

EMERGENT CITY

A FILM BY KELLY ANDERSON AND JAY ARTHUR STERREBERG



POV

DISCUSSION GUIDE



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Film Summary



Residents of Sunset Park, Brooklyn, face rising rents, a legacy of environmental racism, and the loss of the industrial jobs that once sustained their community. When a global developer purchases a massive industrial complex on the waterfront and lays plans for an “innovation district,” a battle erupts over the future of the neighborhood and of New York City itself.

Using This Guide

This guide is an invitation to dialogue. It is based on a belief in the power of human connection and is designed for people who want to use *Emergent City* to engage family, friends, classmates, colleagues, and communities. In contrast to initiatives that foster debates in which participants try to convince others that they are right, this document envisions conversations undertaken in a spirit of openness in which people try to understand one another and expand their thinking by sharing viewpoints and listening actively.

The discussion prompts are intentionally crafted to help a wide range of audiences think more deeply about the issues in the film. Rather than attempting to address them all, choose one or two that best meet your needs and interests. Be sure to leave time to consider taking action. Planning next steps can help people leave the room feeling energized and optimistic, even in instances when conversations have been difficult.

For more detailed event planning and facilitation tips, visit <https://communitynetwork.amdoc.org/>.

A NOTE TO FACILITATORS

Dear POV Community,

We are so glad you have chosen to facilitate a discussion inspired by the film *Emergent City*. Before you facilitate, please prepare yourself for the conversation, as this film invites you and your community to discuss experiences of working-class communities of color, gentrification, activism, mental and emotional health, and U.S. political landscapes. These conversations require learning truths about society, culture, and political motivations that typically have not been taught in schools. We urge you, as a facilitator, to take the necessary steps to ensure that you are prepared to guide a conversation that prioritizes the well-being and safety of Black and Brown communities, immigrants, and youth in your community. Importantly, this film shares experiences through a lens of joy and resilience, rather than focusing on trauma, and we hope this guide will aid you in conversations that expand understanding while maximizing care, critical curiosity, transformation, and connection.

Tips and Tools for Facilitators

Here are some supports to help you prepare for facilitating a conversation that inspires curiosity, connection, critical questions, recognition of difference, power, and possibility.

Share Community Agreements

Community Agreements: What Are They? Why Are They Useful?

Community agreements help provide a framework for engaging in dialogue that establishes a shared sense of intention ahead of participating in discussion. Community agreements can be co-constructed and created as an opening activity that your group completes collectively and collaboratively. [Here is a model](#) of community agreements you can review. As the facilitator, you can gauge how long your group should take to form these agreements or whether participants would be amenable to using pre-established community agreements.

If you choose to work with pre-existing agreements, consider using the [Jemez Principles for Democratic Organizing](#) with your community.

Opening Activity (Optional): Establishing Community Agreements for Discussion

Whether you are a group of people coming together once for this screening and discussion or a group whose members know each other well, creating a set of community agreements helps foster clear discussion in a manner that draws in and respects all participants, especially when tackling intimate or complex conversations around identity. These steps will help provide guidelines for the process:

- Pass around sample community agreements and take time to read aloud as a group to make sure all participants can both hear and read the text.
- Allow time for clarifying questions, make sure all participants understand the necessity for the agreements, and allow time to make sure everyone understands the agreements themselves.
- Go around in a circle and have every participant name an agreement they would like to include. Chart this in front of the room where all can see.
- Go around two to three times to give participants multiple chances to contribute and also to give a conclusive end to the process.
- Read the list aloud.
- Invite questions or revisions.
- Ask if all are satisfied with the list.

COMMON CONCEPTS & LANGUAGE

Classism

The systematic oppression of subordinated class groups to advantage and strengthen dominant class groups. It involves the differential treatment of individuals based on actual or perceived social class, assigning worth and ability accordingly. The result is drastic income and wealth inequality, sustained by policies and a culture that continuously privileges those with greater class power.

Climate Justice

A frontline-led movement to address the unequal burdens created by climate change by centering ancestral knowledge and targeting root causes such as white supremacy and patriarchy. Climate injustice is visible in disasters like Hurricane Katrina and Hurricane María, which devastated poor, Black, and Puerto Rican communities who bore little responsibility

for the conditions that made those disasters so deadly.

