

# MASTERPLAN

St. Elisabeth  
Hospital  
Curaçao

2021

SINT  
**ELISABETH**  
FOUNDATION

  
**SCHONCK, SCHUL & COMPAGNIE**  
Projectontwikkelingsadvies





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“  
RESPECT FOR  
THE PAST,  
AWARENESS OF THE  
PRESENT, VISION  
ON THE FUTURE.”

Richard Schul

# .01

## INTRODUCTION

**IN OUR VIEW, REAL ESTATE IS ALWAYS DYNAMIC AND NEVER STATIC; IT MUST BE ABLE TO CHANGE WITH THE TIMES. IF REAL ESTATE IS TO RETAIN ITS SOLID SIGNIFICANCE, THEN LOOKING AHEAD IS A MUST.**

Continuous development with the essence of creating added value is an adventure that we embark on time and time again, no matter how small or large a real estate issue may be. We prefer to be involved in developments at an early stage. This gives us more opportunities to see and take advantage of all the chances, to achieve set goals and to exceed expectations. Together with our clients, we arrive at the most ultimate plan to create the added value that matters most. For the current and next generation(s). We know the thrill when we succeed and are therefore enormously driven to reach that stage for every real estate issue.

### **Our Passion**

From our passion to contribute to the added value for our living environment, we put our strengths into action. We stand for: personal involvement, professional expertise, creativity (in very high doses!) and individuality.

The daily cooperation with our colleagues of Schonck, Schul & Compagnie Makelaardij keeps us sharp when it comes to market knowledge; the good feeling for timing and the natural discrete handling of all issues. In each of us lurks a top sport mentality: we go to the extreme for the best result and we are not easily satisfied, because there is always room for improvement.

### **Our role**

We like challenging and adventurous real estate issues, so we can use our creativity and flexibility to the max. Our role is varied. We come into our own as a concept developer, as a delegated (area) developer or as a property consultant, but always with our own stamp and vision.

What we creatively conceive and develop, we commercially like to make real. The knowledge we have built up over more than twenty years of brokerage (existing construction, new construction, business brokerage) sets us apart from other property developers.



# .02

## SAINT ELISABETH HOSPITAL HISTORICAL CONTEXT

**THE SAINT ELISABETH HOSPITAL WAS FOUNDED ON DECEMBER 3RD IN 1855 BY MONSIGNOR F.E. KIECKENS AND IN THE MORE THAN 160 YEARS OF ITS HISTORY IT HAS DEVELOPED FROM A NURSING HOME TO A HOSPITAL AND A MEDICAL AND NURSING TRAINING INSTITUTE.**

Monsignor Kieckens belonged to the Congregation of the Brothers of Tilburg. He left his birthplace Breda for Curaçao in 1848 and devoted himself to the poor and needy on the islands. He brought sisters who belonged to the Franciscan Sisters of Breda to the island to take care of the sick poor in the nursing home he founded. A total of 241 sisters from this congregation dedicated their lives to the St. Elisabeth Hospital.

The hospital grew from a guesthouse for the poorest who did not receive home care to a full-fledged hospital where the majority of the population of Curaçao was born. It became the largest general hospital of the Netherlands Antilles. The hospital has been an important part of the lives of (former) patients and their families all these years. Entire generations were born and nursed there.

### **The buildings: different construction phases**

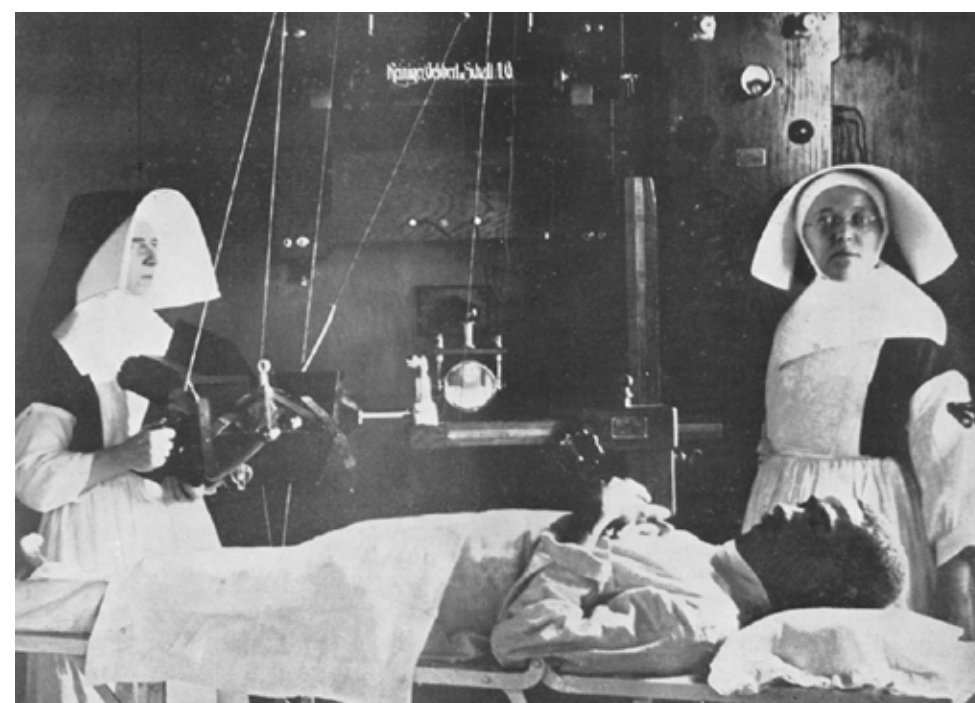
The oldest parts of the hospital were built between 1855 and 1898. Since then, the complex has been regularly expanded and adapted to meet the flow of patients and developments in healthcare and medical science. The complex shows various building phases and the original design has been modified regularly. The first design, of which little remains today, was a pavilion system composed of a complex of buildings. At the beginning of the twentieth century, due to a lack of space, the hospital was further expanded and partly rebuilt.

Until the 1990s, the hospital had various halls and departments where people of different genders, walks of life and positions were cared for separately. In the square, for example, there were halls for impoverished women, a ward for infirm and old women, and various rooms divided by class. The lowest rooms were for the poor, the so-called 3rd class. This comprised the majority of the rooms. Above that were the 2nd class rooms. The 1st class rooms were very spacious and were located on the higher floors where the wind had the room and galleries provided cooling.

In the 20s, 30s, 40s and 50s various extensions followed, including the chapel and the west wing. The architects who designed these various extensions over the years were Messrs C.M. Bakker and Ben Smit.

### **Architecture: Dealing with the climate**

Important in the work of both C.M. Bakker and Ben Smit was the attention for the tropical climate in the design. Both architects have designed many new buildings on Curaçao in the 40s and 50s. These new buildings were designed in more modern building styles like the Nieuwe Bouwen and Art Deco instead of the traditional building styles. Dealing with the trade winds played a major role in these designs.



This is also reflected in this quote from Mr. C.M. Bakker.

***“IN SPITE OF THE GREAT HEAT, IT IS POSSIBLE TO CREATE A COOL ATMOSPHERE WITHOUT RESORTING TO MECHANICAL AIR TREATMENT, PROVIDED THE WIND CAN PLAY ITS WAY UNHINDERED THROUGH THE BUILDING. A POSITION DIAGONAL TO THE DIRECTION OF THE TRADE WIND WILL ALMOST ALWAYS BE THE MOST FAVOURABLE.***

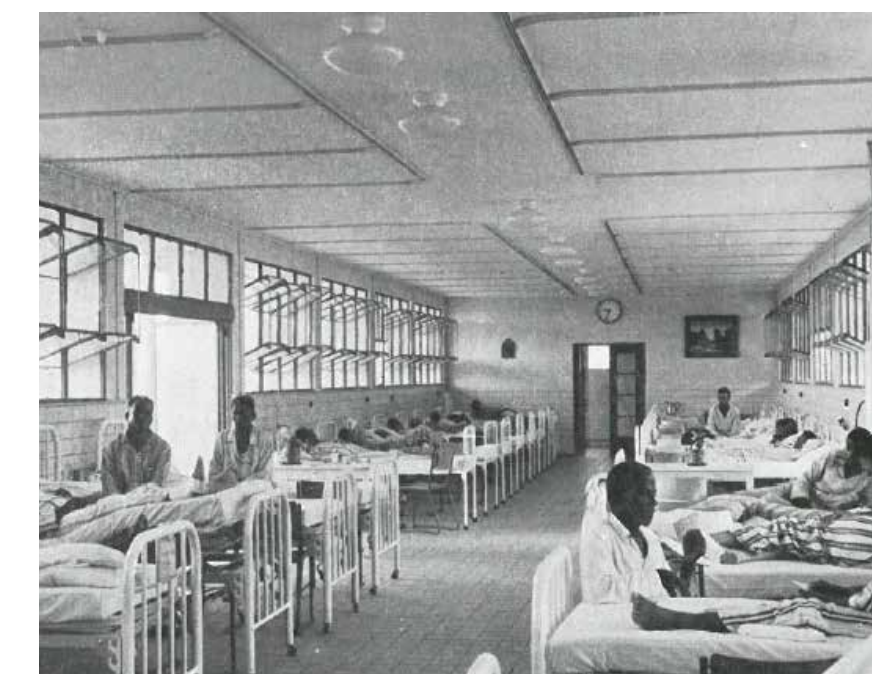
***AT THE HOUSE, THE LIVING AND SLEEPING QUARTERS, AT PUBLIC BUILDINGS, OFFICES OR SCHOOLS, ALL WORKING QUARTERS AND CLASSROOMS ARE ON THE WINDWARD SIDE.”***

Source: Bakker, C.M., Bouwkundige werken van het Gouvernement Nederlandse Antillen II, in: Bouwkundig Weekblad, 19 and 26 December 1950, nos. 51 and 52, pp. 805-814.

By grouping buildings around a patio, the rooms on the leeward side of the building can also benefit from the wind. In addition, the sun should be kept out as much as possible by using roofs with a large overhang, galleries, deep window niches, overhanging balconies, screens and light colours. Next, the building can be ventilated by movable blinds.

