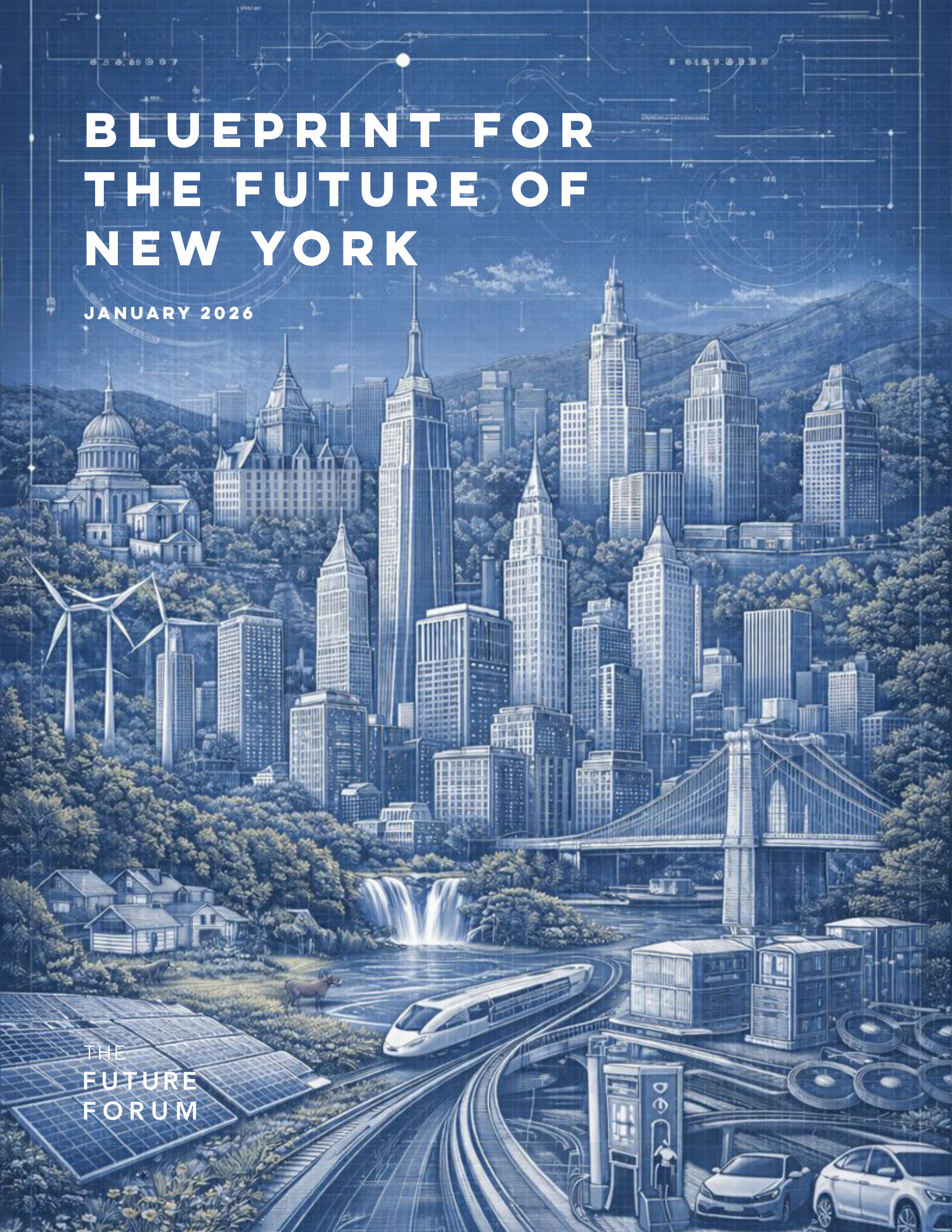


BLUEPRINT FOR THE FUTURE OF NEW YORK

JANUARY 2026

THE
FUTURE
FORUM



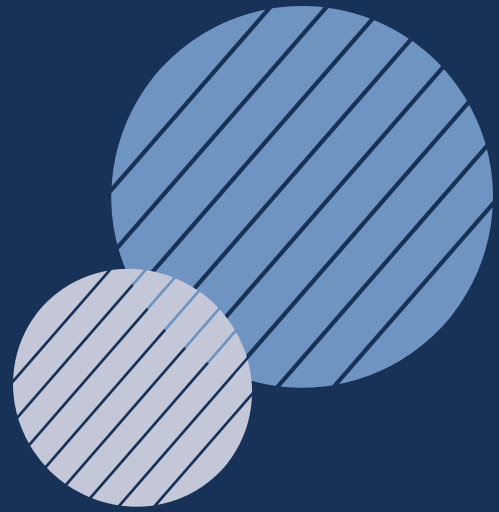


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EXECUTIVE SUMMARY

New York's economic strength has always been driven by its ability to harness intellectual and financial capital to translate ideas into impact. Today, that strength is under pressure. Rising costs, constrained housing supply, workforce misalignment, and declining confidence in public institutions threaten New York's position as a vibrant, viable center of innovation and opportunity. Meanwhile, deep divisions, income inequality, and political polarization make cross-sector collaboration to advance complex solutions ever more challenging.

This Blueprint for the Future of New York presents a two-part framework to reverse those trends and secure long-term economic growth and prosperity for the city and the state.

First, it is critical to mobilize a movement of builders, including leaders from business, government, and civil society to champion this effort. By leveraging credible, compelling content, this effort can shape public understanding of important issues, maintain momentum beyond election cycles, and marshal capital and engagement at major moments.

Second, the movement must advance an agenda for economic growth centered on three priority areas that are vital for New York: The Future of the Built Environment addresses affordability by investing in housing, energy, and infrastructure; The Future of Education and Employment expands economic opportunity by improving education and workforce development; and The Future of Democracy and Government improves government by increasing civic engagement, state capacity, and efficiency.

Across all areas, this blueprint emphasizes moving ambition into action and ensuring the significant resources invested in the city and the state deliver results. By coupling smart, future-oriented policies with a movement committed to outcomes, New York can restore confidence, expand opportunity, and reaffirm its position as an engine of economic growth.

2026 - 2028 PRIORITIES

MOBILIZE A MOVEMENT OF BUILDERS.

BY END OF 2026

100,000 Subscribers
8,000 Supporters
250 Members

BY END OF 2027

250,000 Subscribers
15,000 Supporters
500 Members

BY END OF 2028

500,000 Subscribers
30,000 Supporters
1,000 Members

ADVANCE AN AGENDA FOR ECONOMIC GROWTH.



THE BUILT ENVIRONMENT

1. Launch Sustainable Improvement Districts (SIDs) in New York City to embrace community-based climate action.
2. Scale C-PACE programs to invest in retrofits, reduce energy costs and building emissions, and create jobs.
3. Identify upzoning opportunities around mass transit where New York City can develop new housing.
4. Advance the Technology, Energy, Research, and Robotics Accelerator (TERRA) in Upstate New York.



EDUCATION & EMPLOYMENT

5. Target 2% savings in the NYC Department of Education budget and redirect resources to support early childhood education, high-impact tutors, and high-need communities.
6. Champion reforms in K-12 and higher education, including high-performing public charter schools, vocational training, and innovative pilot programs.
7. Scale workforce development and lifelong learning models, including new forms of financing for training and apprenticeships and support for the Good Jobs Guarantee Act in Albany.



DEMOCRACY & GOVERNMENT

8. Develop an Innovation Fellowship to advance change management and technology adoption with city employees.
9. Create an educational content platform to increase civic engagement and understanding of city and state government.
10. Support reforms to improve voter turnout, including open primaries, same-day voter registration, employer engagement, and mobile voting pilots.

