

An aerial photograph of a city, likely New York City, showing a dense grid of streets and buildings. A large, open, rectangular field, possibly a park or a construction site, is visible in the center of the image, surrounded by the city's urban fabric. The image is in grayscale, except for the red text at the bottom.

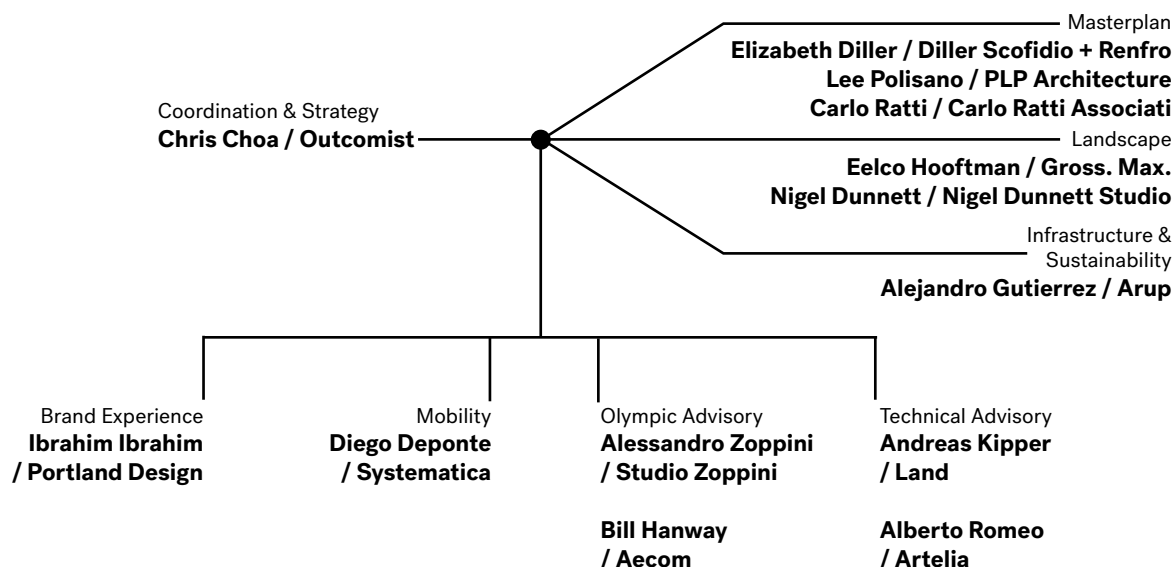
1. Team

GROUND UP

GROUND UP / Team

MISSION STATEMENT

The specialized masterplan for Porta Romana will bring together existing and new populations of residents, students, office workers, and visitors. Its built form will embody the highest quality of urban planning, architecture, and design. It will be a model of integrated sustainability that combines environmental, social, and economic solutions into one urban ecosystem that satisfies today's needs and anticipates future challenges. It will repair the current north / south rupture caused by the railway infrastructure and it will provide much needed, meaningful public spaces and amenities for the community. The masterplan will anticipate a dynamic post-Olympic identity while shining on the world stage during the 2026 Games.

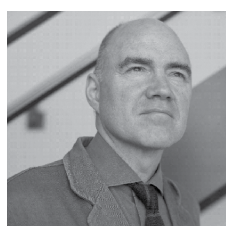


To meet the potential and complexity of this project, we have convened a team of the most accomplished visionaries in urban design and planning. We have named our team **GROUND UP**, in recognition of the precision and care required to insert an entirely new district into the existing urban fabric of Milan. Our core team is comprised of three global design leaders—**Elizabeth Diller** of Diller Scofidio + Renfro, **Lee Polisano** of PLP Architecture, and **Carlo Ratti** of Carlo Ratti Associati—who will work together to conceive the vision for the masterplan of Porta Romana.