The east wing of the hospital was built in 1956 in the modernist style of Ben Smit. An important part of his design is the attention to patient comfort. Therefore there had to be good air circulation. To keep out the heat, a good position in relation to the sun was also important. A concrete sunscreen was placed at the head of the building with rotating shutter windows in between and movable and adjustable blinds on the south wall. Gardens were laid out so that patients could easily go outside and have greenery around them. In designing the children's ward, he made wide corridors so that children could play both outside and inside.

SOURCE: BOEI.NL







# .03

## CURRENT SITUATION FIRST VISION 2018

**PROGAYA URBAN DESIGN | ARCHITECTURE | CONSULTANCY, COMMISSIONED BY THE ST. ELIZABETH FOUNDATION, PREPARED A VISION DOCUMENT IN JULY 2018 REGARDING THE DEVELOPMENT POTENTIAL OF THE THEN STILL IN USE ST. ELIZABETH'S BUILDING COMPLEX, LISTING AREAS OF FOCUS AND ACTION ITEMS.**

This vision document contains a historical section with a thorough description of the genesis of the complex, an overview of points of attention for elaboration and risks, an analysis of the legal framework of this development complex, an analysis of the historical and functional values of the complex, and a future vision of the development possibilities of the complex.

The future vision on the development possibilities of the complex is mainly based on the ambitions and wishes indicated by the board of the Sint Elisabeth Foundation.

From an urban planning point of view, this vision essentially means that the existing building complex will be used to the maximum, with only the courtyards, the kitchen building between the 1905 building section and the front part of the 1955 extension and the extension of the main entrance being amalgamated. Furthermore, 4 small building areas for new construction are indicated. In this vision, clear attention is given to a renewal of the green structure and connections with the surrounding district Otrobanda are stimulated without radical measures.

In terms of functional design, a range of functions will be introduced within the existing complex: such as care hotel, hotel with spa, café-restaurant, small-scale museum, housing, residential care, offices and the existing chapel. In this vision the functional use is mainly focused on care in the broadest sense of the word.

In terms of architecture, the transformation and redevelopment will be based on the current design and layout. IMD Design and Gewi Technical Services have estimated the building costs for this vision at approximately NAF 34,000,000 exclusive of turnover tax in 2020.

In 2020/2021, this vision of the future in combination with the construction budget was assessed by Arcadis and Boei on the feasibility of the underlying business case. Both consultancies came to the separate conclusion that there is no feasible business case.



CURRENT CONNECTIONS ACCORDING TO VISION 2018



NEW GREEN STRUCTURE VISION 2018



# UNESCO WORLD HERITAGE LIST

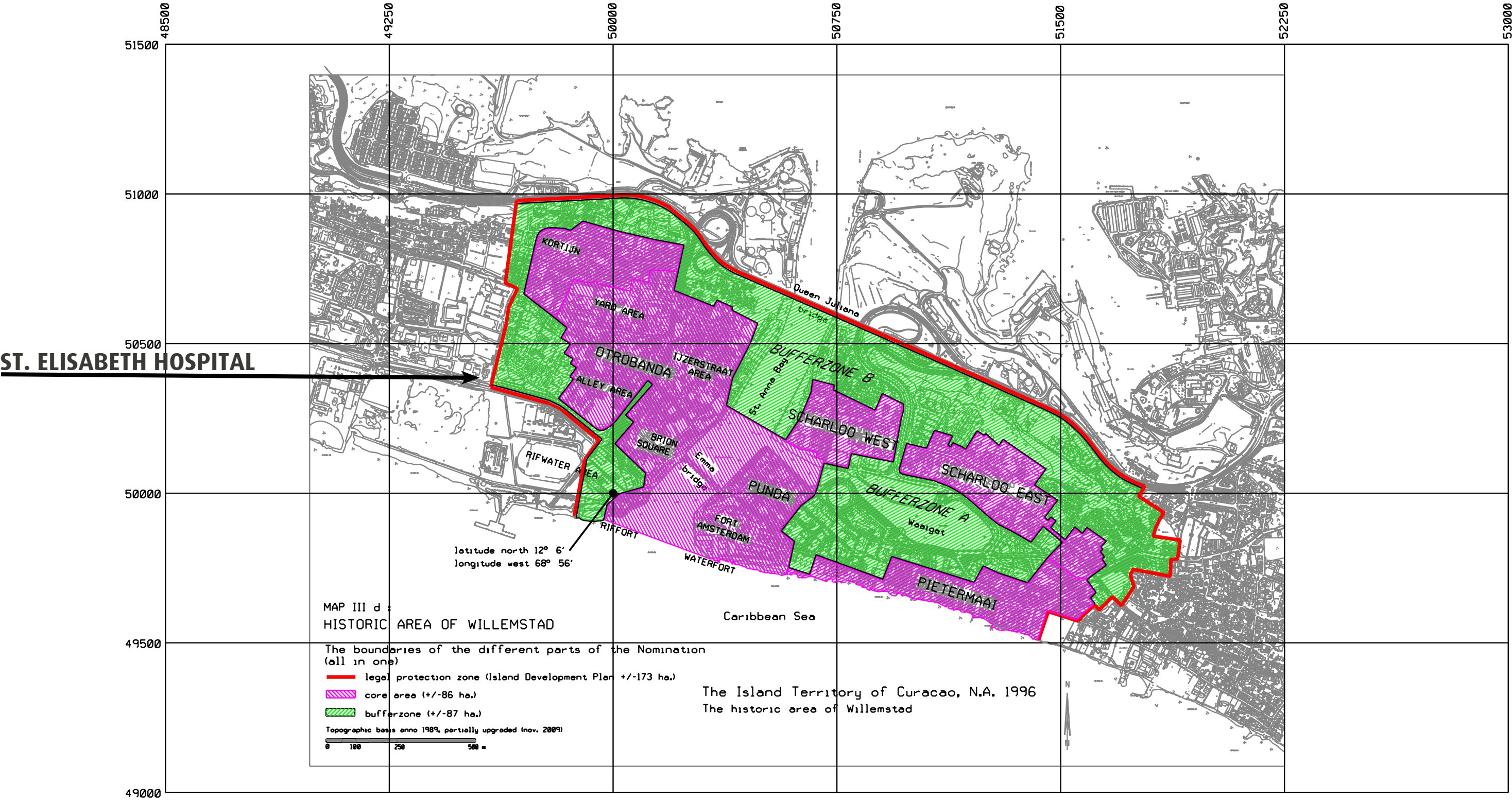
THE HISTORIC CENTER OF WILLEMSTAD IS INCLUDED ON THE UNESCO WORLD HERITAGE LIST AND THEREFORE HAS RIGHTS, BUT ESPECIALLY RESTRICTIONS, WHICH ENSURE THE PRESERVATION AND SURVIVAL OF THIS HERITAGE AREA.

The UNESCO heritage area is indicated on the accompanying map by a red outline. Within this area two subareas are indicated: a core zone (purple) and a transition zone (green).

The Sint Elisabeth Complex is situated in this “transition zone” which means that for the redevelopment and transformation there is less of a restriction than the “core zone”. All development and transformation proposals proposed in this Master Plan can pass the test of the heritage yardstick, because their future vision reinforces the monumental value of the evolution and dynamics of heritage through time.

In our opinion, the outstanding application for monumental protection should be withdrawn immediately, as it will unnecessarily complicate, delay and possibly make impossible the transformation and redevelopment.

It is therefore our immediate and clear recommendation that the monument protection applied for be withdrawn with immediate effect. This protection should only be given value if it is applied for after the completion of the redevelopment and transformation.







# .04

## MASTERPLAN SCHONCK, SCHUL & COMPAGNIE

**SCHONCK, SCHUL & COMPAGNIE PROJECTONTWIKKELINGADVIES BV HAS BEEN INVITED BY THE BOARD OF THE STICHTING SINT ELISABETH FOUNDATION (SEF) TO PRESENT A VISION IN THE FORM OF A MASTERPLAN AS PART OF ITS PLANS FOR THE DEVELOPMENT AND TRANSFORMATION OF THE FORMER AND VACANT SINT ELISABETH HOSPITAL IN WILLEMSTAD CURACAO.**

Basis was the planning as elaborated the vision document from July 2018 prepared by ProGaya on behalf of SEF. Recently, this planning was also studied in more detail by Arcadis and Boei on behalf of the Dutch Ministry of OCW. In terms of content, we will therefore not discuss this vision exhaustively, as we agree with the final conclusion of our predecessors that this business case, both in terms of programme and financially, is unfeasible.

This Master Plan gives a future to the Sint Elisabeth Complex in financial, architectural and functional terms. In the coming chapters this will be further explained.

This Masterplan is also based on the fact that it forces a revolutionary change in the route that cruise ship passengers normally take. The St. Elisabeth Complex causes a dominant alternative in the elephantine path that tourists usually walk, because the cruise tourists are literally sucked in, attracted by the architecture and destination of the St. Elisabeth complex, by this

attractive and exciting complex. Involved parties should realize that this change of route will evoke a lot of counter forces, because the intended route for cruise tourists will definitely change with the realization of this Master Plan: the new route from the cruise terminal will therefore be -> Sint Elisabeth Complex -> Breedestraat Otrobanda -> Pontjesbrug -> Punda -> Pontjesbrug-> Riffort/Renaissance -> cruise terminal.

Ultimately, the result will be that tourists will visit the St. Elisabeth Complex, which will make the proposed functions financially feasible, that an economic impulse will be given to the district of Otrobanda, because the natural way to Punda is now via the Breedestraat.

This is a Master Plan which Schonck, Schul & Compagnie Projectontwikkellingsadvies BV is pleased to present to the board of the Stichting Sint Elisabeth Foundation (SEF) and others involved in the realization of this Master Plan.





## LOCATION

**THE LOCATION OF THE FORMER SAINT ELIZABETH HOSPITAL IS SITUATED IN THE OTROBANDA AREA OF WILLEMSTAD. ON THE NORTH SIDE, THE LOCATION IS SITUATED IN A MIXED AREA WITH THE ST. THOMAS COLLEGE AND THE POLYCLINIC BUILDING (BOTH BUILDINGS ARE OWNED BY THE COUNTRY CURAÇAO) WITH ACCESS FROM AND TO THE BREEDESTRAAT, THE MAIN SHOPPING STREET OF OTROBANDA.**

On the east side the location is built into the Otrobanda district and the existing streets; Gravenstraat, Banjonetstraat, Gasthuisstraat and Zantjessteeg are blocked off by dividing walls. On the south side the location is situated at the Pater Euwensweg, the border with the former reef water; the Rif area. On the west side the location borders on the newly built hospital of Curaçao; Curaçao Medical Centre.

