spot.

Dismantling the nearly century old refinery will propel Curaçao again into the Caribbean's limelight and make it once more one of the wealthiest countries in the Caribbean.

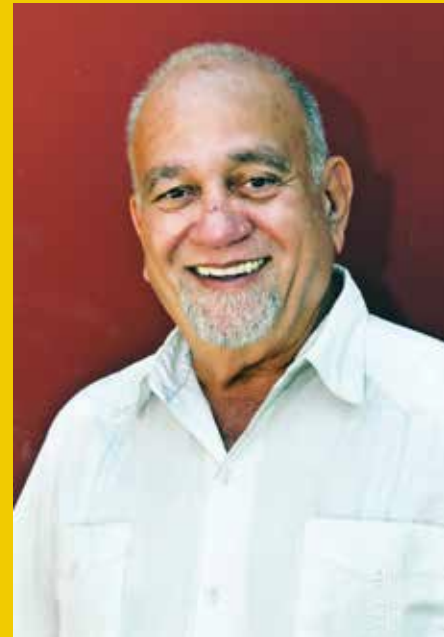
For now, we call this vision GreenTown.

we have
a **dream:**
jobs!



Andrés F. Casimiri

*President of the GreenTown
Curaçao Foundation*





The world's population is expected to increase by seventy percent - some even say double - by the year 2050. Most cities of the world are woefully unprepared for the explosion in urban population that will occur throughout the 21st century. Curacao will not be much different unless planners and political leaders act now to balance the need for urbanization, industrial real estate, and open space.

Green areas to collect water, cleanse the air, and preserve habitat are crucial to our future. The fast approaching end of the PDVSA (Petróleos de Venezuela Sociedad Anónima) refinery operating contract in 2019 and the lack of funding for the multibillion dollar cost to modernize this nearly century old oil refinery provides a unique opportunity to plan a modern durable urban heart on 440 hectares of prime waterfront property in the middle of Willemstad.

GreenTown is seizing this opportunity to offer an alternative plan for the refinery site that will create an economic boom in Curaçao throughout the coming decades. The transformation of the property will be balanced between urban and green spaces and support a positive and sustainable society that will make maximum use of clean alternative energy and recyclable products without losing the feel of our Caribbean island lifestyle.

Historic Otrobanda and Punda will merge on the former refinery grounds. Existing landmarks on the former refinery site will be given new functions and historic elements of the refinery will remain as a proud reminder of Curaçao's industrial heritage.



why
Greentown?

brief history of curaçao

Schottegat Bay, once a fishing village of the Caiquetios Indians, became a bustling port when the Dutch laid claim on it in 1634. During the early 18th century, the island's deep naturally sheltered port (advantageously located outside of the hurricane belt), became a strategic possession, attracting the British and French seeking control of profitable trade routes. Jewish families established settlements on Curaçao as early as 1651. In 1815 Curaçao was given to the Dutch West India Company through the Treaty of Paris. Slavery was abolished in 1863, but social and economic conditions were harsh. In 1910 Venezuela discovered oil along its shore. The Colonial Board in Curaçao, facing an economic crisis, gave Royal Dutch Shell the rights to establish a refinery on Curaçao. In 1914 Shell settled on an island (Isla) in Schottegat Bay, hence the name "Isla Refinery".¹

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©2012 CIA World Fact Book

¹Source: <http://tracingthetribe.blogspot.com/2008/03/curacaos-jewish-history.html>

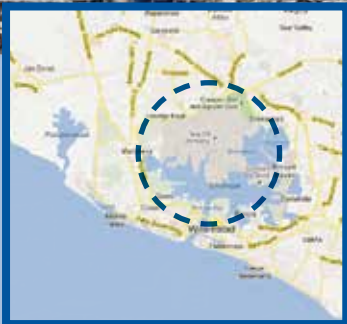
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"The government does not enforce the permit of the refinery to comply with air quality standards of sulfur dioxide and particulate matter." (Smoc)

6 |

The refinery shows no concern for Curacao's environment...