Elizabeth Diller and **Diller Scofidio + Renfro**, globally renowned for their design of inclusive and democratic public spaces, will take particular focus in conceiving the innovative public realm of the masterplan. **Lee Polisano** and **PLP Architecture**, leaders in the urban planning and architectural design of large-scale developments, will bring expertise on residential planning to the team, striving to create the 'future of living.' **Carlo Ratti**'s work will leverage digital technologies as a component in reinventing urban areas and in shaping the future of places for work. **Gross. Max.**, working with horticulturalist **Nigel Dunnett**, will collaborate on the Landscape. They will collaborate with **Alejandro Gutierrez** of **Arup**, who will lead infrastructure and sustainability. The group will be coordinated by **Chris Choa** of **Outcomist**, who will shape our collaboration and strategy.

Specialized consultants will support the core team. **Systematica** will conceive and plan for a diversity of mobility and transportation networks. **Studio Zoppini** and **Aecom** will address the issues and requirements of the Olympic Village. Our technical advisors are **Land**, who will assist with landscape, and **Artelia**, who will advise on issues related to architecture and engineering. Finally, **Portland Design** will lead the development of the brand and story for this important new district in Milan.

COORDINATION & STRATEGY



Chris Choa Founder, Outcomist

Coordination / Strategy Lead

Professional registration
Architect, NCARB (USA)

Education
B.A, Yale University;
M.Arch, Harvard University

A native New Yorker, Chris is the founder of Outcomist and works with city governments and private clients to improve urban performance. He specialises in complex stakeholder management, and he focuses on outcome-based strategies, urban masterplanning, and generative digital design. Chris is a Global Trustee of the Urban Land Institute. He advises organizations related to real-estate, urban mobility, sustainable energy, and digital arts. Previously, he led Aecom's Cities Consulting practice. A regular conference speaker, he was also an appointed advisor to the Mayor of London.



Elizabeth Diller
Founder, Diller Scofidio + Renfro
Public Realm Lead

Qualifications
Professor of Architecture, Princeton University;
Visiting Professor, Bartlett School of Architecture

Education
B.Arch, Cooper Union School of Architecture

Elizabeth is a founding partner at DS+R, an interdisciplinary design studio based in New York. Her work has been recognized with the MacArthur Foundation award, the Leading European Architects Forum's Lifetime Achievement Award, and the Royal Academy of Arts Architecture Prize. Her studio completed two of New York City's largest urban planning initiatives—the **High Line** and the redevelopment of **Lincoln Center**. She also led the design and execution of **The Shed** and the **MoMA expansion**. Currently, she is designing two major works in London: the **Centre for Music**, a world class concert hall for the London Symphony Orchestra and the **V&A East Research and Collection Centre**.

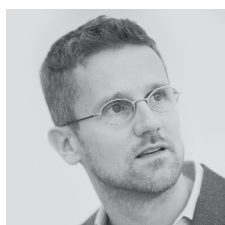


Lee Polisano
Founder, PLP Architecture
Architecture Lead

Professional registration
Architect, AIA (USA); Architect, RIBA (UK);
Architect, Architektenkammer Berlin

Education
B.A., Lasalle College Philadelphia
M.Arch, Virginia Polytechnic Institute and State University

Lee is the founder and President of PLP Architecture and is internationally recognised for his architecture and urban design work, which emphasise an underlying concern for sustainability and a passion for innovation. He has been responsible for creating numerous award-winning commercial and corporate office buildings. Lee advocates the importance of architecture in context, civic responsibility, and environmental response. Recent award-winning work includes the competition-winning entry for **Yandex's new global headquarters in Moscow**, and the innovative **masterplan for Krea University** near Chennai in India. He is currently leading the design for the arts-focused masterplan, **Bankside Yards**, along River Thames in London.