According to the information provided, the complex comprises a surface area of approx. 23,540 m<sup>2</sup>. The location of the buildings is not recorded on the land registry maps and reliable other drawings are lacking. For the further development of the plan, a survey of both the location and the layout of the buildings, including a height measurement, is required.







## THE PROCESS

**AFTER A SHORT INTERNAL PREPARATION SCHONCK, SCHUL & COMPAGNIE AND THEIR TEAM, CONSISTING OF CHARLOT VAN BAARLE, EVY DE BAAR AND RICHARD SCHUL, CONDUCTED MEETINGS ON CURAÇAO FROM SUNDAY 21 NOVEMBER TO 28 NOVEMBER WITH STAKEHOLDERS, INVOLVED PARTIES, THE SEF BOARD, OFFICIAL POLICY MAKERS, REAL ESTATE AGENTS, ARCHITECTS, NEIGHBOURHOOD BUILDERS, POLITICIANS, ETC. THE BUILDINGS WERE EXTENSIVELY EXAMINED AND CONTEXT WAS FOUND WITH SURROUNDING PLOTS OF LAND AND BUILDINGS AND IN PARTICULAR THE OTRABANDA DISTRICT AND THE RIF AREA.**

This pressure cooker method has led to us now being able to present a Master Plan for the redevelopment and transformation of the former and vacant Sint Elisabeth Hospital, which we are convinced will lead to a business case that is feasible both functionally and financially and that also does justice to SEF's basic ambitions and serves the interests of Curaçao, especially in combination with the accessibility and resulting improvement of the Otrabanda district, as well as the increase in tourist interest and the ensuing economic impulse for Curaçao.

As is well known, the case studied is not an easy one; in addition to SEF's debt problems, it involves an outdated, vacant hospital with a high maintenance requirement and the complex is situated in an economically and socially weak neighbourhood.



## STARTING POINTS

The following starting points are leading in this Master Plan

- Preservation of the Sint Elisabeth Hospital as a characteristic ensemble
- The transformation of an introverted complex into an extroverted one
- St. Thomas College will be involved in the total redevelopment and transformation
- Create connections with the Otrabanda neighbourhood so that the complex once again becomes a vital part of the district
- Finding internal and intrinsic financial sources, necessary for this redevelopment and transformation
- Simply reducing the underlying issues in the broadest sense of the word
- Making a feasible business case, both financially and functionally
- The ambitions of the SEF in relation to the possibilities
- The Polyclinic building is not included in this Master Plan because, in our opinion, the amovement of this part of the building is the only desirable future for the building.





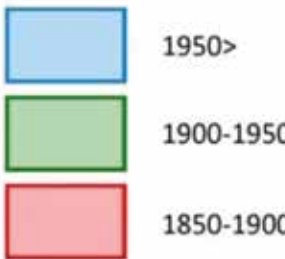
# THE CURRENT SITUATION AS ARCHITECTURAL COMPLEX

## THE CURRENT SITUATION CONSISTS OF A FUSION OF BUILDING PARTS FROM VARIOUS TIME PERIODS

- The original small hospital 1850 – 1900
- The expansion for becoming a real hospital 1901 – 1950
- The modern expansions of Ben Smit from 1951

The tropical hospital buildings from the construction period 1900 to 1935 are dominant, which have “blue” roof tiles as a common image, which image also fits in with the older Sint Thomas College on the grounds of the complex.

The buildings added in the 1950s by the architect Ben Smit also dominate the experience. These extensions concern in particular the laboratory building on the forecourt of the complex, the kitchen building and the large extension for the maternity and children’s ward on the south side of the complex.



## BUILDING PERIODS





## SOLUTIONS

**WE HAVE A THAT PROBLEM WHICH WE ARE GOING TO REDUCE, BY MEANS OF AMOVING, DEMOLISHING BUILDINGS AND/OR BUILDING PARTS.**

A clever sentence that contains all the truth behind it, because the costs of transformation in general are always much higher than those of new construction. Transformation costs are also exponentially higher when the building component to be transformed lacks talent or intrinsic quality.

The latter applies in this case to the former laboratory building and the kitchen designed by architect Ben Smit, nice buildings, but in fact unsuitable for a successful transformation. The X-ray building, too, is immediately put forward for demolition due to this unsuitability.

Other arguments for the removal of buildings and/or parts of buildings are the creation of space, order, structure and symmetry. Examples are the demolition of the buildings in the courtyards, the demolition of the extension near the entrance and the demolition of detached storage rooms and technical rooms.

View, sightlines, connection and experiential value are also arguments for demolition. This applies to the Kitchen Building; the fact that a line of sight from the Cruise Terminal onto the passageway through the building to Otrobanda legitimizes, in addition to the

cost argument, the decision to demolish this building. The removal of the intermediate section with the connecting corridors between the “old” hospital and the Ben Smit Building ensures that there will be a completely detached building, which in terms of appearance is completely detached from the hospital and therefore easier to assign to a completely new function as its own entity.

The demolition of a pregnant part of the Saint Thomas College also has well-founded arguments. Apart from the fact that the structural state can be characterized as dramatic and the monumental value is low, the spatial argument lies in bringing the monumental symmetrical entrance of the hospital into view, but especially in the view that will be created towards the Cruise Terminal, one of the main carriers in this Master Plan.

Also the development and transformation to predominantly residential use of the St. Thomas College gets more potential. The apartment building behind the Ben Smit Building is, despite its reasonable technical condition, unsuitably situated, because it blocks connections to the Otrobanda district and thus also makes the functional creation of new construction potentially impossible, respectively very difficult.

- The Polyclinic Building
- The St. Thomas College
- The St. Elisabeth Hospital
- Ben Smit Building