©2012 Google





"The high court declared an appeal by the Isla and the Minister of Public Health valid. The government does not have to send Isla an enforcement letter to comply with their permit, as the first judge had so rightfully had ruled a year earlier." (Smoc)



At present, pollution from the refinery negatively affects the environment and a community of 20,000 people, including 5,000 children. Aside from the pungent smell, the refinery emits large amounts of greenhouse gases such as sulfur dioxide (SO₂), nitrous oxide (NO_x), and carbon dioxide (CO₂), which are all extremely damaging to the environment and public health. In August 2012 PDVSA spilled tons of crude oil into territorial waters and the area of Jan Kok, contaminating nearby fragile reefs. The nesting and feeding grounds for flamingos will take years to recover.

On behalf of the Government of Curaçao, Ecorys, a leading European research and consultancy company, has calculated that the damage caused by the refinery is 15,500,000 USD a year (28,000,000 ANG). Ecorys remarks that their own report is not comprehensive, as nobody knows exactly what toxic waste poisons Isla spreads and only SO₂ and particulate matter were taken into account. But Ecorys did not consider clear results of solid earlier research. Based on this one-sided and limited report, the government, Isla, and Curoil (Curaçao Oil – in charge of the distribution of oil products on Curaçao) have started to make projections for the future of the refinery and how much should be invested while Ecorys' report fails to

consider the damage to the environment, the infrastructure, private properties, and the effects on tourism at Piscadera Bay and Blue Bay (areas destined for lodging).²

environment pollution & health

² Source: Ecorys onderzoek telt dubbel en dwars, 2005

In 1914, the Colonial Board of Curaçao gave permission to Dutch Shell to build a refinery on a small island in Schottegat Bay.

The island's nickname "Isla" would forever be associated with the oil refinery, and Isla was of great importance to the economy of Curaçao. As a main fuel producer, Isla played a significant role in ending World War II by supplying fuel to the Allied Forces. In the 1950's, the refinery employed about 12,000 people, which at the time accounted for approximately 40% of Curaçao's GDP. In 1985 Shell decided to close its refinery facilities. In order to save jobs, the government took over the refinery and its properties for the symbolic price of one Antillean guilder (0.45 USD) and subsequently leased it to PDVSA.

The previous government of Curaçao decided to modernize the refinery while at the same time commissioned an internationally recognized economist to come up with an alternative plan for the Isla property.

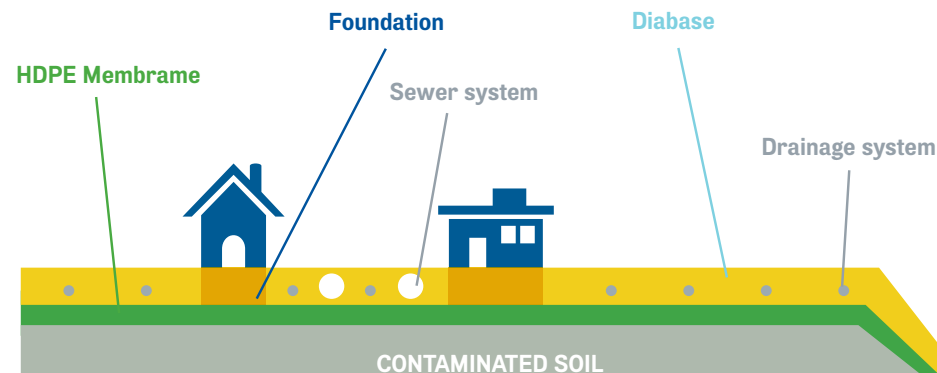
The refinery is aging and has serious operational issues. It frequently shuts down and exceeds limits for air pollution. According to independent experts, an investment that may exceed 1.5 billion USD is needed to upgrade the refinery to meet current environmental and safety standards.

The refinery occupies 440 hectares of prime waterfront real estate located in the middle of the harbor. Its economic contribution is currently very small for such an enormous stretch of principal waterfront real estate.

the Isla refinery



Remediation strategy



There is no argument about the fact that the Isla site is heavily polluted. The soil is homogeneously contaminated with both mineral oil and derivatives of mineral oil. Asbestos is present in the soil's top layer all over the Isla site.