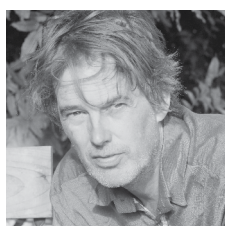


Carlo Ratti
Founder, Carlo Ratti Associati
Digital Integration Lead

Professional registration
Architect, ARB (UK)

Education
Civil Engineering Politecnico di Torino; Civil Engineering all'Ecole Nationale des Ponts et Chaussées; M. Arch, PhD Architecture, University of Cambridge

Founding partner of international design and innovation office Carlo Ratti Associati, Carlo directs the Senseable City Laboratory at MIT. His work has been exhibited worldwide, including the Venice Biennale, New York's MoMA, London's Science Museum, Barcelona's Design Museum, and Bi-City Biennale of Architecture and Urbanism. Three of his projects—the **Digital Water Pavilion**, the **Copenhagen Wheel** and **Scribit**—were hailed by *Time* Magazine as 'Best Inventions of the Year.' He has been included in *Wired* Magazine's 'Smart List: 50 people who will change the world'. He serves as co-chair of the World Economic Forum's Global Future Council on Cities and Urbanization.



Eelco Hooftman
Founder, Gross. Max.
Landscape Architecture Lead

Education
Master in Landscape Architecture, Wageningen

Eelco is the founder of Gross. Max. and is an internationally renowned landscape architect. He is also a noted speaker and has been a jury member of numerous international competitions. Eelco's key input is the conceptual approach and design development control of all key strategic projects in the studio. He has been involved with the delivery of large-scale landscape projects for complex and challenging sites including **Royal Botanic Gardens Kew**, the transformation of the 380-Ha **Tempelhof Airport** site, and a linear park in the central business district of Beijing. Gross. Max. has collaborated with DS+R on **the Tide at Greenwich Peninsula** and the **Hungarian Transport Museum** in Budapest, and is currently collaborating with Nigel Dunnett on a new park adjacent to Wembley Stadium.



Nigel Dunnett
Nigel Dunnett Studio
Landscape Architecture, Horticulture Lead

Qualifications
Professor of Planting Design and Urban Horticulture in the Department of Landscape Architecture at the University of Sheffield

Professional registration
Fellow of the Landscape Institute (UK)

Nigel is Professor of Planting Design and Urban Horticulture in the Department of Landscape Architecture at the University of Sheffield, and is one of the world's leading voices on innovative approaches to planting design. He is a pioneer of the new ecological approach to planting gardens and public spaces. His work revolves around the integration of ecology and horticulture to achieve low-input but high-impact landscapes that are dynamic, diverse, and tuned to nature. Nigel's work is based on decades of detailed experimental work, and widespread application in practice: projects include **The Queen Elizabeth Olympic Park**, **The Barbican**, **Grosvenor Square**, and **the Queen's Gallery, Buckingham Palace**.



Alejandro Gutierrez
Director, Arup
Sustainable Infrastructure Lead

Professional registration
Architect, Colegio de Arquitectos (Chile)

Education
Laurea in Architettura, Pontificia Università Cattolica del Cile; Master in City Design and Social Science, London School of Economics

Alejandro is Director of Arup's Integrated City Planning team in London and Milan, leading and advising for large-scale projects, including strategic growth, urban development, and regeneration plan in Europe, Middle East, China, Australia, South America, and Africa. He specialises in large-scale integrated masterplans and complex programs with particular focus on environmental sustainability, socio-economic benefits and commercial feasibility. A selection of relevant masterplan experience includes **Stratford City pre-Olympic masterplan and planning application**, **Wembley Transport Link Masterplan**, **Grand Paris - Post Kyoto Metropolis**, **Helsinki's Low2no Jaatkasari Project**, **Beijing Eco-valley**, **Rovereto Manifattura Domani Masterplan**, **Singapore's Jurong Lake District Masterplan**, and **Scalo Greco in Milan**.