ST. THOMAS COLLEGE





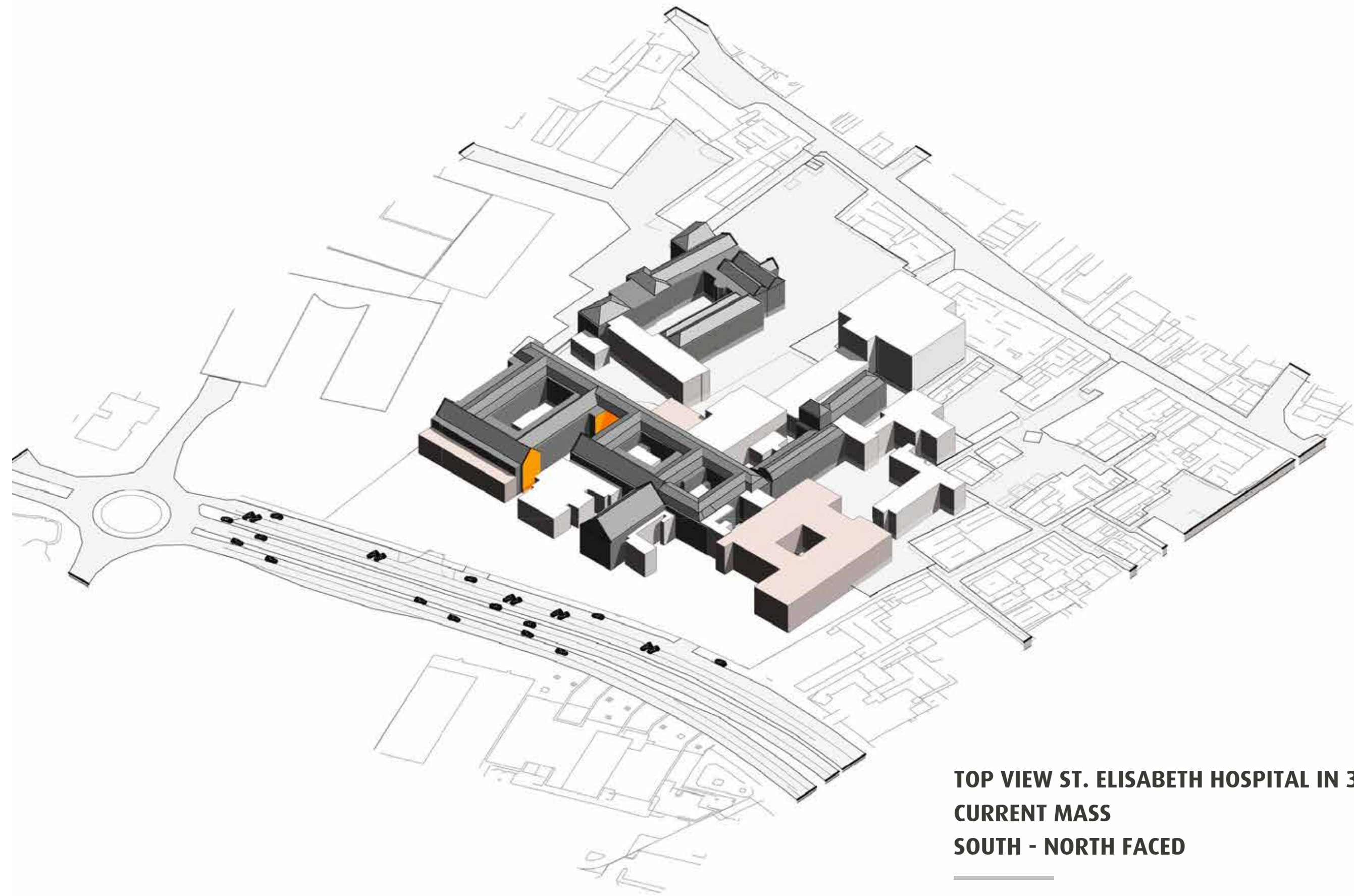


TOP VIEW ST. ELISABETH HOSPITAL

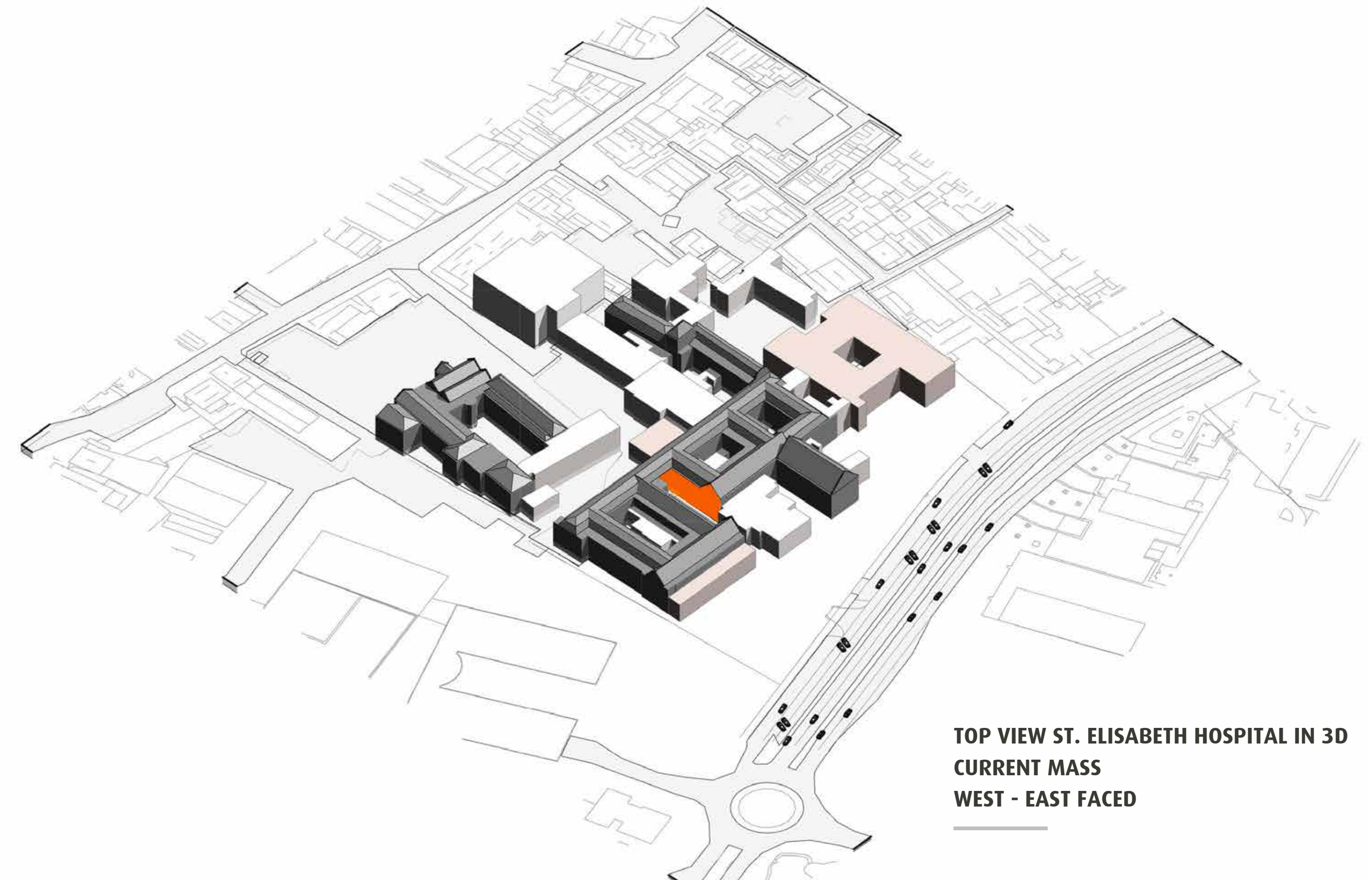
“ CHARACTERISTIC OF THE ST. ELISABETH HOSPITAL AS WELL AS THE ST. THOMAS COLLEGE ARE THE “BLUE” OR BLACK ROOF TILES ”







**TOP VIEW ST. ELISABETH HOSPITAL IN 3D  
CURRENT MASS  
SOUTH - NORTH FACED**



**TOP VIEW ST. ELISABETH HOSPITAL IN 3D  
CURRENT MASS  
WEST - EAST FACED**



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## ARCHITECT BEN SMIT

**ARCHITECT BEN SMIT (AMSTERDAM 1922 - 2020) WAS AN EXPONENT OF THE SO-CALLED NIEUWE BOUWEN OR MODERN MOVEMENT, AN INTERNATIONAL ARCHITECTURAL MOVEMENT FROM THE 20-60S OF THE 20TH CENTURY. UNLIKE HIS COLLEAGUES IN THE NETHERLANDS, HE DREW HIS INSPIRATION MORE FROM THE BRAZILIAN SCHOOL, THE TROPICAL MODERNISM FROM LATIN AMERICA. HIS BUILDINGS WERE CHARACTERISED BY THEIR CLEAR AND FUNCTIONAL LAYOUT AND AUSTERE APPEARANCE IN CONCRETE, SOMETIMES COMBINED WITH LIGHT STEEL COLUMNS. VERTICAL LAMELLAE WERE OFTEN USED IN THE FACADES TO REGULATE DAYLIGHT AND NATURAL VENTILATION. THE CLIMATE-CONSCIOUS DESIGN PRINCIPLES GAVE HIS BUILDINGS A NATURAL TROPICAL CHARACTER.**

Ben Smit was born in Amsterdam in 1922. After studying architecture at the Royal Academy of Fine Arts in Antwerp and the Ecole des Beaux-Arts in Lyon, he emigrated to Jamaica during the Second World War. At the invitation of G. Schoorl, whom he met there, he came to Curaçao two years later for a job with the Department of Public Works. After three years of service, he established his own architectural firm at the age of 24. In 1950, he became the partner of Cornelis (Kees) Bakker, the first professionally trained Dutch architect who settled on Curaçao in 1939.

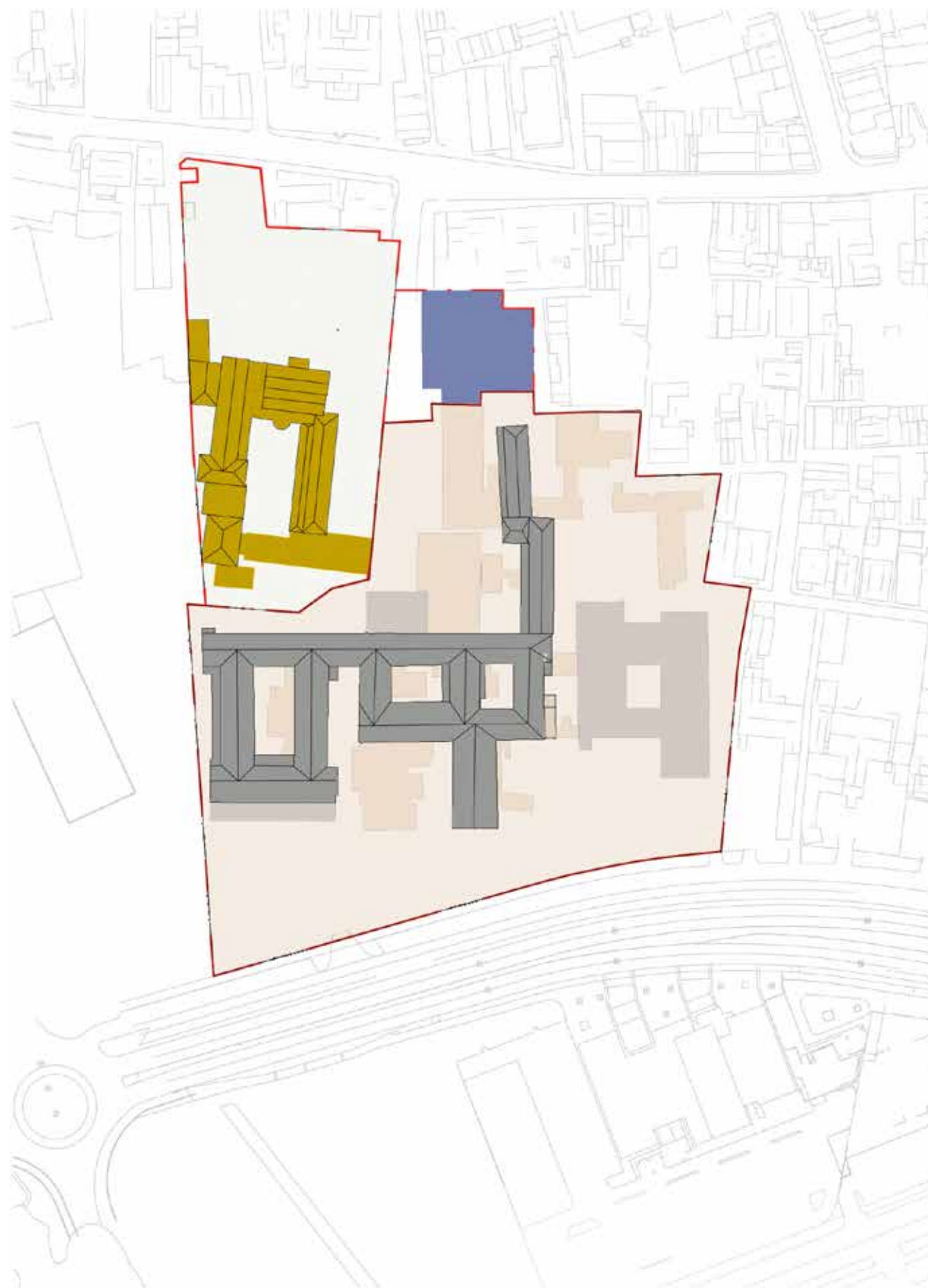
During the years forty to sixty Kees Bakker (architect of the chapel in the Sint Elisabeth Hospital) and Ben Smit were the two most important architects of the island of Curaçao. They succeeded in creating a large number of architectural monuments of high quality.