Human and ecotoxicological risks can be minimized by capping or containing the contaminated soil with an impermeable high-density polyethylene (HDPE) membrane covered by a living layer of soil with a thickness of at least one meter. In this way the contaminated soil can be completely isolated.

This technique is called environmental remediation. It is the application of technologies and approaches that enhance a cleanup project's environmental, social, and economic footprint.

The major goal of remediation is to minimize human toxicological risks, ecotoxicological risks, and distribution risks. In general, remediation of almost any contaminated site can be carried out. Cleaning by excavation and processing of some 30 million m³ of polluted soil, followed by the application of some 20 million m³ diabase or other sandy material will cost approximately 725,000,000 USD or 1.3 billion ANG. No landfill site in Curaçao has the capacity to process or store this contaminated soil.

By implementing the Ipswich Borough Council (IBC) measures, remediation of Isla's property will cost approximately 167,000,000 USD or 300,000,000 ANG. Once complete, the site can safely support the establishment of houses, villas, apartments, offices, commercial buildings, schools, hospitals, nursing homes, factories, hotels, golf courses, etc.



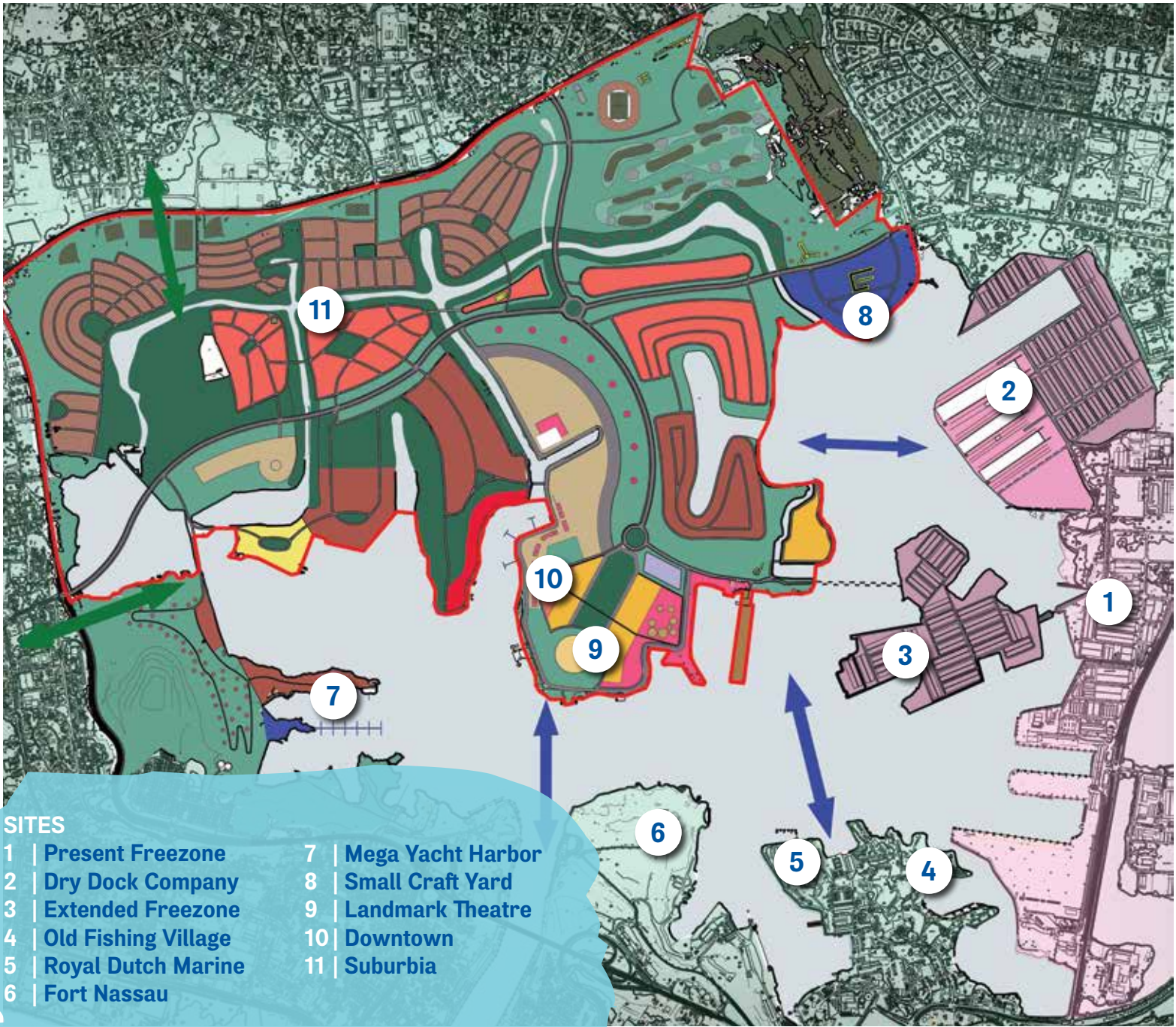
GreenTown
CURAÇAO

our **vision: jobs!**

10 |



Artist Impression



SITES

- | | |
|-------------------------|-----------------------|
| 1 Present Freezone | 7 Mega Yacht Harbor |
| 2 Dry Dock Company | 8 Small Craft Yard |
| 3 Extended Freezone | 9 Landmark Theatre |
| 4 Old Fishing Village | 10 Downtown |
| 5 Royal Dutch Marine | 11 Suburbia |
| 6 Fort Nassau | |

12 | employment

GreenTown will generate between 7,000 to 10,000 jobs on the land that the Isla refinery occupies today. When the surroundings of Schottegat Bay are taken into consideration, the total number of jobs that can be expected increases to over 18,000.

These jobs would be created in the entertainment industry, trade and retail, wholesale and duty free shopping, metallurgic industry, marine industry, city services, hotels, and restaurants. They would include high tech and IT jobs, and jobs on the water for pilots, harbor captains, and boat personnel. A whole new home industry will be needed to sew, use appliqué, and stitch embroidery on uniforms and clothes for monthly changing and returning carnivals, shows, cabaret, revues, and parades. There will be a high diversity of both blue and white collar jobs. These permanent year-round jobs are meant to be filled by local people.