Colonialization

Refers to the invasion, dispossession, or subjugation of a people through military force or through agricultural, urban, or industrial encroachment on Indigenous lands. The long-term result is institutionalized inequality that benefits the colonizer at the expense of the colonized. Ongoing and legacy colonialism continue to shape power relations worldwide. White supremacy as a philosophy emerged largely to justify European colonial exploitation of the Global South, including the enslavement of African peoples and the extraction of resources from much of Asia and Latin America. It also enshrines cultural norms of Whiteness as desirable in both colonizing and colonizer nations.

Extraction of Land and Labor

The non-reciprocal exploitation of a community's resources—land and labor—for the profit of corporations, governments, or individuals, without the consent or agency of those doing the work or stewarding the land. Extraction of land and labor is ongoing in places like the Democratic Republic of the Congo, where the mining of rare earth minerals like cobalt and copper has led to forced evictions and widespread human rights abuses.

False Solutions

Responses to structural problems that fail to address root causes and instead mask or worsen them. Carbon capture is one example: while it promises to reduce greenhouse gases and preserve forests, it ultimately maintains dependence on fossil fuels, entrenches sacrifice zones where low-income communities and people of color endure toxic pollution, and limits community control over ancestral environments.

Gentrification

Gentrification is the deliberate effort to price low-to-middle income residents out of their neighborhoods by city governments, corporations, real estate developers, and landlords in favor of renting, selling, and catering to people of higher or more flexible incomes. Gentrification is understood as an intersectional issue, deeply connected to the ways in which race, class, gender, sexuality, gender identity, age,

ability, nation of origin, immigration status, physical and mental capacity shape individuals' experiences and communities' vulnerabilities.

A key distinction exists between the historic voluntary migration of working-and middle-class families from cities to the suburbs, and the current reality in which existing communities are involuntarily priced out, bought out, and forcibly displaced from their neighborhoods by corporate developers and private equity.

Institutional Oppression

The historical and ongoing systematic mistreatment of groups within institutional settings—such as the health care, educational, or mental health systems—and within particular industries or fields. It manifests in the day-to-day experience of the oppressed individuals when accessing those institutions. One exam-

ple is the “glass ceiling” within corporate America in which oppressed groups are blocked from advancement, resulting in underrepresentation in higher levels of management.

Oppression

The systemic, institutional, and interpersonal mistreatment and violence carried out against a group of people in order to exert control and power over their lives. No individual or group chooses to be oppressed, desires to be stigmatized, or brings upon themselves the violence that is persistently directed at their community. People face oppression simply because of who they are or who they have become, a reality that has historically motivated oppressed groups to wage struggles for political, social, and economic rights.

Personal Oppression

The day-to-day interpersonal discrimination and violence oppressed people face. Examples include racist, sexist, or anti-LGBTQ+ slurs in the workplace; speaking English in an exaggerated way to a Latine person; security guards surveilling young people in department stores; gender policing of trans, non-binary and gender non-conforming people; and female students or workers being made to constantly prove their intellect to male colleagues.

Racism

Racial and cultural prejudice and discrimination, supported intentionally or unintentionally by institutional power and authority, and used to the advantage of one race and the disadvantage of others.

Self-Determination

The right of an oppressed group or individual to decide the course of action for their own lives, including the freedom to choose

appropriate leadership, tactics, and strategies to challenge the oppressions they or their communities face.

Systemic Oppression

The oppression of people by a government through its laws, banks, courts, police, military, and other institutions. Examples include the colonization of countries, racism experienced by people of color, sexism against women, the oppression of LGBTQ+ people, the economic exploitation of poor and working people, and oppressions faced by people living with physical, mental, or emotional health conditions.

Participants

UPROSE

Founded in 1966, UPROSE is Brooklyn's oldest Latino community-based organization. Based in Sunset Park, it advances sustainability and resilience through intergenerational leadership, community organizing, education, youth and Indigenous leadership development, and cultural/artistic expression. UPROSE advocates for meaningful community engagement, participatory planning, and equitable, accountable development, positioning just urban policy—from transportation to open space—as central to climate justice and community resilience.