His design for the children's and maternity ward is of course one of the highlights of Ben Smit's oeuvre; the austere appearance in concrete, the vertical slats to regulate daylight and natural ventilation and the concrete facade grid used are those elements that make this building so monumental, especially after it was separated from the Sint Elisabeth Hospitaal.

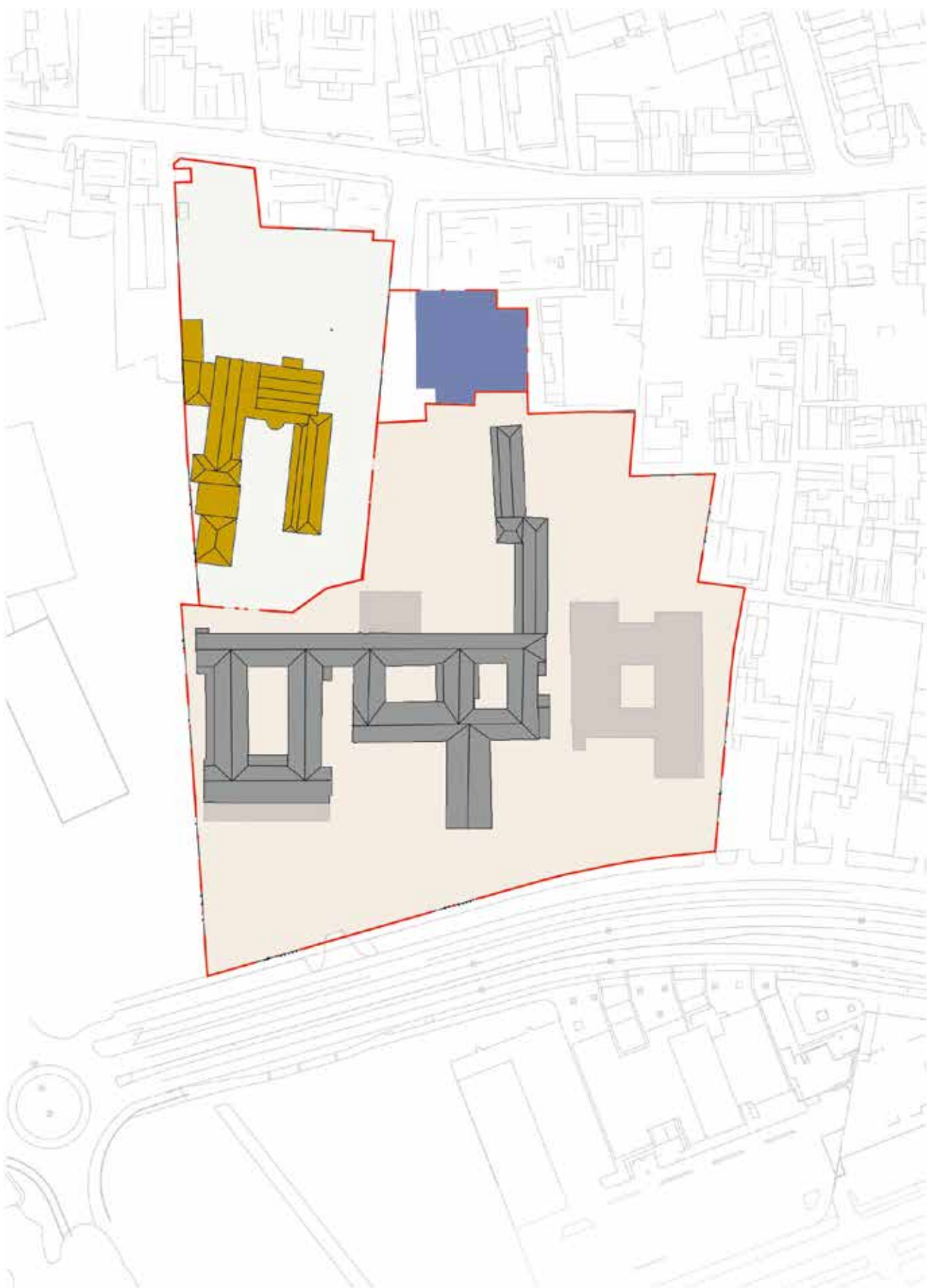




**CURRENT SITUATION  
BEFORE AMOVEMENT BUILDINGS**



**NEW SITUATION  
AFTER AMOVEMENT BUILDINGS**





# NECESSARY VALUE-CREATION

VALUE-CREATION THROUGH THE UTILIZATION OF INTERNAL INTRINSIC SOURCES.

**THE DESIRED BUILDING LOCATION ON PATER EUWENSWEG LEADS TO A VERY INTERESTING VALUE CREATION, IT CONCERNS A SIGHT LOCATION AND THE LOCATION LENDS ITSELF TO THE PROJECTION OF A HIGH ELEMENT, WHICH LEADS TO A HIGHER LAND VALUE AND MOREOVER, CERTAINLY WITH A MODERN HIGH-QUALITY DESIGN, WILL BECOME A BEACON OF ATTRACTION FOR THE COMPLEX AND CAN BE INDICATIVE OF THE VITALITY AND AMBITION OF CURAÇAO.**

The other new-build locations are the result of various underlying arguments and enable efficiency improvements to be made with regard to the desired housing of specific target groups, such as the elderly and/or those in need of care. Ultimately, these locations can be developed autonomously and can also be sold to market parties.

In the context of the feasibility of the business case, it is also possible to sell buildings and/or parts of the building after the transformation, but also possible before the transformation, for example the detached Ben Smit building, the parts of the building intended for the catering industry, the projected

“tropical hotel” and other parts of the building to be separated. Sale leads to immediate liquidity and can thus simplify the necessary financing.

Of course, when autonomous new-build sites and autonomous building components and/or buildings are sold, these components must be subject to the requirements and rules of the total desired development. Because the success of this transformation and redevelopment lies in a centralized direction, a defined image and quality plan and a statute of rules and obligations that the necessary protection of the complex with its underlying vision, coherence and integrality is guaranteed.

To this end, a protocol with core values, regulations, requirements, methodologies, qualities and ambitions will have to be drawn up at an early stage, which will also require managerial decisiveness on the part of the organisation.

BUILDING SURFACE NEW CONSTRUCTION

BUILDING SURFACE NEW CONSTRUCTION

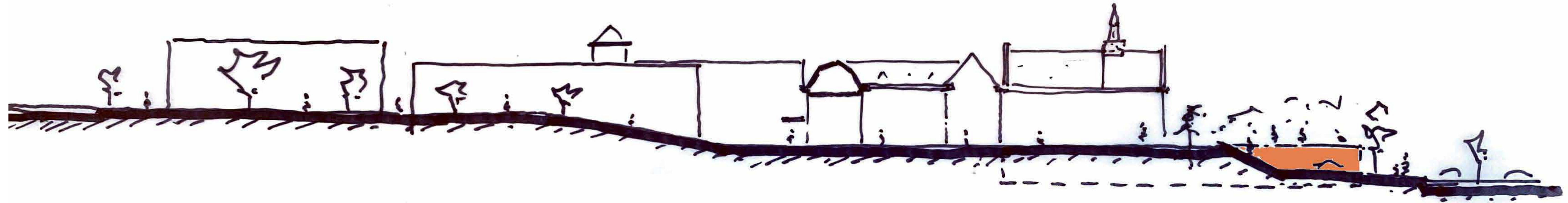
BUILDING SURFACE NEW CONSTRUCTION

BUILDING SURFACE NEW CONSTRUCTION



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“ THE CROSS-SECTION SHOWS THE SOLUTION FOR  
PARKING AND THE NEW VIEW WITH THE THEME OF  
THE QUAY WALL TO THE RIF AREA ”





CURRENT FRONTSIDE



NEW FRONTSIDE



## THE BACKSIDE BECOMES THE FRONTSIDE

**THE VIEW FROM PATER EUWENSWEG WAS ALWAYS THE VIEW OF THE BACK OF THE COMPLEX. THIS CHANGES COMPLETELY WITH THIS MASTER PLAN, BECAUSE THE RIF SIDE OF THE COMPLEX BECOMES THE FRONT, AND NOT JUST A FRONT!**

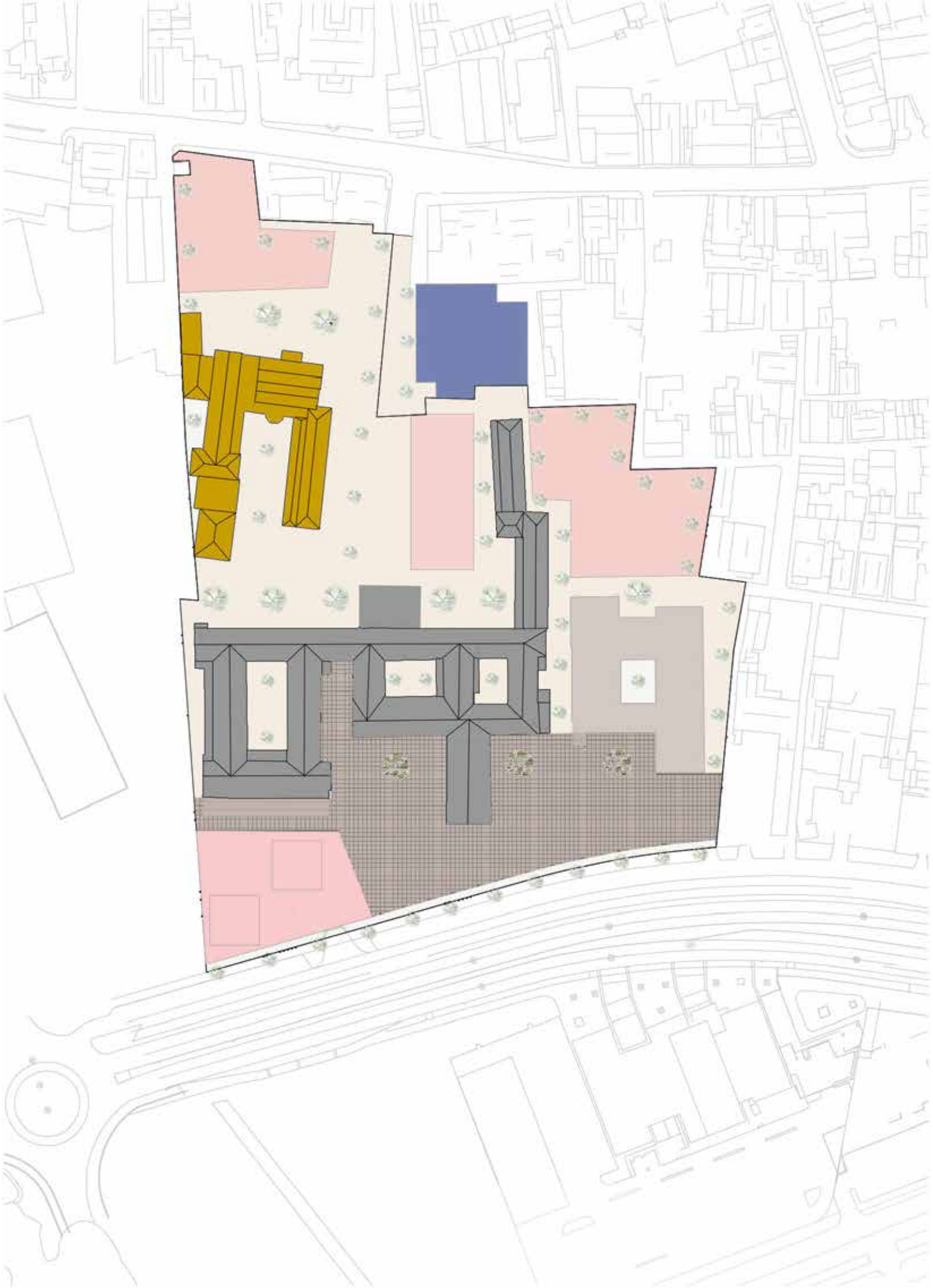
The front of the former Sint Elisabeth Hospital consists of four themes