Dismantling the refinery and remediating Isla's polluted soil immediately doubles the number of jobs compared to the 900 presently provided by PDVSA. Many, if not most, refinery workers will be able to transfer to new jobs during and after the dismantlement. GreenTown plans to offer the necessary training, retraining, or reeducation of these workers. Preparing the refinery site and consequent construction will require thousands upon thousands of jobs for many years.

Building a new small craft shipyard and relocating a major industry like the dry dock company to the asphalt lake, while extending the free zone on the dry dock premises, will create more (permanent) high skilled jobs.



The disassembly and environmental remediation of the refinery site will require hundreds or perhaps thousands of temporary workers over a period of several years, including many positions that could be filled by current PDVSA and Isla related contractor employees, who already know the refinery site and its installations well. Many of these workers could also be retrained to work on GreenTown's construction and related infrastructure projects, which would provide a massive direct and indirect positive economic stimulus for Curaçao, likely spanning a decade or more.

Once developed, GreenTown has strong potential to lead to further broadening and strengthening of Curaçao's economic and social development, and to establish our young island nation as a regional leader in sustainable development in the Caribbean and beyond.

The future economy of GreenTown will be based on diversified industries that will provide long term permanent jobs.³

PERMANENT JOBS (TO BE) CREATED BY:



PERMANENT JOBS TO BE CREATED	Conservative	Probable
Entertainment Centre	800	1,800
Retail and City Services	1,500	2,000
Financial Services & Offices	1,200	3,000
Harbor Services	200	300
Containers	300	600
Ship Building & Manufacturing	2,400	3,500
Additional Free Zone	2,000	2,500
Docks / Ship Maintenance	1,500	2,000
Permanent Jobs Created by GreenTown	9,900	15,700

(Verified by Royal HaskoningDHV)