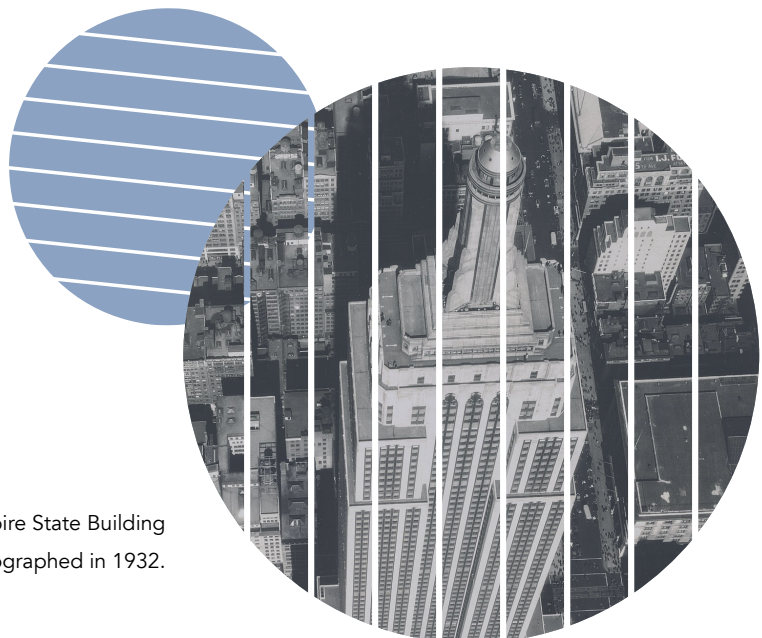
INTRODUCTION

In the spring of 1930, at the dawn of the Great Depression, a small army of steelworkers began an ascent to reach the sky. Their industrial choreography constructed the Empire State Building with breathtaking speed, moving from the first shovel in the ground to its completion in just 13 months.

Today, New Yorkers are lucky if a single subway elevator is installed in that time.

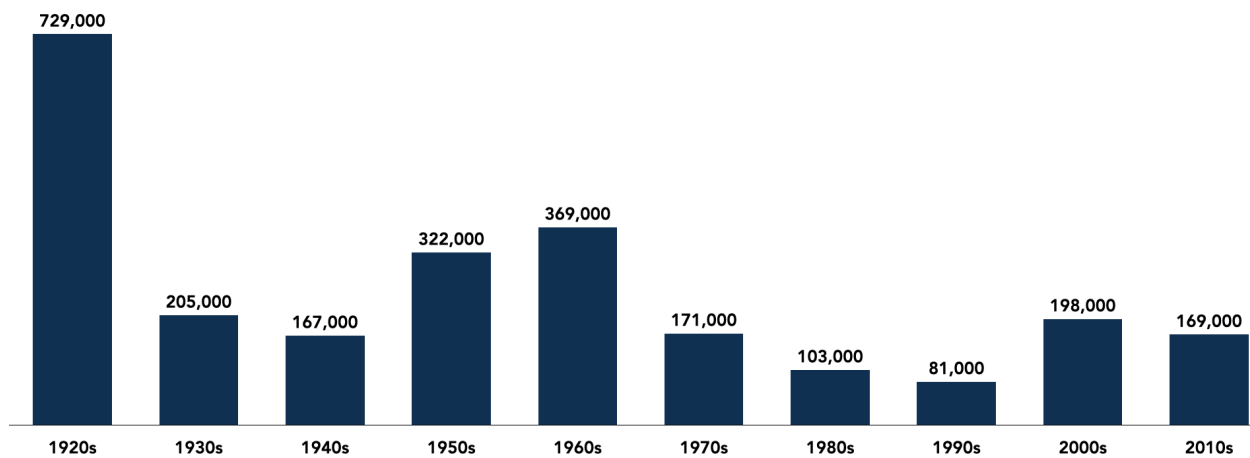
The building that defined New York City's skyline for the last century wasn't the only example of the city's past industrial prowess. The original subway line, with nine miles of track stretching from City Hall to 145th Street, was carved through the bedrock of Manhattan in just four years. More than 11,000 apartments in Stuyvesant Town were completed on a similarly compressed timeline. In the early 19th century, New York State etched the Erie Canal across 363 miles of wilderness in eight years, instantly reshaping trade routes and accelerating the growth of the American economy.

These projects were not just feats of engineering. They were expressions of the general competence at the time and the immense confidence in the future.



The Empire State Building
photographed in 1932.

NEW YORK CITY HOUSING UNIT PRODUCTION BY DECADE



Source: NYC Charter Revision Commission

Compare that dynamism with the delays of today. First proposed in the 1920s, the three newest stations of the Second Avenue Subway took a decade to finish and cost roughly \$2.5 billion per mile — twelve times the cost of similar projects in Berlin or Paris. Spurred by public and private capital and political will, the city's housing booms of the 1920s, '50s, and '60s have slowed to a crawl. New York City now boasts the highest construction costs in the world, fueling a housing shortage in which median rents approach \$4,000 a month and half of all residents spend more than a third of their income on rent.

The earlier booms were certainly not perfect. Some were inequitable. Some caused displacement. Construction lacked the safety measures, complexity, and environmental considerations typically found in modern projects. However, earlier endeavors embraced an ethos that building was both possible and necessary to propel growth and expand opportunities for all New Yorkers.

Today, that sense of possibility has eroded. Development has slowed as the scale and costs of challenges have increased. What once felt like a city defined by momentum now feels constrained by complexity, inertia, and political division. Whether trying to launch a new business, construct a new tower, or start a new family, doing anything new in New York has become considerably more difficult and expensive.

Meanwhile, New York continues to invest considerable resources without seeing results. City and state budgets have roughly doubled over the past two decades, while the population has remained relatively flat, even declining following the COVID pandemic. City leaders now project budget shortfalls of more than \$10 billion in the coming year. Taxpayers invest more than \$42,000 per student each year, yet fewer than half of students can read or perform math at grade level. More than \$7 billion in taxes subsidize a subway system that many riders consider unreliable and unsafe. Electricity bills continue to rise, state renewable energy targets are likely to be missed, and thousands of buildings will face fines for failing to cut emissions.

While people around the world dream of New York, the reality for too many residents is that the cost of living has increased while the quality of life has declined. Talented young professionals are considering other cities and states where they can pay their rent without mortgaging their futures. Parents wonder whether they can afford to raise their children in the neighborhoods where they grew up. Small businesses struggle to remain open amid mounting costs and regulations. Across the city and the state, communities are not longing for the past, but rather, considering how New York can remain a viable and vibrant center of innovation for years to come.

Reversing this trajectory will not happen through a series of siloed solutions. Building the future of New York requires an investment in infrastructure and ideas to mobilize new supporters and leaders and change the conditions so that pragmatism prevails over populism in politics. The path forward demands a deliberate work to mobilize a new generation committed to outcomes over outrage, evidence over ideology, and long-term prosperity over short-term political wins. This endeavor can shape how decisions are made, how capital is deployed, and how public trust is rebuilt, but it will require a concerted effort to:

MOBILIZE A MOVEMENT OF BUILDERS.

Create content, cultivate community, and catalyze capital to champion projects, policies, and politics.

ADVANCE AN AGENDA FOR ECONOMIC GROWTH.

Promote priorities to address affordability, expand economic opportunity, and improve government.

This movement must use compelling media to educate supporters and cultivate consistent engagement beyond political campaigns to advocate for bold, pragmatic policies.

Promoting these priorities requires combining rigorous policy development with strategic communications, grassroots organizing with high-level coalition-building, and immediate victories with long-term vision and transformation.

This endeavor will also depend on cross-sector collaboration. Leaders in government, business, and civil society must collaborate to reduce excessive regulations, promote forward-thinking investments, and cultivate an environment that prioritizes proactive policy over reactive responses.

To guide this effort, The Future Forum proposes a set of priorities for the next three years to remove obstacles to progress, spur economic growth, and secure better results:

- + **Address affordability by investing in housing, energy, and infrastructure.** This requires embracing community-based climate interventions, identifying areas for upzoning around mass transit, scaling retrofits to reduce energy costs and emissions, and investing in renewable energy and technology infrastructure.
- + **Expand economic opportunity by improving education and workforce development.** This includes reallocating education spending to high-impact programs, backing proven reforms and innovations in K-12 and higher education, and advancing new financing models to scale workforce development.
- + **Improve government by increasing civic engagement, state capacity, and efficiency.** This entails investing in professional development for city and state employees, encouraging civic participation through education about the public sector, and supporting reforms to improve voter turnout.

New York has always been a city of builders — not just of cathedrals and skyscrapers, but of culture and community, of economic opportunity and upward mobility, of commercial and political ideas that reshaped industries and institutions far beyond its borders. At its best, the city and state have served as proving grounds where ambition met execution, where public and private sectors aligned, and where progress was defined not by rhetoric, but by results.

Today, the question is not whether New York still has the raw materials to build again. It does. The talent remains. The capital exists. The ideas are abundant. What has been missing is the civic scaffolding that connects and aligns people, resources, and political will around shared goals and sustained action. Without it, even the strongest structures crack under the weight of complexity, fragmentation, mistrust, and political expediency.

This blueprint offers a vision for rebuilding that central infrastructure. Like any significant endeavor, it recognizes that durable progress is built in phases by laying strong foundations, reinforcing load-bearing institutions, and ensuring that investments deliver measurable returns for the people who live and work here. And it asserts that the future must not be determined by those who shout the loudest or promise the most, but by those willing to do the unglamorous work of planning, coordinating, and building across sectors, across ideologies, across elections, and across generations.