1. The new building location intended for high-rise
2. The transformed St. Elisabeth Hospital
3. The freestanding Ben Smit Building
4. The parking garage

The parking garage is created by covering the entire free area on Pater Euwensweg with a structure of steel grating work, which completely removes the cars from sight. This is a simple construction with a basic materialization that reflects in mass the theme of a rampart towards the Rif area. The parking garage will ensure that the total area is tightened in terms of appearance and experience, it will also be the connecting element in the connection of all loose building parts and/or buildings.

There will be two entrances for cars, as well as two monumental staircases with ramps; one entrance to the gateway in the former hospital and the second entrance to the spectacular freestanding Ben Smit Building.

In fact, the entire complex will be given a modern look and feel, which will do the iconic buildings justice and allow the entire transformation and redevelopment to become a resounding success.

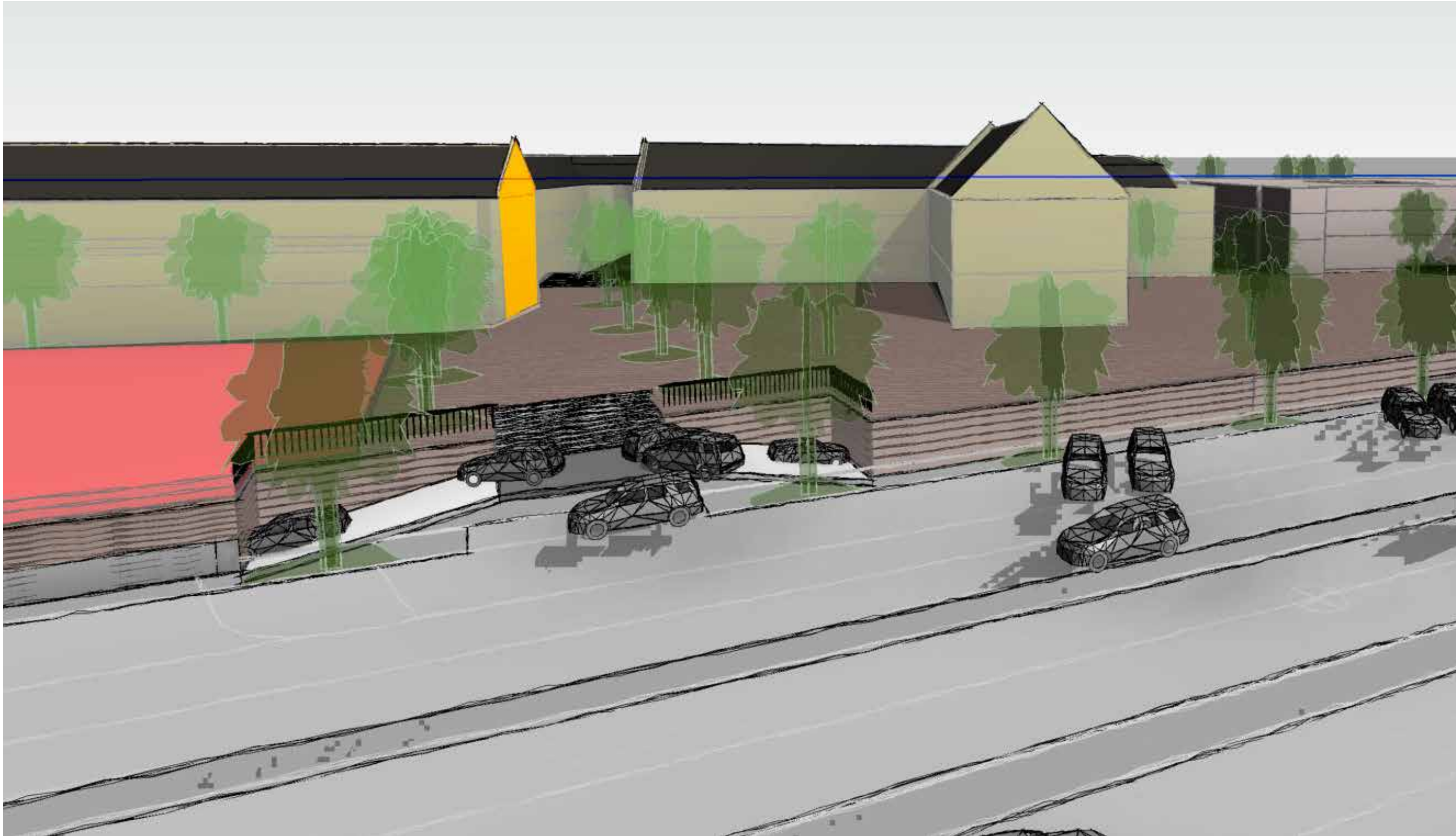




**SOUTH VIEW ST. ELISABETH COMPLEX**



**FRONT VIEW ST. ELISABETH HOSPITAAL**





## THE VACUUM EFFECT

**CURAÇAO PORTS EXPECTS APPROXIMATELY 1 MILLION CRUISE TOURISTS IN 2022, EXCLUDING COVID-19 RESTRICTIONS. IT IS CLEAR THAT THE CRUISE TOURIST FORMS A MAJOR GROUP WITHIN THE APPROXIMATELY 1.3 MILLION TOURISTS, WHO OFTEN STAY ONLY ONE OR TWO DAYS ON CURAÇAO.**

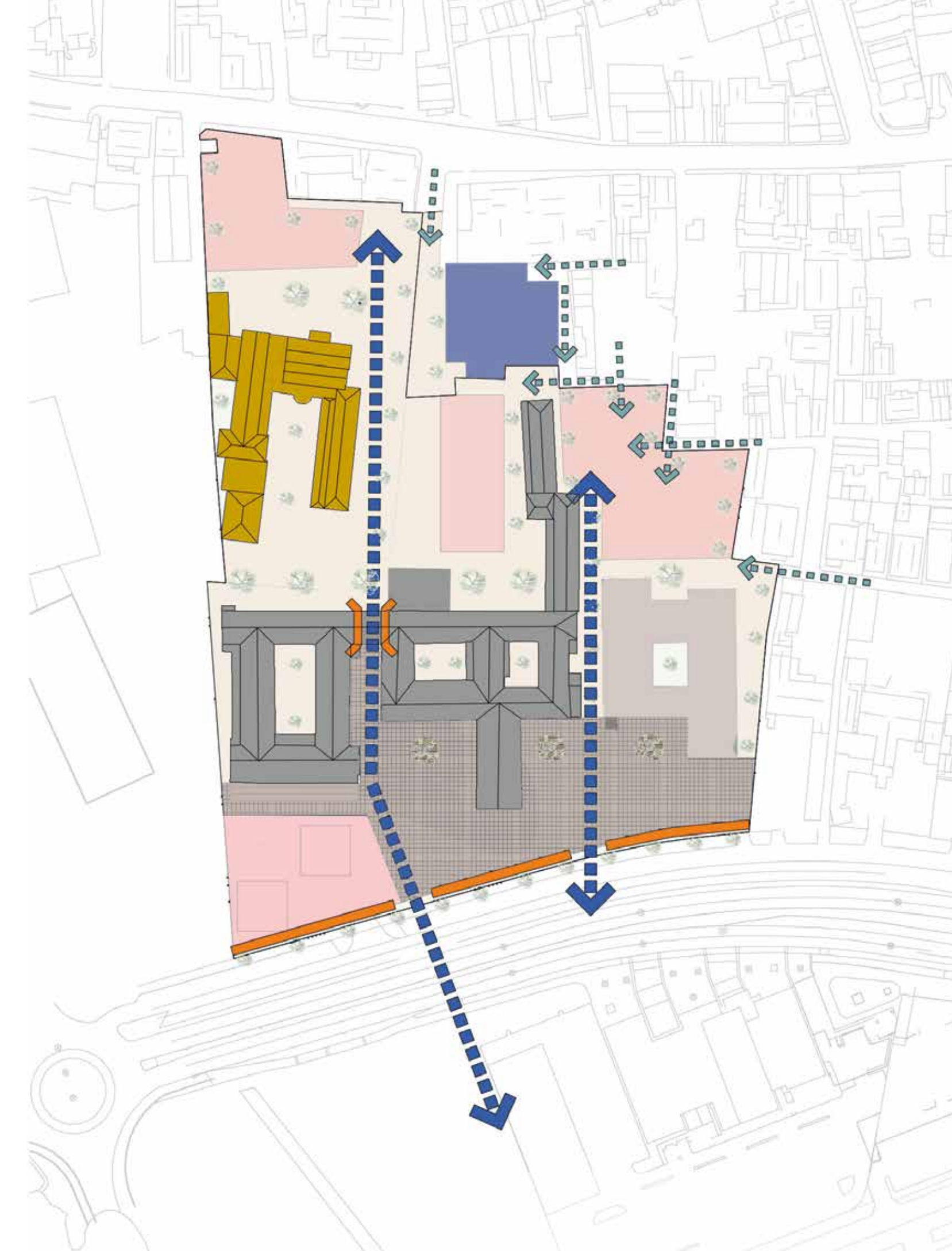
From the Cruise Terminal there is no attractive route or accessibility to the district Otrobanda, moreover, there is often a negative location advice. Cruise tourists therefore walk the usual route towards the Riffort, take the Pontjesbrug, visit Punda and return via the same route.