ADDITIONAL JOBS

Fisheries	200	250
Recycling	200	250
Hospitality / Tourism	1,000	1,500
Additional Jobs Created	1,400	2,000

TOTAL PERMANENT JOBS TO BE CREATED	11,300	17,700
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jobs

³Source: Report Royal HaskoningDHV

GreenTown Curaçao is an economically and environmentally sustainable alternative to the oil refinery. GreenTown Curaçao is a once-in-a-lifetime opportunity that will create a lively waterfront city, generating 11,000 to 18,000 jobs and about 5,000 homes for the people of Curaçao. Homes will be constructed in all price ranges. GreenTown will be a 'mixed income' community with homes for everyone in every price range, from affordable and public housing to luxury custom-built homes. Energy will be generated from clean and sustainable sources like sun or wind, and preferably from non-visible renewable resources like geothermal energy or underwater turbines at the North coast which will be driven by waves.

GreenTown Curaçao will support the following industries:

- An international entertainment center
- Multiple marinas and ship storage facilities
- Various displacements yacht sizes
- Duty and tax free shopping
- An extended free zone
- A new wave of offshore financial services
- A terminal for small luxury cruise liners
- Extended dock capacity and facilities
- A small craft (ship) building yard
- An actively engaged harbor industry



marine industry





Artist Impression

Below: Proposed Mega Yacht Harbor in GreenTown with adjacent Marine village.



entertainment industry

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The anchor and most promising and exciting initiative for GreenTown is the prospect of a world-class entertainment centre, taking advantage of Curaçao's existing reputation for a strong music and arts scene. The Curaçao North Sea Jazz Festival has shown that Curaçao could work well as an entertainment magnet and music anchor in the Caribbean. There is a strong demand for all types of events on the island, but at this time Curaçao lacks appropriate facilities to further broaden the scope and frequency of first class cultural and entertainment events, large world-wide conferences, product and trade shows.

GreenTown has already identified potential investors interested in developing a large performing arts and entertainment center on a 12 hectare portion of the Isla site that could attract tens of thousands of visitors inside and a multiple thereof in the open air. This industry could combine professional training with campus housing facilities for all art forms, including performance and visual arts. This would be unique in the Caribbean and will become a regional and international draw.



Alongside the entertainment industry, emphasis should be placed on professional sports facilities including baseball and soccer academies that capitalize on Curaçao's global reputation as an important contributor of world baseball and soccer players. Swim, sail, and windsurfing schools should complement these academies and support talented local, Aruban, Bonairean, and other Caribbean athletes.

This industry could host a broad range of annual festivals and events that could attract tourists from around the Caribbean, North America, South America, and Europe.

Medical tourism is another growth industry related to globalization and neo-liberal healthcare policies. GreenTown Curaçao is prepared to support a wide range of high quality medical services for an international clientele.

Artist Impression





commercial fishing

Before the refinery was constructed, fishing was a significant local economic activity. In today's world of steadily rising food prices, fish continues to provide a cost-effective, healthy, and durable food for locals and visitors alike. The local fishing industry should become more organized and expand into a well-planned, coordinated industry that includes processing, distribution, retailing, wholesaling, boat building, and fish export. GreenTown will provide the facilities for these activities.

Professional fishing and sport fishing in Curaçao could provide employment and income, directly and indirectly, to an estimated 1,000 to 2,000 people. This includes the development of sales and service to the fishing boat industry that will create skilled jobs for locals in the servicing of boats and equipment. The industry will also expand into the sport fishing charter business. GreenTown's fishing industry would create a model that could be expanded to other fishing villages across the island such as Westpunt, Piscadera, Boca San Michiel, Caracasbaai, and others.





Sport Fishing, deep sea bottom fishing, and pleasure boating services could be offered directly from the center of GreenTown. A flotilla of charter boats will provide access to fishing for blue marlin, yellowfin tuna, blackfin tuna, dorado (mahi-mahi), barracuda, kingfish, and wahoo just three to seven miles off the southern coast shore line in the Caribbean Sea and create an opportunity for young local entrepreneurs. Pleasure boat cruises and tour operators will offer tours along the South Coast to Klein Curaçao or neighboring inlets, and through St. Anna Bay on one of the many harbor tour boats or private water taxis.

sport fishing



“Principles of social equity must be of paramount importance in developing GreenTown.