The dream of New York is not a relic of the past. It is a vision that is still under construction, waiting for the next generation of builders to pick up the tools, restore the foundations, and lift it higher than before. If New York can rediscover its roots grounded in pragmatism, competence, and confidence in the future, it can once again become a place where growth expands opportunity, innovation lowers living costs, and government delivers at the scale the moment demands.



MOBILIZE A MOVEMENT OF BUILDERS

Create content, cultivate community, and catalyze capital to champion projects, policies, and politics.

MOBILIZE A MOVEMENT OF BUILDERS

New York, along with cities and states across the country, is entering a period of profound political realignment. Traditional ideological labels are losing their hold with more voters identifying as politically independent. Meanwhile, the future is being lost to the fringes as organized factions on both the right and the left are rapidly filling the vacuum, especially among young voters disenchanted with the political establishment and their generation's economic prospects. The result is a growing sense of alienation and discontent among younger voters and working professionals who do not see themselves represented by either party.

Recent surveys underscore the scale of this shift. According to Gallup, 45% of Americans now identify as Independents, the highest level ever recorded. Among younger generations, the trend is even more pronounced: 54% of Millennials and 56% of Gen Z identify as Independents, rejecting both major parties not out of apathy or political disengagement, but out of frustration.

Their disapproval is driven by lived experience. Young Americans are experiencing historically high housing costs, mounting student debt, fiscal and political instability, climate risks, rapid technological changes,

13%

Of 18-29 year olds say the country is headed in the right direction

62%

Have a favorable view of socialism

43%

Of 18-29 year olds are struggling to get by financially

30%

Believe they will be more prosperous than their parents

Sources: Harvard Youth Poll, Cato Institute / YouGov Survey

and bleak career prospects. In the most recent Harvard Youth Poll, only 13% of voters aged 18–29 believe the country is headed in the right direction. Nearly half say they are struggling financially, only 30% think they will be better off than their parents, and 59% view artificial intelligence as a threat to their job opportunities.

Disillusionment with their prospects for the future has translated into skepticism with broader economic systems and political institutions. In a March 2025 national survey conducted by Cato Institute and YouGov, 62% of Americans aged 18–29 reported a favorable view of socialism, and more than a third expressed favorable opinions of communism. A November 2025 survey by researchers at the University of Chicago found that 56% of Millennials and Gen Z hold unfavorable views of the Democratic Party, while 62% feel the same about the Republican Party. Among young voters, current systems are perceived as broken and incapable of delivering economic stability and progress.

This dissatisfaction does not point to a single ideological destination however. Instead, voters remain split on how to address these challenges. The recent Yale Youth Poll found 46% of voters want a return to basic stability, while another 46% want significant structural change. Only 4 percent believe no real changes are needed.

Younger generations are searching for systems that work, leaders who deliver results, and institutions capable of adapting to rapid economic and technological change. The even split between voters seeking basic stability versus radical reform underscores a central opportunity: there is a broad, underorganized constituency that is open to pragmatic solutions but unconvinced that existing political coalitions can deliver them.

This is the space where a new movement can emerge, grounded in evidence, focused on outcomes, and capable of translating frustration into constructive engagement.

THE LEFTWARD SHIFT IN NEW YORK CITY

When considering a recent example, it is important to note that the leftward shift among younger voters in New York City did not emerge overnight. It reflects years of disciplined organizing, media engagement, and narrative clarity by ideological groups like the Democratic Socialists of America and the Working Families Party. These organizations have dominated an increasingly polarized political discourse, while centrist coalitions remain fragmented, underfunded, uninspired, and weak. As a result, debates are now often framed as stark binary choices — government versus business, growth versus equity, safety versus justice, and landlords versus tenants — centered on scarcity rather than nuanced discussions seeking balanced growth.

In the June 2025 Democratic mayoral primary in New York City, voters under 30 nearly doubled their turnout from 2021, rising from roughly 105,000 to 190,000. For the first time in recent history, voters under 39 became the largest voting bloc. In the general election in November, the youth vote overwhelmingly went to Mayor Mamdani, with nearly four out of five voters aged 18-29 casting their votes for him, and two-thirds of those aged 30-44 doing the same. College graduates also voted overwhelmingly for Mamdani.

Without a strong candidate and a well-organized alternative, the adept use of media and mobilization by an upstart candidate on the left defeated the establishment despite opposition from New York's major newspapers, unions, and business leaders.

But most voters in the city and across the state are not on the ideological extremes. There is consistent public support for centrist policy positions and cross-sector collaboration on housing, public safety, education, fiscal responsibility, and economic growth.

The lesson from the mayoral election is not that New York has moved irrevocably in one ideological direction, but that organization, narrative, and infrastructure matter. A credible alternative must be able to work constructively with the new administration in City Hall, collaborating on shared objectives when aligned, pushing back thoughtfully when there are differences, and advancing a pragmatic, growth-oriented agenda for both the city and the state.

THE BUILDING BLOCKS OF THE MOVEMENT

Promoting a vision for New York’s future requires a durable movement that can sustain itself beyond election sprints, shape public understanding, and support leaders committed to delivering results. Building the movement requires an investment in ideas and infrastructure to mobilize voters, back new leaders and priorities, and change the conditions so that pragmatism prevails over populism in politics. The effort must also cultivate cross-sector coalitions, use engaging media to explore the nuance of arguments, advance bold and practical policies, and build the political will needed to chart a new course for the future.

The Future Forum is well-positioned to lead this endeavor. The organization launched in May 2025 with a series of events that connected entrepreneurs and executives with business and civic leaders. Through these convenings and with a regular publishing cadence of ideas and insights on key issue areas, The Future Forum built a founding community of members who are actively engaged in developing and championing the solutions outlined in this blueprint. Now, the organization must scale these efforts by leveraging compelling content to grow the community and catalyze the capital needed to support projects, policies, and politics.



2025 EVENTS

To build the community after launching in May 2025, The Future Forum hosted a series of events with business and civic leaders. More than 600 people signed up to attend conversations ranging from the future of talent to how to build more housing in New York.



Left: Kathy Wylde, then Partnership for New York City President & CEO, shared insights on The Future of New York City the morning after the June 2025 Mayoral Primary.



Above: Leaders from Blackstone, Pursuit, Opportunity AI and Tech:NYC discussed the future of talent and workforce.



Above: Ahmed Tigani, then Acting HPD Commissioner and now Dept. of Buildings Commissioner, joined real estate leaders to discuss the future of housing.



Left: Investor, philanthropist, and author Bradley Tusk outlined how mobile voting can increase turnout and civic engagement.





Left: Breakfast with New York City Council Member Virginia Maloney.

Right: Conversation with New York Times climate and business reporter David Gelles.



Right: Conversation with *The Free Press* reporter Olivia Reingold on the NYC mayoral race.