We want to expand this and make it broader in the interest of Curaçao, hence this Master Plan is based on the fact that a revolutionary change is being forced in the route that passengers of the cruise ships normally take.

The Saint Elizabeth Complex is causing a dominant alternative in the “elephantine” path that tourists usually take, as Cruise tourists are literally sucked in, and drawn in, by the architecture and destination of the Saint Elizabeth Complex.

Involved parties must realise that this change of route will evoke a lot of opposition, because the intended route for cruise tourists will change permanently with the creation of this Master Plan: the new route from the cruise terminal will therefore be -> Sint Elisabeth Complex -> Breedestraat Otrobanda -> Pontjesbrug -> Punda -> Pontjesbrug-> Riffort/Renaissance -> cruise terminal.

The end result will be that tourists will be better distributed in the historic center of Willemstad, a fairer distribution of income and a broadening of the historical and economic importance of Curaçao. Of course, the 1st top museum of the Caribbean will be located in an iconic building.



## NEW CONNECTIONS PEDESTRIANS AND SIGHT LINES



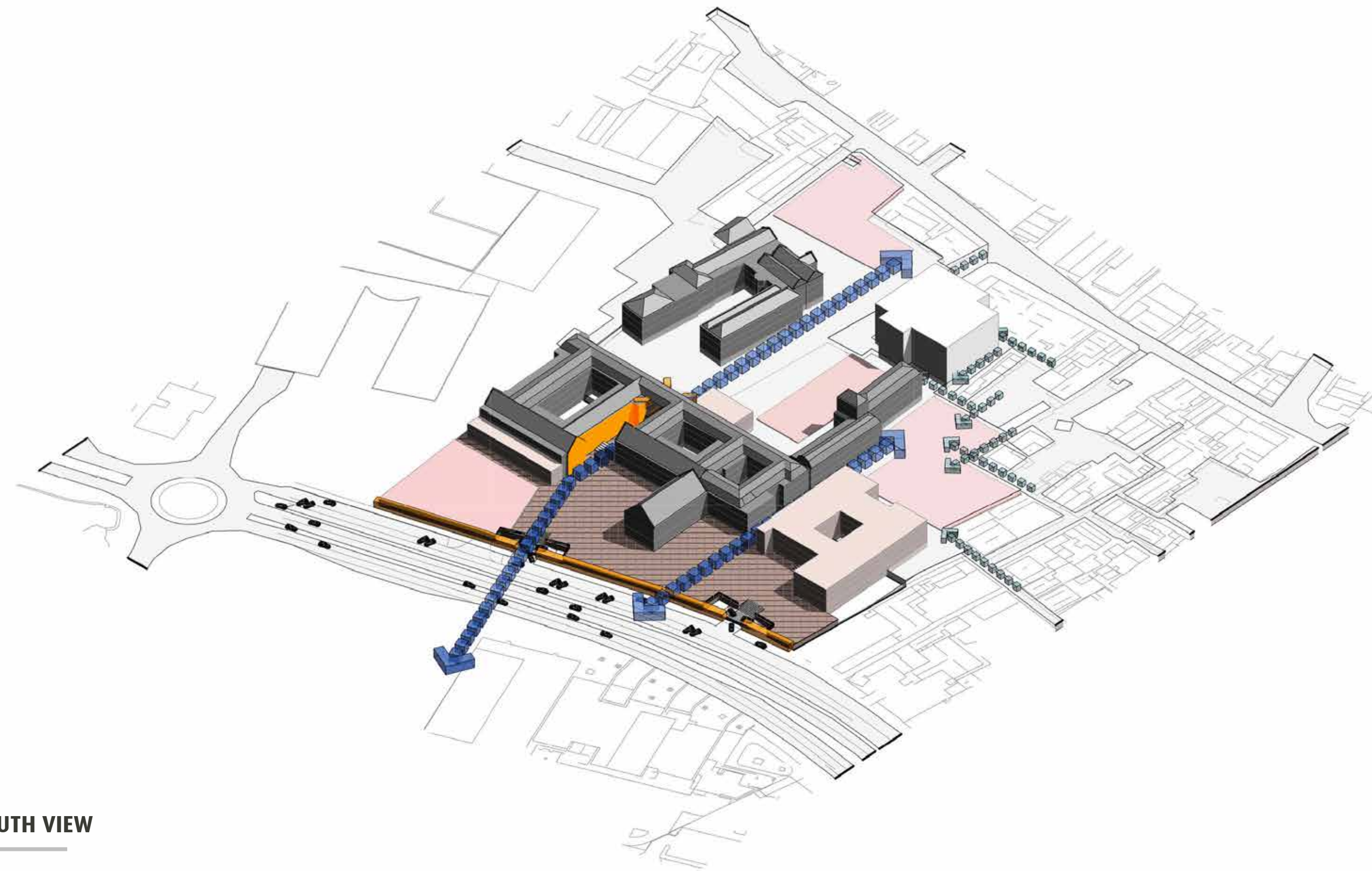
EAST VIEW



WEST VIEW







**SOUTH VIEW**



**TOURISTIC WALKING ROUTE = THE NEW "ELEPHANT PATH"**





## THE PROGRAM

**IN THE BUSINESS CASE, FUNCTIONS HAVE BEEN SOUGHT THAT ARE LESS COMPLICATED TO IMPLEMENT FINANCIALLY OR STRUCTURALLY, AND ON THE OTHER HAND, PROGRAMMING HAS BEEN CHOSEN THAT CAN GIVE OTROBANDA AND CURAÇAO ECONOMIC IMPULSES. IN THE CHOICE OF ALLOCATION PER PLAN PART IN THE PROGRAMMING, THE INTRINSIC AND ARCHITECTURAL SITUATION OF THE BUILDINGS AND/OR BUILDING PARTS HAS BEEN LEADING.**

The Chapel will be completely independent and accessible via a footpath on the roof of the parking garage.

The freestanding Ben Smit Building will be used to house an annex of an internationally renowned museum, but the ambition is to develop this iconic building into a landmark. The ambition is to use this iconic building for the international museum of the Caribbean. On the other hand, this building is also suitable for use as a separate building for companies or the government. The ambition, however, is museum because that has a unique appeal for cruise tourists.

The 1st large building section that is actually separated by the gateway, with its large courtyard, is intended to accommodate a hotel in tropical style; the courtyard will be implemented as an inner garden with a swimming pool around which all the hotel rooms are situated.

The ground floor of the middle section of the former Sint Elisabeth Hospital with its monumental entrance is intended for hospitality; a Grand Café with terraces in the monumental entrance, restaurant and auditorium facilities, also aimed at the adjacent Tropical Hotel. The upper floors will basically be designated as variable, small-scale office space.

The chapel of St. Thomas College, where it is advised to create height in the building by not replacing the current dilapidated floor of the 1st floor, will also be zoned as catering establishment with terraces.

Both the St. Thomas College and the angled wing with the bell tower on the main building of the Sint Elisabeth Hospital are given the residential zoning, because the dimensions and situation of these spaces allow for a good transformation. With regard to the St. Thomas College, it is advised to transform this building horizontally into flats, while the angled wing lends itself better to a vertical division.