Today Curaçao faces many challenges, including high unemployment, outdated housing stock, suburban sprawl, auto-dependency, excessive air and water pollution, and a lack of urban green space.

The growth sectors in Curaçao’s economy are physically constrained, and need room to expand in Central Willemstad.

GreenTown is conceived as a modern harbor district in the heart of Willemstad, a 21st century complement to historic Punda and Otrobanda.

By maximizing public benefits, GreenTown offers a path forward for Curaçao to address a broad range of environmental, economic, and social equity concerns with a landmark national project.



public benefit

GreenTown will build on the island’s natural strengths, creating jobs and opportunities for all *Yu di Kòrsou* at home and those studying abroad, turning decades of ‘brain drain’ into ‘brain gain’.

To ensure good governance, the Isla refinery site and Schottegat shoreline should remain publicly controlled, with GreenTown acting as a concessionaire under supervision of a Professional Authority Board subject to 100% public oversight”.

Matt Weinstein – MIT



GreenTown's balanced living concept advocates a positive and sustainable culture which strives for a society that makes maximum use of clean energy and recyclable products without losing the feel of the Caribbean island lifestyle. Where Otrobanda and Punda will meet on the former refinery grounds, existing buildings will be renovated to serve new functions, and elements of the refinery will remain intact and serve as a reminder of Curaçao's proud industrial heritage.

Streets, parks, green areas, original mondi (local bushes), walkways, and a public boardwalk along water's edge will all be designed with the wind and sun direction in mind to create comfortable outside activities in the shade and in the cool Northeast trade winds.

Canals will run through lush green areas to provide more room for waterfront homes. The combination of clear waterways and green spaces will give GreenTown both a beautiful landscape and the iconic tropical Caribbean "look and feel".

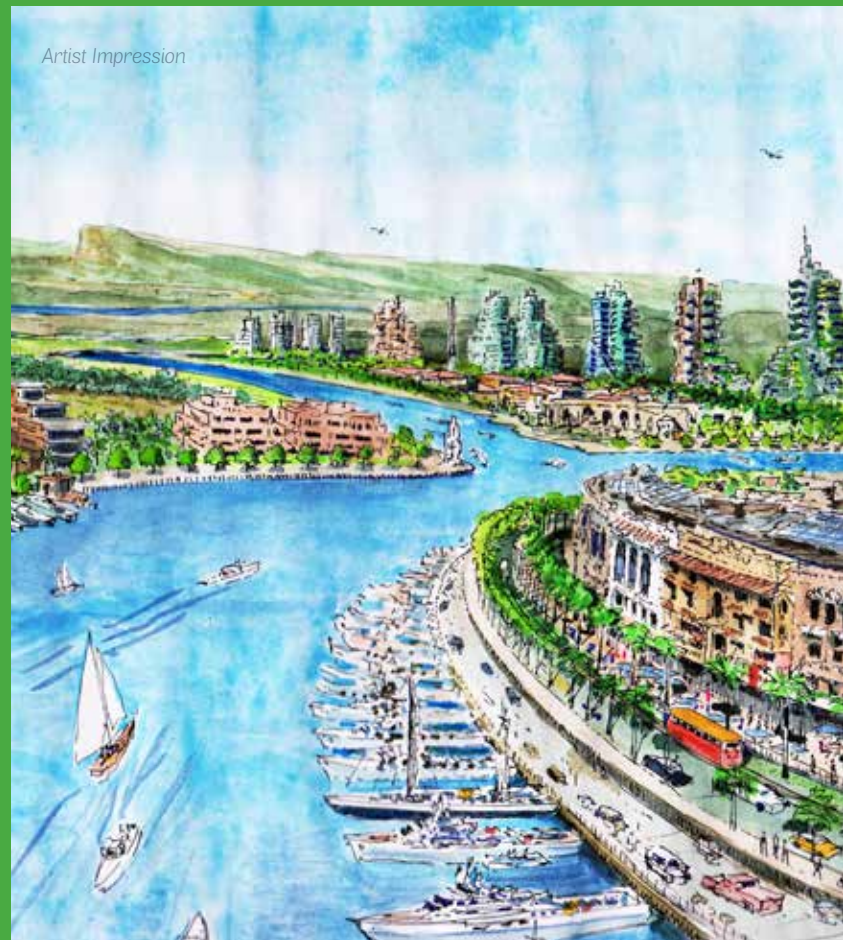
In the urban side of GreenTown, the focus will be on neighborhood and community development, with retail centers, commerce, schools, and churches interspersed to form mixed-use, walkable communities. In addition to housing, this area would include opportunities to create a high-quality health services center with extensive parks and open space.