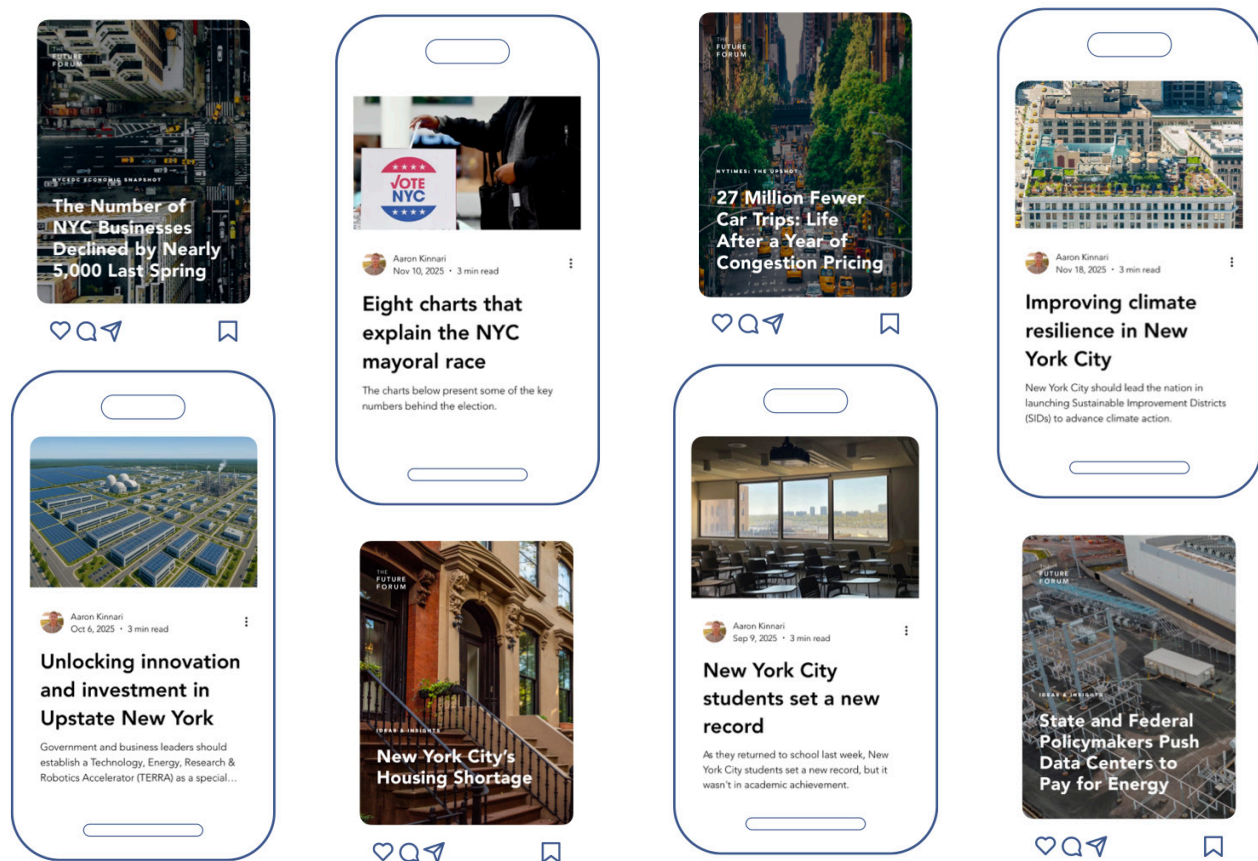
Left: Discussion on the future of community.



CONTENT AS THE ENGINE FOR EDUCATION AND ENGAGEMENT

The Future Forum uses accessible, informative, and intellectually honest media to explore the nuance behind complex problems, from housing to energy, workforce development to government performance. Distributed across digital channels, in-person events, and paid media campaigns, this content seeks to reject ideological shorthand in favor of evidence-based arguments, and marshal a community of educated and engaged champions who can advocate for practical solutions.

Supporters and members receive regular emails contextualizing core issues. These essays and explainers are amplified across social media channels and shared with thought leaders across the city. Over time, this effort builds brand and institutional trust, shared language and knowledge, and a sense of collective purpose. This media also serves as a low-barrier on-ramp for independents who may be skeptical of politics but eager to engage with ideas, data, and real-world solutions.



COMMUNITY AT THE CORE OF THE MISSION

Fundamentally, The Future Forum is a membership-based organization. The community delivers value to members by connecting emerging leaders with like-minded peers and generates the political power and resources necessary to move ambition into action. The community is organized into three tiers, each with deepening levels of engagement:

- + **Subscribers constitute the broad base.** Primarily younger audiences, including Millennials and Gen Z, subscribers receive regular educational content via email and social media and are encouraged to participate in issue-based advocacy and civic engagement.
- + **Supporters fund educational and growth efforts.** Supporters receive invitations to larger public events with business and civic leaders and play a critical role in sustaining the enterprise’s content and growth efforts with their \$15 monthly donation.
- + **Members invest in core operations and help shape priorities.** Largely Millennial and Gen-X business leaders, members engage in regular programming, intimate discussions, and strategic planning. Members help develop and advance priorities by participating in issue-oriented task forces, and their dues of \$200 per month or \$2,000 per year funds the organization’s core operations. In the future, The Future Forum might also consider institutional membership for mission-aligned corporate and philanthropic partners.

TARGETS FOR COMMUNITY GROWTH	2026	2027	2028
BY END OF EACH YEAR	100,000 Subscribers	250,000 Subscribers	500,000 Subscribers
	8,000 Supporters	15,000 Supporters	30,000 Supporters
	250 Members	500 Members	1,000 Members

CAPITAL TO ADVANCE CRITICAL PRIORITIES

Members and supporters contribute more than financial support — they offer social, intellectual, and financial capital that helps advance projects, policies, and long-term institution-building. This includes connecting priority projects to diverse funding sources, ranging from corporate and philanthropic partners to aligned investors, helping to ensure promising ideas have the resources needed to move from concept to implementation.

Looking ahead, The Future Forum will also consider creating a broader political operation to back city and state candidates aligned with its mission and policy agenda. By engaging in New York's public campaign finance matching system, members and supporters can significantly amplify their individual contributions, helping results-oriented candidates compete more effectively without relying on traditional party donor networks or special interest groups.

CROSS-SECTOR LEADERS COMMITTED TO THE FUTURE

The Future Forum seeks to ensure that New York's future is not shaped solely by the loudest or most ideologically rigid voices, but by a broad coalition of independent, reform-minded builders committed to making the city and state work better. Achieving this goal requires reframing civic engagement for working professionals and business leaders not as partisan political activity, but as institution-building critical for advancing economic growth and opportunity in New York.

By convening cross-sector leaders from business, government, and civil society, The Future Forum offers a platform that fosters collaboration on shared challenges beyond ideological divides. This includes backing smart solutions and results-oriented leaders and investing in the systems that enable New York to deliver. Crucially, this engagement occurs outside campaign cycles, allowing longer time horizons, trust-building, and intellectual honesty.

To be successful, this movement must get big, fast. It must also be credible, durable, and grounded in reality. By investing in media, engagement, and cross-sector infrastructure, The Future Forum can help promote pragmatic governance, mobilize the next generation of supporters, and chart a new course beyond the old political spectrum. If pursued with discipline and ambition, the endeavor can reshape the civic trajectory of New York and the nation for decades to come.



ADVANCE AN AGENDA FOR ECONOMIC GROWTH

Promote priorities to address affordability, expand economic opportunity, and improve government.

ADVANCE AN AGENDA FOR ECONOMIC GROWTH

From finance and media to technology, life sciences, and culture, New York has long served as a global center for innovation and opportunity. Today, however, that history is under growing strain for the future. High housing and energy costs, uneven educational outcomes, workforce dislocation, aging infrastructure, and declining trust in government effectiveness all threaten New York's competitiveness and its ability to deliver broad-based economic prosperity.

Sustaining New York as a vibrant and viable center for innovation requires a new growth agenda that recognizes that affordability, economic dynamism, and effective governance are inseparable. Just as importantly, it requires a renewed commitment to ensuring that public and private sector investments deliver measurable results.

The proposed solutions are organized around three reinforcing pillars: The Future of the Built Environment, The Future of Education & Employment, and The Future of Democracy & Government. Together, these priorities reflect a belief that economic growth must be deliberately shaped by aligning investment, policy, and institutional capacity to drive innovation, lower costs, and expand opportunity.

THE FUTURE OF THE BUILT ENVIRONMENT focuses on affordability, sustainability, and physical infrastructure. New York’s housing shortage, rising energy costs, climate risks, and aging infrastructure are not isolated problems. Instead, they compound, raising costs and directly affecting the state’s ability to attract and retain talent and businesses. This agenda emphasizes coordinated investment in housing near mass transit, large-scale retrofits to cut emissions and energy bills, neighborhood-level climate action through Sustainable Improvement Districts, and strategic economic development of the Technology, Energy, Research, and Robotics Accelerator in Upstate New York. The common thread is integration: aligning permitting reform, financial incentives and investments, and industrial policy so that development lowers costs, strengthens resilience, and delivers benefits.

THE FUTURE OF EDUCATION & EMPLOYMENT addresses New York’s most important long-term asset: its people. As artificial intelligence and automation reshape work, economic success will depend on whether education and workforce systems can adapt quickly and equitably. Despite record spending, outcomes in K–12 education remain uneven and behind other states, and too many New Yorkers lack clear pathways into good-paying jobs. This agenda calls for a sharper focus on outcomes, redirecting resources toward proven interventions such as early childhood education, high-impact tutoring, career and technical education, and modular higher education pathways. It also emphasizes scaling workforce development and lifelong learning through new financing models that tie investment to employment and wage gains. The goal is not simply more spending, but smarter deployment of resources that demonstrably improve skills, mobility, and productivity.

THE FUTURE OF DEMOCRACY & GOVERNMENT recognizes that sustained economic growth depends on capable, trusted public institutions. Low voter participation, outdated civic systems, and opaque government processes undermine legitimacy and weaken the city’s and state’s ability to execute complex reforms. This agenda advances practical, pro-democracy reforms to expand participation, modernize voting, and engage employers and communities in civic life. It also prioritizes strengthening state and local capacity through investments in public-sector talent, technology, and change management, including innovation fellowships and civic education platforms that make government more effective, transparent, and accessible. The emphasis is on regaining trust by improving performance and demonstrating the government’s ability to deliver.