Andreas Kipar

Founder, Land

Technical Advisor

Professional registration

German Academy of Urban and Regional Planning; Association of German Landscape Architects; Italian Association of Landscape Architects; Italian Urban Planning Institute

Education

Landscape Architecture, Essen University; Architecture and Urban Planning, Politecnico Milano

An architect, landscapist, and urban planner, Andreas is the founder and Creative Director of the international landscape architecture studio Land, with offices in Germany, Italy, and Switzerland. He is a graduate in Landscape Architecture at the GHS University of Essen and in Architecture and Urban Planning at Milan Politecnico, where he has taught Public Space Design since 2009. He is the inventor of the “Raggi Verdi” [Green Rays] model in Milan, which bind together various areas of the city to induce high-quality slow-speed connection of city centre and suburbs.



Alberto Romeo

Executive Director, Artelia

Technical Advisor

Education

BA, Politecnico di Torino; MA, PhD, CWRU

As Executive Director of Artelia, Alberto leads company operations and large projects in Italy and abroad. Prior to joining the practice, Alberto was General Manager and then CEO of Intertecno S.p.A., focusing on international P&CM procedures and methods.



Diego Deponte

Partner, Systematica

Mobility Lead

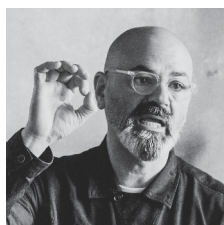
Professional registration

Order of Engineers, Milan
Order of Engineers, Bergamo

Education

MSc Civil Engineering, Transport Planning and Infrastructure Design, Politecnico di Milano

Diego is Partner, Director, and Member of the Board of Directors of Systematica. A transport engineer with 20 years of experience in all-round transport and mobility planning and design as well as territorial/urban planning, he has been also involved in the definition and assessment of innovative and state-of-the-art mobility systems, which include digital solutions for traffic management and mobility operations, MaaS schemes, driverless solutions, on-demand public transport services, ride-sharing and mobility-sharing schemes, car-pooling systems as well as Open/Big Data analytics to inform planning and design.



Ibrahim Ibrahim

Managing Director, Portland

Design

Brand Experience Lead

Qualifications

Board Member - UK Government, High Street Task Force; Member ULI UK Infrastructure & Regen. Council; Committee Member - REVO UK

Ibrahim is a futurist, retail strategist, and designer. He trained as an aeronautical engineer and industrial designer at the Royal College of Art and Imperial College London. He is a regular speaker at conferences and a frequent contributor to journals and trade press, having written a series of pieces for The Economist 'Insights.' As the Managing Director of Portland Design, which is part of the Perkins & Will global architecture and design group, Ibrahim leads a team of highly strategic and creative thinkers and designers.



Alessandro Zoppini

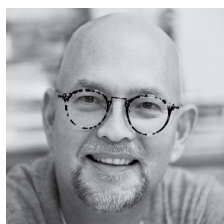
Founder, Studio Zoppini

Olympic Use Lead

Professional registration

Italian Architects Register
ARB Registered Architect (UK)

Alessandro is a founding partner at Studio Zoppini and has 28 years of experience in architectural design, focusing his activity mainly on complex buildings and sports facilities in Italy and abroad. He is part of a small number of architects who have designed buildings for three different Olympic Games (Turin 2006, Sochi 2014, and PyeongChang 2018). At the practice, he is personally involved from the design phase to the implementation phase of each project, both at the design and order management level.



Bill Hanway

EVP, Aecom

Olympic Use Lead

Professional registration

Architect, NCARB (USA); Architect, AIA (USA);
LA Sports and Entertainment Council, Board Member

Education

B.S., Washington University
M.Arch., Harvard University

Bill is an Executive Vice President and the Global Sports Leader at Aecom. He currently leads a multidisciplinary team working on the Los Angeles 2028 Olympic and Paralympic Games. Previously, he led the Aecom team that delivered the London 2012 Games and Legacy masterplan as well as the Games and Legacy masterplan for Rio 2016. He also served as an advisor to the Tokyo Metropolitan Government on Tokyo 2020.