Schottegatweg separates urban neighborhoods with the refinery. GreenTown would like to see the old neighborhoods, like Buena Vista, Wishi, Marchena and Palu Blanku directly connect with new neighborhoods in GreenTown. Overpasses and pedestrian tunnels will be constructed so neighbors can reach each other.

The new Oostpunt Island Development Plan (EOP – Eilandelijk Ontwikkelingsplan) has been taken into account. What separates Greentown from Oostpunt is GreenTown's central location and the accessibility to residents and tourists to other parts of Willemstad. Water ferry services will link GreenTown, Otrobanda, Punda, Saliña, Parera, Motet, and Habaai with each other.

The two developments will complement one another, particularly with regards to housing. Whereas Oostpunt has a focus on beach and oceanfront tourism, GreenTown will create a mixed-use, more appropriate to the needs of diversified industries, commerce, and businesses, mixed with social housing, middle income homes, luxury homes, and waterfront town houses.

Artist Impression



living in GreenTown



PDVSA currently pays a small rental fee for the Isla site and no taxes, resulting in a major loss of potential revenue for Curaçao's government. GreenTown's mixed industries and residential developments will eventually result in increased tax revenues and an increase in foreign exchange through a diversified economy.

The disassembling, clean-up, remediation, and construction period will generate billions in foreign exchange, provide much more work, and produce more income taxes than PDVSA currently offers.

A decision now, to not extend the PDVSA lease contact beyond 2019 will be the start of planning, developing, and acquiring funds for the construction of GreenTown. Large parts around Schottegat could be cleaned up in preparation of later development. These preparations will immediately reduce unemployment. PDVSA's lease expires in 2019 and physical development of the site itself is unlikely to begin before 2020. We realize that before anyone can decide on an alternate use for Isla's location we need to raise public awareness. We have the responsibility to explain the possibilities and the potential of this terrain. We have to make clear and justify that this is economically better for Curaçao, healthier for its inhabitants, and a triumph for future generations.

GreenTown continues to move forward. At this stage of planning we have performed a feasibility study, which indicates a strong likelihood of success for GreenTown.

It is vital that Curaçao's decision makers have a better understanding of the economic potential of GreenTown. The GreenTown Foundation has therefore completed an overview market scan, but it is up to the government and private enterprises to conduct specific and targeted market studies in the future. At this time, it is sufficient to know that:

- The refinery consists of 440 hectares of prime waterfront property
- PDVSA produces 3.33 USD per year per square meter in rent
- Its neighbor (Free Zone) produces 103.00 USD/m² per year in rent
- The present yearly rent for the refinery is 20,000,000 USD a year

economic impact



Central Bank of Curaçao and St. Maarten

- Clean up and environmental remediation are feasible and less than ever estimated
- The economic impact of GreenTown considering extra visitor expenditures, the personnel tax of 16,000 employees, increased sales, and profit taxes is estimated to be between 350,000,000 USD and 1,000,000,000 USD a year

For more facts and figures please refer to Royal HaskoningDHV's report available on the internet.

Durable modern architecture, colored smokestacks, an industrial heritage trail, and the oldest Jewish cemetery in the Western Hemisphere will make GreenTown a tourist attraction by itself.