These priorities represent the foundation of The Future Forum’s work over the next three years, not a comprehensive catalog of every policy and social challenge facing New York. It intentionally blends ideas that are immediately actionable — where alignment, capacity, and evidence already exist, but where additional leverage or political will is needed to advance progress — with greater efforts that will require sustained coalition-building, investment, and public leadership to realize over time.

While the agenda does not explicitly encompass every major issue in today’s policy debate, it is not indifferent to them. On issues such as child care or affordable housing development, where goals align and where The Future Forum can add value, the organization will be a supportive partner. Where gaps remain, or where the organization may differ on remedies and approaches, The Future Forum will look for opportunities to advance the dialogue, elevate evidence, and contribute constructively to solutions.

This is fundamentally a living framework, designed to evolve as conditions change, new ideas emerge, and New York’s next chapter of growth takes shape.

Taken together, this agenda reflects a clear thesis: New York’s next era of growth will be defined less by how much it spends, and more by how well it invests and delivers. By aligning capital, policy, and institutions around clear targets to lower costs, boost productivity, expand opportunities, and build a more responsive government, New York can reinforce its role and future as a global center of innovation while ensuring that economic growth is durable, inclusive, and widely shared.



THE FUTURE OF THE BUILT ENVIRONMENT

ADDRESS AFFORDABILITY BY INVESTING IN HOUSING, ENERGY, AND INFRASTRUCTURE.

The Future of the Built Environment will shape how people live, work, and move in cities, which will be home to about 60% of the world's population by 2030. While cities remain engines of economic growth and innovation, they are also under increasing strain from housing shortages, climate change, aging infrastructure, and tightening public sector finances.

In New York City, these pressures are already visible. Median rents have climbed to nearly \$4,000, and almost half of residents are housing cost-burdened. To meet demand and bring down costs, the city must add 500,000–800,000 new homes over the next decade. At the same time, energy costs are rising while additional electricity demand is straining outdated grids. State and local targets for renewable energy deployment and reductions in building emissions will be missed in the near term and require significantly more investment to be achievable.

Coordination among government, business, and civil society is necessary to scale investments in housing, decarbonization, and technology infrastructure. From constructing affordable, resilient housing near mass transit to scaling renewable energy alongside data centers and research facilities, leaders must pursue integrated solutions that align growth with economic and environmental sustainability.

Launch Sustainable Improvement Districts (SIDs) in New York City to embrace community-based climate action.

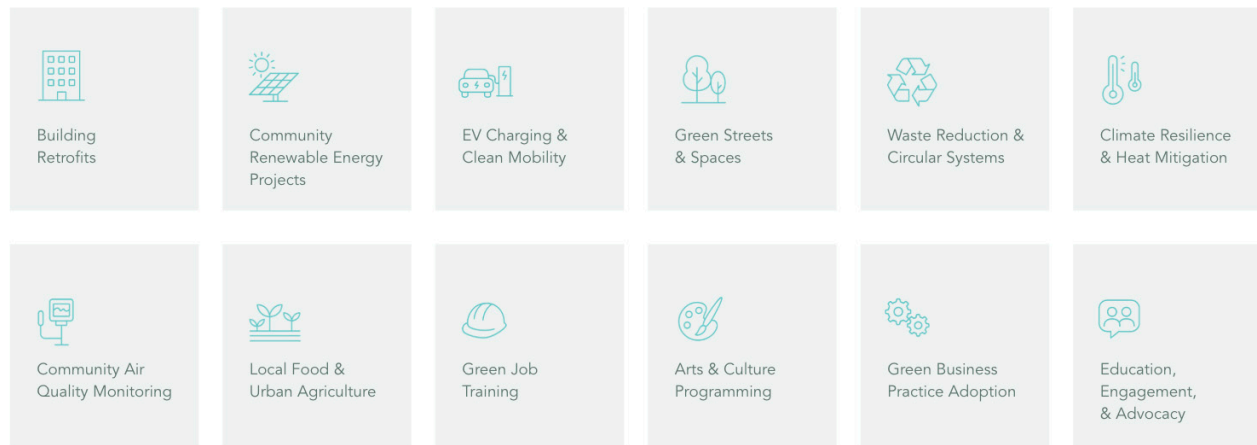
Communities across New York City are already feeling the impacts of a rapidly changing climate. Record-breaking heat waves now push temperatures into dangerous territory, while floods that previously occurred once in a generation arrive with increasing regularity. Meanwhile, rising energy costs and aging infrastructure are placing additional financial strains on families and small businesses. Climate change is no longer a distant threat, but rather, a daily cost and challenge for New Yorkers.

The city and state have responded with some of the most ambitious climate goals in the nation, including a target of 70 percent renewable electricity by 2030 and deep emissions cuts across buildings and transportation. However, achieving these goals will not be possible solely through top-down mandates. Success depends on action at the local level — block by block, building by building — supported by trusted leadership, consistent coordination, and the ability to secure and deploy resources where they can have the most significant impact.

The city already has a proven model for neighborhood-scale organization and improvement. For decades, Business Improvement Districts (BIDs) have helped make commercial corridors cleaner, safer, and more vibrant. A similar approach can be adapted to meet the challenges of climate change. New York should lead the nation in launching Sustainable Improvement Districts (SIDs) that incorporate local priorities and actions to advance sustainability, adaptation, and public health outcomes.

SIDs will be locally led, community-driven entities uniting residents, small businesses, property owners, schools, cultural and faith institutions, and sustainability experts. Each district will develop a tailored sustainability plan focusing on a defined set of priorities that reflect the specific needs of the neighborhood, such as retrofits, clean mobility, flood protection, urban cooling, waste reduction, or green job training. This flexibility allows SIDs to address climate risks and cost burdens in practical, visible, and locally relevant ways.

SUSTAINABLE IMPROVEMENT DISTRICT INTERVENTIONS



By organizing neighborhoods into capable, accountable units, Sustainable Improvement Districts would also be ideal partners for state and federal programs and funding, ensuring that large-scale investments translate into tangible, on-the-ground outcomes. New York’s strength has always been its diverse, highly engaged neighborhoods. SIDs offer a way to harness that power to reduce costs, accelerate climate action, and improve quality of life across the city.

The Future Forum will act as a central support hub servicing multiple SIDs. The organization will provide shared services to reduce administrative burden, including program design, fundraising, legal templates, vendor vetting, and technical expertise. The organization will also facilitate cross-SID learning and reporting, and amplify successes through storytelling, convenings, and advocacy.

The organization will establish two pilot SIDs in 2026, each with local boards, governance, members, and district-level sustainability plans, including selected interventions. In 2027, the effort will expand to five active SIDs staffed by two district managers, with established data dashboards to track emissions, heat, air quality, and cost savings from interventions. In 2028, the team will scale to ten SIDs featuring strong community leadership that can influence city and state policy and funding and position SIDs as a permanent civic infrastructure supporting NYC’s 2030 and 2050 climate goals.

Scale C-PACE programs to invest in retrofits, reduce energy costs and building emissions, and create jobs.

Buildings produce roughly two-thirds of New York City's greenhouse gas emissions, making them the single most significant driver of the city's climate footprint. In response, the city passed Local Law 97 in 2019, which sets increasingly strict emissions limits for large buildings and imposes penalties for noncompliance.

While the mandate to cut emissions is clear, the pathway to compliance is deeply constrained. Emissions are not declining fast enough, and many property owners — particularly those with older, rent-regulated, nonprofit, and mid-sized multifamily properties — cannot afford the upfront capital required for major retrofits. Without intervention, as many as three-quarters of covered buildings could be out of compliance by 2034.