# CHAPEL





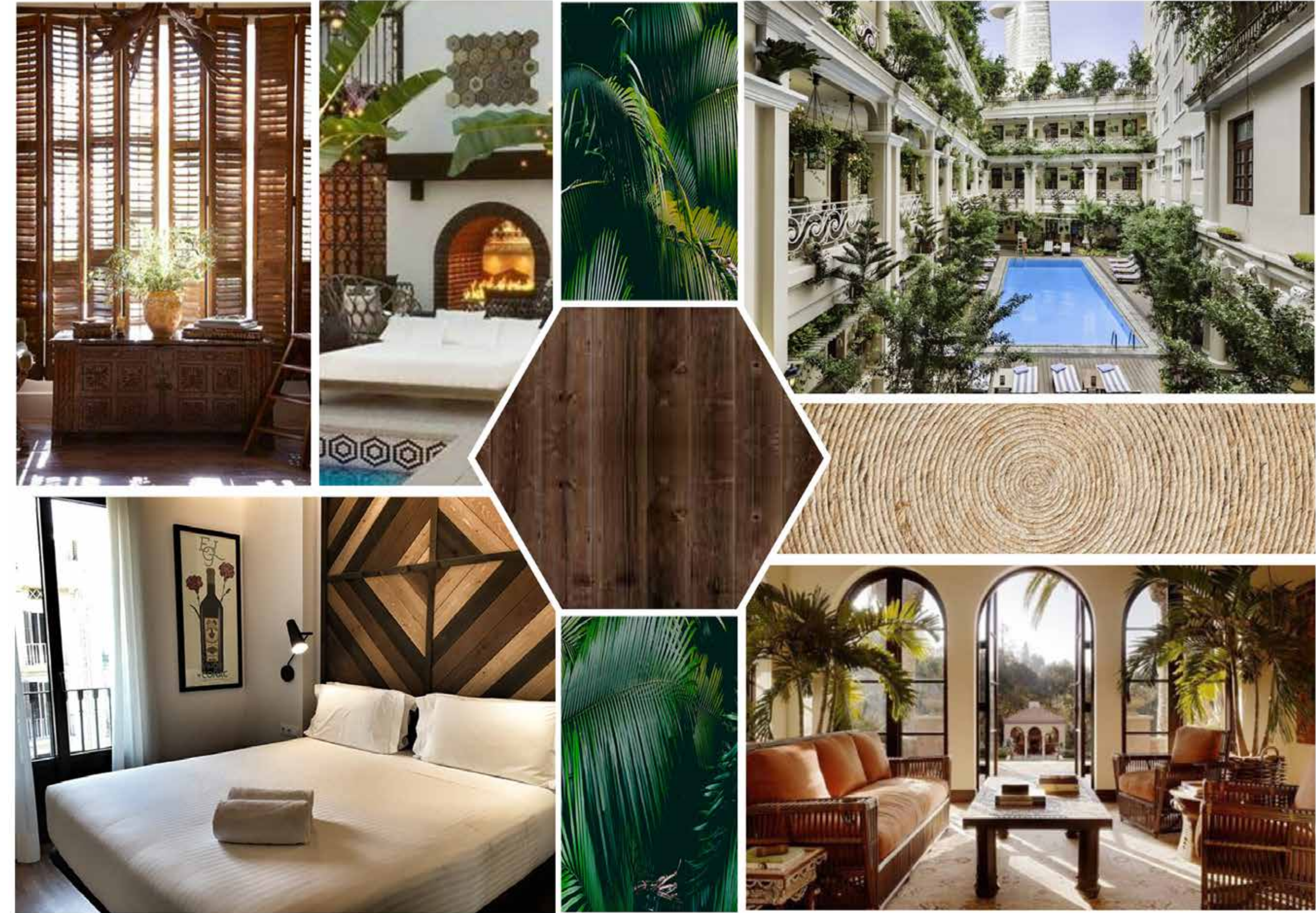
# MUSEUM CORPORATE BUILDING







# TROPICAL HOTEL



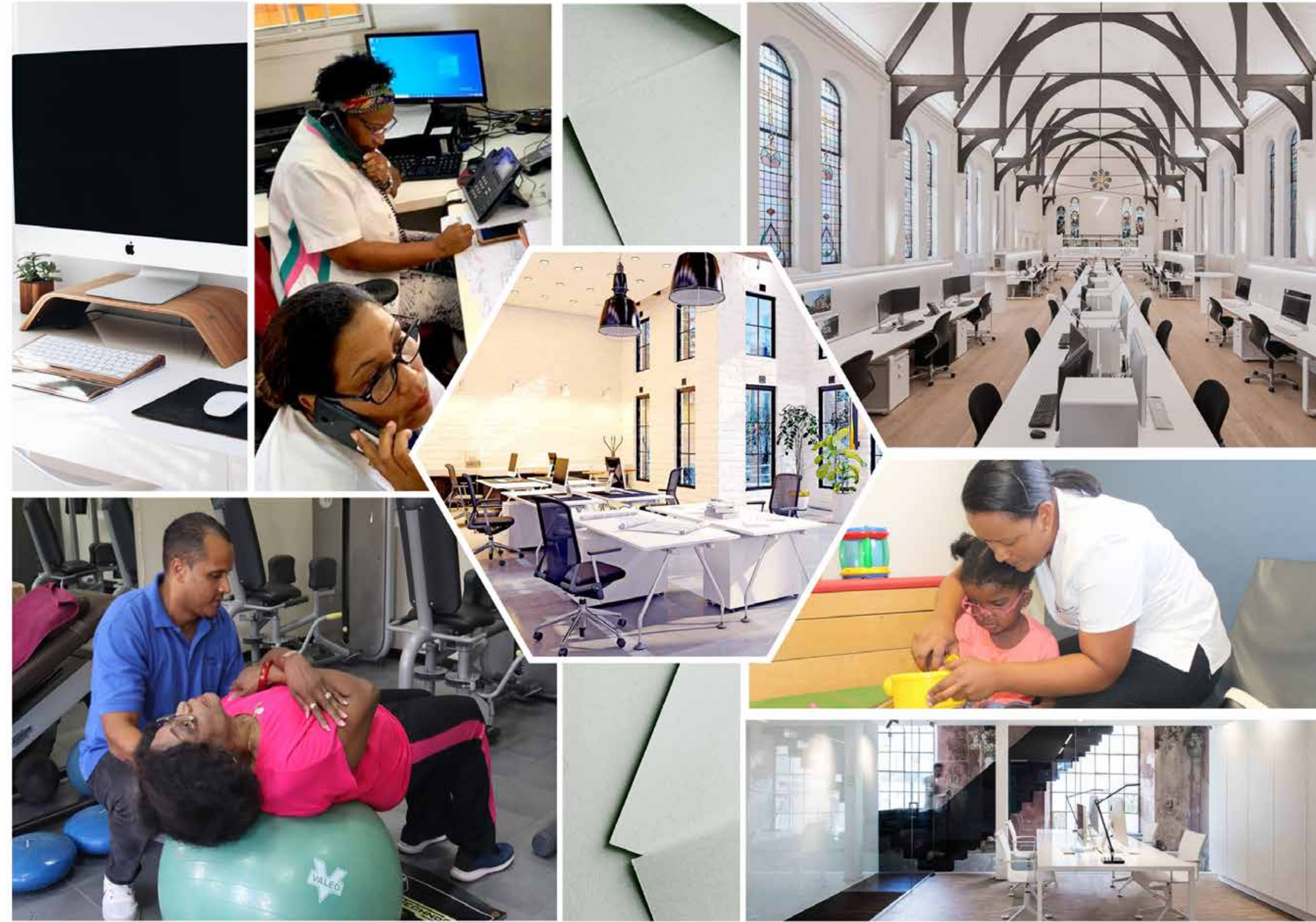


# HOSPITALITY





# OFFICE







## RESIDENCE







# .05

## CLOSING & CONCLUSION

**WITH GREAT PLEASURE AND INTEREST WE HAVE WORKED ON THIS MASTER PLAN FOR THE TRANSFORMATION AND REDEVELOPMENT OF THE SINT ELISABETH HOSPITAL COMPLEX. A FEASIBLE MASTER PLAN, FINANCIALLY, ARCHITECTURALLY AND FUNCTIONALLY. BUT ABOVE ALL, A GOOD OPPORTUNITY FOR THE DISTRICT OF OTROBANDA AND FOR TOURISM IN GENERAL IN CURAÇAO, IF THIS TOTAL MASTER PLAN IS ACTUALLY IMPLEMENTED.**

The solution to the most complex problems is often to be found in simplicity and clarity. This must be done with a clear line and that requires courage and leadership, because there are always influences present that want to nibble and haggle at the set principles. Daring and leadership will be rewarded if this Master Plan is implemented intact, because it will completely change Otrobanda's neighborhood in a positive way, and with it, Curaçao's economy.

Before we can start working on this Master Plan, we will have to come clean in financial terms. The debt position of the St. Elisabeth Foundation of about 77 million NAF, is in no way related to the property value.

In the whole case, a creditor's agreement must first be reached with the St. Elisabeth Foundation, otherwise no working capital can be attracted, no organization can be built and ambitions fade into mere dreams.

The solution to this problem can be achieved simply, quickly and uncomplicated with the cooperation of the General Pension Fund of Curaçao, as they have a mortgage right on the immovable property.

The St. Elisabeth Foundation simply sells its real estate to a professional development company that it will set up. On its balance sheet the Sint Elisabeth Foundation then has on the one hand its existing debts and on the other a 100% participation in a company that owns the real estate. She must

then reach an agreement with all the creditors in which debts are replaced by shares in this professional development company.

Derhalve zal na het te bereiken schuldeisersakkoord het aandelenkapitaal verdeeld zijn tussen de schuldeisers en de Sint Elisabeth Foundation. Wij adviseren overigens ook om het Sint Thomas College spoedig in deze vennootschap in te brengen.

A professional development company is indispensable for the transformation and redevelopment of this project and it clears the way for the past. Supervision takes place through a Board of Commissioners and of course through the Annual General Meeting of Shareholders.

Clear recommendations: first consider the problems realistically and then come up with a definitive solution, then set up a professional project organisation.

**No sende lus na kas di otro i laga di bo sukú**

**Richard L.I.E.M. Schul**





Richard Schul

CEO

## THE TEAM

**THE TEAM AT SS&C VAST GOED-EN PROJECTONTWIKKELINGSADVIES CONSISTS OF A GROUP OF PROFESSIONALS WITH DIFFERENT BACKGROUNDS AND AGES, BUT WITH ONE COMMON PASSION: MAKING THE BUILT ENVIRONMENT AROUND US MORE BEAUTIFUL IN ITS OWN WAY.**

Others have to walk the beaten path, we seek the way up along the best route, often not the easiest, sometimes adventurous, but always purposeful, passionate and creative. Not for nothing is there a saying in our reception hall under Tintin's rocket: "Nil volentibus arduum" (Nothing is impossible for those who want it). The combination of these factors ensures that we don't just sit and wait, but work proactively and offensively. For us, this seemingly unusual way of working is a natural part of our mentality.

A place where people feel at home, comfortable and safe. That typifies a good living environment. That is where it is pleasant to live, to be. Creating such a living environment is always our starting point. We feel responsible for the social developments in our environment and therefore we want to make a positive contribution to the creation of a sustainable living environment that is designed down to the last detail. In real estate development, we work from the vision:

"Respect for the past, awareness of the present and sights on the future".

The high-quality property we develop must be and remain attractive for future generations. All our people are driven 'professionals' with a passion for our work. We want to score with enthusiasm for our clients. Our

# .06

premises reflect the personality of our company. At a location in the midst of society, at the crossroads of two of the city's main arteries, the spectacularly renovated Fatima Church offers us a unique home. It reminds us every day of "the respect for the past, with its interpretation for the present and future; why we like this work so much and why we do it with such dedication".

We see it as our mission to serve our relations in a professional and driven way with real estate development. Whether you are a landowner, investor, housing corporation, developer or otherwise, and you have a real estate issue, we strive for a good long-term cooperation with understanding and respect for each other's responsibilities. A cooperation always based on ambition, to realize the best within the possibilities, we never go for a six but for at least an eight.

Feel free to talk to us, you are more than welcome!





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