Artist Impression



Artist Impression

industrial heritage



Remnant refinery elements such as winding stairs, old furnaces, oil tanks, and smokestacks on the site should remain as a physical link to Curaçao's glorious industrial past. GreenTown suggests leaving the buildings from the modern movement period standing as part of Curaçao's Industrial Heritage Trail. GreenTown would like to preserve these buildings and would like to see them become part of an Industrial UNESCO World Heritage site. The buildings could become museums or universities that support information centers and serve as our industrial heritage portal. (picture of old Shell head office) These buildings are also part of the top 10 best modernist buildings of Curacao, elaborated on by Docomomo Curacao. Docomomo is a worldwide organization with a mission to document and exchange knowledge on conservation of the modern movement.

Ex local oil executives and managers are encouraged to share and teach their knowledge of Curaçao's oil industry technologies. Some of the smaller buildings could serve to promote Curaçao's achieved technology in the marine industry such as small ship building, dock repairs, and maintenance.

A thoughtful way to integrate the former refinery structures with Curaçao's art world would leave many smokestacks standing as large canvasses for visual art. When illuminated at night in a wide range of colors and with the help of laser shows, these chimneys would provide an iconic attraction and make "New Willemstad" known throughout the world as the city with colored smokestacks.

The former Shell head office could become a new academic university and campus geared towards teaching sustainability, research, and construction. Jobs in sustainability, environment protection, and alternative energy will become well paid major 21st century professions for young *Yu di Kòrsous*. Such a set-up will also attract students, staff, and faculty members from abroad.



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GreenTown is about: jobs, happy living, durability, alternative energy, and sports & recreation in a healthy environment.



HUMAN TIMELINE

Baby:	0	0 – 07 years	03 – 08 years	08 – 13 years	08 – 23 years
Teenager:	15	15 – 22 years	18 – 23 years	23 – 28 years	23 – 38 years
Young adult:	23	23 – 30 years	26 – 31 years	30 – 35 years	31 – 46 years

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TIMELINE



2012 - 2013

Decision
to close



2012 - 2019

Make plans and
close financial deals



2015 - 2020

Start cleaning and
prepare groundwork



2020 - 2025

Refinery
disassembly



2020 - 2035

Lay foundation and
start construction

In order for a project of GreenTown's physical scale and economic scope to be successful, it must stand on the firm foundation of a comprehensive development plan, implemented in an integrated and balanced manner. In order to be sustainable, the plan needs to consider how GreenTown will address a range of variables, including environmental remediation, community concerns, business interests, accessibility and mobility, and design standards, among others. Planning should be undertaken by a team of planning and design professionals in consultation with the government, business community, and most importantly, the people of Curaçao.

road map

Preconditions

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To be able to start GreenTown's durable economic development process, preconditions are very important, such as:

- **A sound economic strategy to secure growth:** GreenTown must be part of a national growth strategy for the island.
- **Sound local government** and disputes to be settled under the court of cassation (Hoge Raad) of the Netherlands.
- **An integrated approach, strong community involvement, and a new name:** GreenTown should be integrated with all adjacent neighborhoods on all sides, with road, transit, and water links. A first step would be to give the GreenTown proposal a new name that represents the site's role and potential, and works well with 'Punda' and 'Otrobanda'.
- **Controlled competition with Oostpunt:** Curaçao's government and planning agencies will have to investigate the island's overall growth potential and assess ways the developments of Oostpunt and GreenTown can be mutually supportive.
- **Tourism sector:** GreenTown is not considered an appropriate site for resort hotels, but it can support and diversify Curaçao's tourism sector in other ways with marinas, small business hotels, a modern cruise terminal, shopping and commercial areas, and a large entertainment and cultural facility which the island is currently lacking.
- **Environmental concerns:** in order for GreenTown to become a viable destination, a range of environmental factors will need to be investigated and remediated. Furthermore, the island must engage in sustainability planning to determine how its future energy needs can be met.

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Curaçao

COLOPHON

This GreenTown brochure illustrates a vision, call it an alternative economic plan, for the Isla refinery in Curaçao.

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GreenTown
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join a once in a
life time opportunity!

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