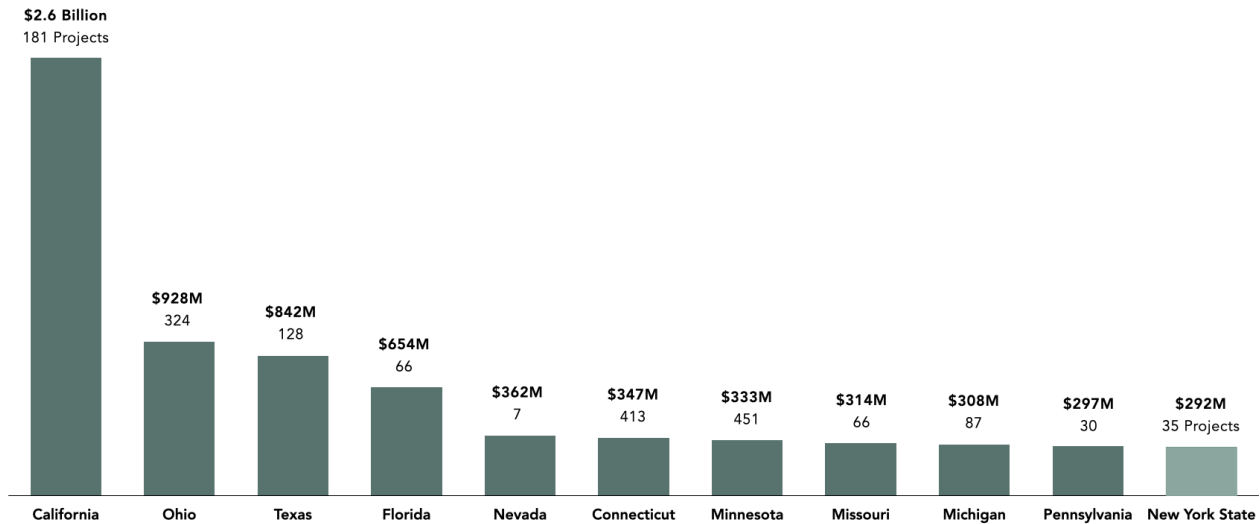
A powerful solution already exists but remains dramatically underused in New York. Commercial Property Assessed Clean Energy (C-PACE) enables property owners to finance energy-efficiency and electrification upgrades through long-term, fixed-rate financing repaid via a property tax assessment aligned with energy savings. The funding is attached to the building rather than the owner, requires little to no upfront capital, and is provided by private investors rather than public budgets. Historically, these projects have had very low default rates and can be enhanced with rebates, tax credits, and housing incentives to improve affordability.

C-PACE can fund exactly the kind of upgrades New York City needs to meet Local Law 97, including modern heat pumps, insulation, efficient hot water and ventilation systems, solar and storage, and smart controls. These investments cut emissions, lower operating and energy costs, improve indoor air quality, make buildings healthier and more resilient, and create jobs. Yet, despite being authorized years ago, New York has seen only a few dozen C-PACE projects statewide, totaling under \$300 million — an amount that is wildly insufficient when Local Law 97 compliance alone requires tens of billions of dollars in investment by 2030.

Scaling C-PACE must become a deliberate policy priority. The city should establish clear deployment targets linked to emissions reductions and cost savings, expand technical assistance through programs like the NYC Accelerator, and reduce transaction costs through standardized retrofit packages and streamlined permitting processes.

NEW YORK STATE LAGS ON C-PACE INVESTMENTS

C-PACE INVESTMENTS AND PROJECTS AS OF 2024



Source: C-PACE Alliance

The Future Forum can help advance this effort by convening property owners, lenders, labor, contractors, and policymakers to align around a shared C-PACE growth agenda, translating complex financing tools into clear, owner-focused guidance, creating a network of contractors to champion these projects, and elevating real-world case studies that show how retrofits can cut carbon and cut costs. By serving as a neutral platform for coordination and accountability, The Future Forum can help turn an underused financing tool into a cornerstone of New York's climate and affordability strategy.

In 2026, The Future Forum will convene building owners and operators to better understand barriers to adoption and meet with city government stakeholders, including the Department of Buildings and the Mayor's Office of Climate and Environmental Justice. In 2027, the organization will publish a comprehensive framework for scaling C-PACE adoption in New York by 2030, advocate for policy reforms to streamline project implementation, and launch a contractor coalition to champion projects. Efforts to scale adoption and launch new projects will continue into 2028, including potential public campaigns engaging stakeholders, as well as the publication of case studies on past successes.

Identify upzoning opportunities around mass transit where New York City can develop new housing.

New York City's housing shortage is being exacerbated by a fundamental mismatch between where housing is permitted and where existing infrastructure can support it. As rents soar and long commutes push families farther from jobs and services, large areas around subway stations remain significantly underbuilt. At the same time, opposition to new housing often rests on the argument that overcrowded streets and trains disrupt neighborhoods.

A shared, credible, and data-driven picture of where density can be added responsibly can help city leaders advocate for more homes near mass transit. This mapping can provide decision-makers and the general public with a parcel-level view of where zoning is misaligned with transit capacity, existing building patterns, and neighborhood conditions. Without that clarity, discussions about upzoning devolve into political debates rather than evidence-based approaches. A fact-based framework is needed to demonstrate that adding 25–50 percent more housing near mass transit is both feasible and beneficial, producing the most homes with the least strain on city infrastructure.

The Future Forum can fill this gap by translating complex housing, zoning, and transit data into precise public-facing analysis. The organization will develop a citywide heat map in 2026, identifying underbuilt areas near subway stations and combining it with a “propensity to grow” score that reflects real-world feasibility, including transit robustness, existing density, street width, renter share, and underutilized sites. This would be paired with focused station-area case studies that demonstrate unit potential under modest upzoning scenarios, as well as 3D massing and sun/shadow visuals that make growth more understandable and concrete. The clear dataset can help in 2027 to rally policymakers, advocates, the media, and community leaders around a shared evidence base, thereby generating public awareness and consensus on where upzoning opportunities exist and make the most sense. In 2028, the organization will identify additional areas across the city and state for new investment and development.

Advance the Technology, Energy, Research, and Robotics Accelerator (TERRA) in Upstate New York.

The explosive growth of artificial intelligence is driving an equally dramatic surge in demand for data centers and the energy required to power them. OpenAI has warned that future AI data centers could consume more electricity than entire major cities, while Deloitte projects U.S. data center power demand could grow more than thirtyfold by 2035. If left unmanaged, this growth will strain already fragile electric grids, increase energy costs for consumers, and jeopardize public and private sector climate commitments.

New York faces this challenge in particularly stark terms. The state is legally required to reach 70 percent renewable electricity by 2030, and 100 percent zero-emission power by 2040. Yet, current projections suggest it may struggle to hit even 50 percent renewables by the end of the decade, and lawmakers are considering amendments to the targets. At the same time, the deployment of clean energy and transmission upgrades is moving too slowly to accommodate a wave of new, energy-intensive AI infrastructure.

Without a coordinated strategy, New York risks falling behind economically and environmentally. The demand for additional data centers to remain competitive and the increased need for energy to power those centers present an opportunity to scale both responsibly. New York should leverage the state's deep industrial legacy, world-class universities, and binding renewable energy targets to advance a wave of innovation across several critical sectors in tandem.

Government and business leaders should establish a Technology, Energy, Research & Robotics Accelerator (TERRA) as a special economic zone in Upstate New York. In this region, state and local leaders would streamline permitting requirements to accelerate development and leverage financial incentives to stimulate private-sector investment. The TERRA zone would expedite construction and co-locating of AI data centers, renewable energy and smart-grid infrastructure, sustainable materials research and production, and advanced robotics manufacturing.

Critically, this strategy must include a serious role for nuclear power alongside renewables. Upstate New York already benefits from hydropower and nuclear plants such as Nine Mile Point and FitzPatrick, which provide reliable baseload electricity that intermittent renewables cannot. Developing additional nuclear capacity — a priority that Governor Hochul also stressed in her 2026 State of the State Address — can anchor a resilient, zero-emissions energy system, supporting the growth of AI. Combined with the region’s legacy industrial sites and research institutions, including the SUNY system, New York has a rare opportunity to compete with data-center hubs like Virginia and Texas on both cost and sustainability.

The Future Forum can convene energy providers, data center operators, labor, environmental groups, local communities, and state leaders to help align interests and surface next steps on investment and policy. A complete plan for TERRA outlining potential sites, partners, stakeholders, and economic benefits will be developed and published in 2026. The organization will also consider a public campaign to raise awareness and promote the adoption of nuclear power in New York. Members can advocate for state-level support, local permitting reform, and faster siting processes throughout 2027, working to secure a project site and commitments from business and policymakers to break ground on construction by 2028.

50 - 90%

Increase in New York’s electricity demand over the next two decades.

3X

Meeting demand will require power capacity to triple from 37 GW today to 100 GW by 2040.

5 GW

Target for new nuclear capacity in New York set by Governor Hochul.

Source: New York Independent System Operator



THE FUTURE OF EDUCATION & EMPLOYMENT

EXPAND ECONOMIC OPPORTUNITY BY IMPROVING EDUCATION AND WORKFORCE DEVELOPMENT.

As artificial intelligence and automation transform the workforce, The Future of Education & Employment will be even more interconnected, blurring traditional boundaries between academic pursuits and workforce development. To adequately equip students and lifelong learners, educational institutions at all levels will need to foster creativity, critical thinking, and emotional intelligence while providing opportunities for continuous reskilling and upskilling throughout academic and professional careers.

At a time when educational attainment is ever more critical for adaptability, only half of New York City students are proficient in math and reading. This is despite an investment of more than \$42,000 per student — double the national average and three times that of Florida, which has similar academic outcomes. Leaders must take a hard look at the NYC Department of Education's \$42 billion annual budget, identify areas where investments are not serving students effectively, and reallocate those funds to proven interventions, including early childhood education, tutoring, and additional support for high-need communities.

Higher education should adopt an industrial policy that offers more flexible, modular learning pathways, allowing students to accumulate credentials over time while working and training in areas with labor shortages. In workforce development, new financial models can significantly scale programs and ensure upfront costs do not deter participants. This approach can help democratize access to lifelong education, enhance social mobility, and usher in new economic opportunities for New Yorkers.

Target 2% savings in the NYC Department of Education budget and redirect resources to support early childhood education, high-impact tutors, and high-need communities.

New York City's Department of Education budget for the 2025-2026 school year is \$42.8 billion. The annual budget has continued to increase even as student enrollment has dropped. A proposed 2% in targeted cost savings represents an amount that is achievable with focused management, yet would yield significant resources of \$850 million annually to be redirected to interventions that reliably deliver results, especially for students and neighborhoods with the highest needs.

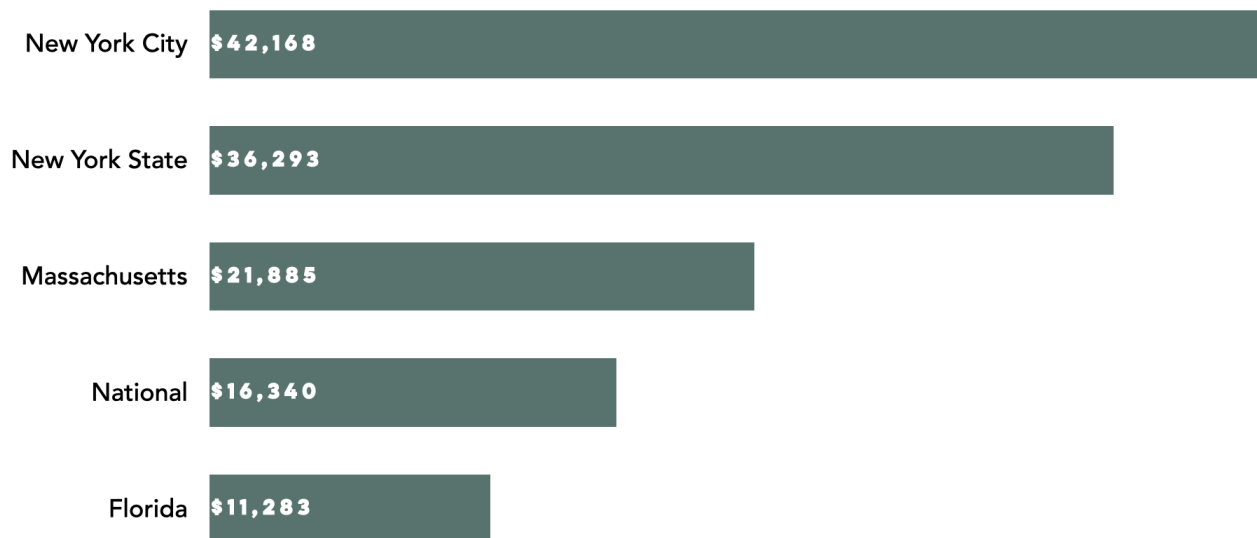
A practical approach to cost savings would combine procurement and contracting reforms, streamline central office administration, and right-size facilities and operations to reflect current enrollment levels. The \$850 million can be redirected to priorities for the new administration and proven interventions that deliver results, including:

- \$400 million to support childcare and early childhood development, including making 3K universal and the recent launch of 2-Care.
- \$300 million to be invested in hiring 6,000 high-impact, part-time tutors to serve 90,000 students in the bottom 10% of academic achievement, helping tackle learning loss, absenteeism, and educational gaps.
- \$60 million to fund the Community to Classroom initiative proposed by the new administration to prepare for teacher shortages under the new Class Size Mandate, helping subsidize training, certification, and the hiring of 5,000 new teachers.
- \$20 million to pilot AI, technology, and data-driven personalized learning across 30 schools.
- \$70 million for additional interventions, pilots, or future funding gaps.

The Future Forum can advance this effort by working with other policy and media partners to identify areas of bloat and opportunities for reallocating resources. The organization will work with partners in 2026 to publish an analysis on the DOE budget outlining areas for savings and use those findings to influence future budget decisions. This effort will continue into 2027 with a new coalition and public campaign in support of both the cost savings and potential impact of the new programs. The organization will work to secure major budget reforms and reallocations for the 2027-28 school year, and highlight cost savings and the impact of new programs in the following years.

ANNUAL SPENDING PER PUBLIC SCHOOL STUDENT

2024-25 SCHOOL YEAR



Champion reforms in K-12 and higher education, including high-performing public charter schools, vocational training, and innovative pilot programs.

Advancing and protecting reforms across K–12 and higher education requires a clear focus on outcomes and cross-sector champions who understand the connection between excellent education and economic dynamism. The Future Forum can support this effort by cultivating coalitions of supporters, especially within the business community, who can help protect and expand proven reforms, including high-performing public charter schools and vocational training.

High-quality public charter schools consistently deliver strong academic results, particularly for low-income families and students of color. These schools do so with two-thirds of the per-pupil funding of district schools. By raising or eliminating the current charter cap, the state can allow successful networks to meet the high demand in neighborhoods where traditional district schools are underperforming. This reform can be coupled with a push for increased collaboration between charter and district schools to share best practices and continued efforts to ensure public charter schools have fair access to facilities and funding.

In higher education, leadership should embrace an industrial policy that aligns programs and incentives with labor-market demand. New York faces persistent shortages in healthcare, skilled trades, and technical fields, even as many students struggle to see a clear economic return on their college investment. Expanding vocational and career and technical education (CTE) pathways, beginning in high school and continuing through community colleges, can help bridge this gap. Leaders across the state might consider expanding New York City's P-TECH schools. This six-year program allows high school students to graduate with both a high school diploma and an associate's degree at no cost. Schools partner directly with industry leaders to ensure the curriculum aligns with the skills required for immediate employment. Additional partnerships with SUNY and CUNY can also help students earn college credit while still in high school, thereby reducing overall cost burdens.

Scale workforce development and lifelong learning models, including new forms of financing for training and apprenticeships and support for the Good Jobs Guarantee Act in Albany.

Scaling workforce development and lifelong learning models is essential for New York to keep pace with a rapidly evolving economy and ensure that growth translates into broad-based opportunity. Too many workers are locked out of good jobs because they lack specific, aligned skills, while employers regularly struggle to fill open roles. The city and state should treat workforce development as core economic infrastructure, on par with transportation or housing, designed to support people at every stage of their careers.

A central pillar of this effort should be the expansion of new funding models for training and apprenticeships. New York should scale programs that incentivize employer-backed apprenticeships, pay-for-success training contracts, and outcome-based financing that ties investments to real employment and wage gains backed by impact bonds and income-sharing agreements. These approaches make it easier for workers to reskill without incurring unsustainable debt upfront or leaving the workforce entirely.

The Good Jobs Guarantee Act introduced in Albany in 2024 offers a promising approach to these challenges. The legislation aims to set clear standards for job quality, including fair wages, benefits, training, and worker protections. If passed, it would leverage public funding to unlock \$1 billion in private capital to support workforce development, helping to train 24,000 New Yorkers for good-paying jobs and generating \$6.5 billion in worker earnings and \$21 billion in economic output across the state. The legislation already has two dozen sponsors in the State Assembly and eight in the State Senate. The Future Forum can help secure its passage by building on this momentum with a coalition of business champions and public awareness campaigning in 2026, and advocating for its passage in 2027.



THE FUTURE OF DEMOCRACY & GOVERNMENT

IMPROVE GOVERNMENT BY INCREASING CIVIC ENGAGEMENT, STATE CAPACITY, AND EFFICIENCY.

The Future of Democracy & Government will be shaped by how effectively the public sector modernizes its institutions to regain trust, increase civic participation, and deliver better services. In New York, rising expectations for transparency, accessibility, and accountability necessitate bold reform and the adoption of new tools to strengthen democracy and enhance public sector performance.

Civic engagement remains low, with only a small fraction of eligible voters casting ballots in local elections. Closed primaries and outdated voting systems continue to exclude large swaths of the electorate. To reinvigorate democracy and encourage voter participation, New York should embrace reforms, including mobile voting and open primaries. Additionally, educational content can help demystify local and state government, promoting a deeper understanding and increased voter engagement.

At the same time, the state and city face mounting budget pressures and public dissatisfaction with service delivery — from construction permits to benefits processing to public transit. Investments in the professional development of public sector employees can help advance transformational management and the adoption of modern technologies, enabling government leaders to reduce costs, increase responsiveness, and improve outcomes.

Develop an Innovation Fellowship to advance change management and technology adoption with city employees.

City governments are facing an era of tightening budgets, increased need for services, and rapid technological advancements. Over the next several years, agencies will be tasked with achieving significant savings while improving the delivery of essential services. Meanwhile, technologies such as artificial intelligence, data analytics, and automation are reshaping how large companies and organizations advance productivity and operate efficiently.

To meet these challenges, city governments must invest in their most valuable asset: public sector employees. An Innovation Fellowship can prepare agency leaders and staff to be champions of innovation, equipped with intrapreneurship training and technology tools to modernize government and deliver better outcomes. This Fellowship will cultivate the skills, systems, and culture necessary to unlock innovation in city government.

The Government Innovation Fellowship will recruit city employees from 8-10 agencies for a nine-month training program. The cohort will comprise cross-functional and cross-tier leaders from each agency to drive meaningful and adoptable innovations in efficiency, automation, and user experience. Participants will learn to identify and validate opportunities, adopt new technologies, test prototypes, and advocate for their implementation.

At the end of the program, participating cities will have a network of trained intrapreneurial leaders across agencies, innovation pipelines for continuous improvement and data-driven decision-making, and operational efficiencies resulting from technology adoption, process redesign, and scalable pilot projects.

In 2026, The Future Forum will work in partnership with LUMAN to design the fellowship and launch a pilot with participants from 8-10 city agencies, either in New York City or 2-3 upstate cities. In 2027, the organization will continue the fellowship for a second year in additional cities and agencies and foster a network of city innovators sharing best practices and technology. In 2028, The Future Forum and LUMAN will run two fellowships concurrently, reaching 30+ agencies and 100+ participants across multiple cities in the first three years.

Create an educational content platform to increase civic engagement and understanding of city and state government.

Civic participation in New York is hindered by residents lacking a clear understanding of how government operates and impacts their daily lives. City and state budgets run into the tens of billions of dollars while agencies wield enormous authority over housing, schools, transportation, and public safety. Yet, the structures, processes, and people behind these decisions remain opaque to the public. When voters lack clear, accessible information, engagement narrows to moments of crisis, shallow debates, and low turnout elections, leading to policymaking that is more reactive, polarized, and vulnerable to misinformation.

An educational civic platform can close this gap by translating the complexity and importance of city and state government into clear, practical, and engaging content formats. Through character-led storytelling, the platform can outline how past decisions were made and implemented by the policymakers who led the charge. Audiences would learn who has authority over what, how money flows through budgets, and where and how residents can influence outcomes. Content would include short “Masterclass” style video vignettes with policymakers, explainer articles from experts, interactive charts, and case studies on fundamental policy reforms, such as how City of Yes or congestion pricing got passed, how zoning changes get approved, or why infrastructure projects take so long to develop.

By illustrating how policies unfold across neighborhoods and over time, the platform and content series can help residents connect their everyday experiences to the underlying systems that shape them. Over time, this approach fosters a more informed public that can engage earlier, ask informed questions, and hold institutions and decision-makers accountable in more constructive ways. This endeavor will help support The Future Forum’s mission to mobilize a new wave of engaged supporters, policy advocates, and public sector champions.

The Future Forum will develop and launch the platform in 2026 and distribute the media with core partners. The first series, focused on city governance, will amplify insights from civic leaders, researchers, and practitioners who rarely share a common audience. Additional features might include breakdowns of major legislative proposals under consideration and side-by-side comparisons of “what exists today” versus “what reform would change.” Content series in future years can explore additional elements of the city or state government.

Support reforms to improve voter turnout, including open primaries, same-day voter registration, employer engagement, and mobile voting pilots.

New York's persistently low voter turnout reflects structural barriers that discourage participation rather than a lack of civic interest. Closed primaries exclude over a million unaffiliated voters from the consequential primary elections, registration deadlines lock people out if they miss a narrow window, and Election Day voting remains misaligned with modern work and family schedules. The result is a democracy that underrepresents working people, weakening legitimacy, commitment, and public trust in government.

A package of practical reforms can improve participation without compromising election integrity. Open primaries would allow unaffiliated voters to participate in primary elections. Same-day voter registration would eliminate an arbitrary cutoff while maintaining safeguards through identity verification. Together, these reforms modernize access and ensure that eligibility, not timing or party registration, determines who can vote.

Beyond structural changes, participation rises when voting is made easier to fit into daily life. Employer engagement, such as paid time off to vote, flexible scheduling, and workplace voter education and registration, can help drive engagement, particularly for hourly and shift workers. Mobile voting piloted in Anchorage, Alaska, and other cities across the country can further reduce friction for voters. Bringing these pilots to New York can test how new approaches can securely scale voter engagement and turnout and boost civic engagement.

These reforms are pro-democracy, not partisan. States and cities that have adopted similar measures consistently see higher participation without increases in fraud. By expanding access while preserving standards, New York can better align its democratic processes with the realities of modern life and ensure decisions reflect a broader cross-section of the electorate.

The Future Forum can play a critical role in 2026 by engaging the business community as partners in championing these initiatives and reforms. By convening employers, business groups, labor leaders, and policymakers, The Future Forum can help normalize practices such as paid time off to vote, elevate the economic case for greater civic participation, and advocate for state and local policy reforms with a broad coalition of partners in the years ahead.



LAYING THE FOUNDATION
FOR THE FUTURE

LAYING THE FOUNDATION FOR THE FUTURE

New York does not lack blueprints, but it has lacked in recent history the political and civic infrastructure needed to turn ambition into action. The challenge is not to rediscover big ideas, but to rebuild the movement and courage to champion the future.

This blueprint outlines an agenda commensurate with that task. It is both ambitious and deliberately grounded. Like the great projects that once defined New York's ascent, it does not assume perfection at the outset. Instead, it embraces forward momentum and recognizes that lasting progress is rarely delivered all at once, but rather, through disciplined sequencing: laying foundations, defining frameworks, and reinforcing and scaling structures over time. The work ahead is not about delivering immediate victories or winning a single election cycle. It is about restoring New York's capacity to build economically, institutionally, and democratically.

The Future Forum's core strength is its understanding of this distinction. It is not a single campaign, think tank, or trade association. It is a diverse organization designed to connect ideas with people, people with capital, and capital with execution. By combining rigorous policy development with compelling media and durable community organizing with cross-sector coordination, The Future Forum operates as a central platform for civic progress.

Critically, this model is built for the long term. The Future Forum is an evergreen entity operating between political moments, when trust can be built, nuance can be explored, and pragmatic coalitions can form without the distortions of electoral urgency. Its membership structure creates a stable base of social, intellectual, and financial capital, enabling promising ideas to move from concept to pilot to scale. Its media platform educates and engages a new generation of New Yorkers who might be skeptical of politics but are hungry for solutions that work. Its convening power brings together cross-sector leaders who too often operate in parallel rather than in partnership.

The Future Forum's agenda is intentionally modular. Some initiatives are ready to be built now — retrofitting buildings, piloting Sustainable Improvement Districts, reallocating education spending toward proven interventions. Others require deeper excavation: modernizing civic institutions, reshaping workforce systems, or aligning energy, housing, and technology development for the next generation. This mix allows momentum to compound, credibility to grow, ambition to scale, and progress to be made.

The work ahead will not be linear. There will be delays, opposition, political maneuvering, and course corrections. But New York's history is a reminder that progress is not made due to the absence of obstacles, but the resilience to organize through them. When builders share a common purpose, and institutions reward outcomes over outrage, the skyline on the horizon changes.

The Future Forum exists to help make that alignment possible again. If pursued with discipline, openness, and resolve, this endeavor can help restore New York's confidence in its ability to deliver essentials people can afford, systems people can trust, and pathways people can rely on. Its success depends on an engaged movement of builders willing to do the hard work of laying foundations today for a future that stands the test of time and inspires action across the country and around the world.

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