Elizabeth Yeampierre

Executive Director of UPROSE and a national environmental justice leader; a key community organizer advocating for climate justice and equitable planning.

Carlos Menchaca

Former New York City Council member representing Sunset Park; the first Mexican-American elected official in NYC and a central political decision-maker in the Industry City rezoning debate.

Renae Widdison

Director of land use and planning for Carlos Menchaca.

Marcela Mitaynes

Tenant organizers featured extensively in the film who later became a New York State Assembly member representing Sunset Park and nearby neighborhoods.

Ben Margolis

Executive Director of Southwest Brooklyn Industrial Development Corporation.

David Estrada

5th Avenue Business Improvement District.

Jesse Soloman

Southwest Brooklyn Industrial Development Corporation.

Brooklyn Community Board 7

(BKCB7) represents Sunset Park, Windsor Terrace, Greenwood Heights, and South Slope, with a 50-member board appointed by the Borough President. Key leadership includes Former Chairperson **César Zúñiga**.

Participants (cont.)

Antoinette Martinez

Member of *Protect Sunset Park* and Chair of the Housing Committee for Brooklyn Community Board 7; a local organizer engaging residents around land use and zoning.

Andrew Kimball

Former CEO of Industry City; represents the development side of the debate over rezoning and revitalization of the waterfront complex.

Friends of Sunset Park

Founded in 1989, Friends of Sunset Park is a neighborhood-based nonprofit organization committed to supporting the shared interests and well-being of Sunset Park residents. Led by dedicated volunteers, the group works to enhance quality of life in the community by addressing issues such as public safety, traffic and parking concerns, environmental impacts from nearby Santa Monica Airport, and the effects of local development. They also advocate for improved public spaces and partner with local schools to support strong educational opportunities for children.

Jamestown

Jamestown is a design-focused, vertically integrated real estate investment manager and service provider founded in 1983 and headquartered in Atlanta, Georgia, U.S. The company invests in, develops, and manages a broad mix of property types, including office, retail, residential, mixed-use, and grocery-anchored centers.

NYC Planning Commission

A 13-member body established in 1936 that shapes the city's growth, land use, and zoning regulations. It reviews, holds public hearings on, and votes on land-use applications, including zoning changes and development proposals, to promote housing, economic opportunity, inclusivity, and sustainability.

Industry City

Industry City is a 35-acre, 6 million-square-foot creative, manufacturing, and "innovation" hub located on the waterfront in Sunset Park, Brooklyn, NY. Formerly known as Bush Terminal, it has been transformed into a bustling campus featuring 16 historic buildings that house over 650 companies across industries like design, media, technology, and food.

Participants (cont.)

Superstorm Sandy

Superstorm Sandy (October 2012) was a massive hurricane-strength storm that struck the Caribbean and the U.S. East Coast, especially New York and New Jersey, causing over 230 deaths, widespread flooding, and damage. It merged with a cold front, making it unusually large and destructive, earning the nickname “Superstorm.”

Brooklyn Borough President (Eric Adams)

An elected official in New York City who represents one of the city’s five boroughs— Manhattan, Brooklyn, Queens, The Bronx, or Staten Island. They advocate for their borough’s needs, advise on land use and development, appoint members to community boards, and help guide funding for local projects.

Key Issues

Emergent City is an excellent tool for outreach and will be of special interest to people who want to explore the following topics:

- Community-Based Urban Planning
- Community Organizing
- Classism
- Climate Adaptation
- Colonization
- Displacement
- Environmental Racism
- False solutions
- Frontline Communities
- Gentrification
- Green Reindustrialization
- Industrial Rezoning
- Intersectionality of Power
- Land Use
- Service Economy
- Social Cohesion
- Speculative Real Estate
- Waterfront property

Background Information

The Deindustrialization of Urban Economies

New York City's history of deindustrialization, specifically along Brooklyn's waterfront, is a key factor in the framing of *Emergent City*. In the late nineteenth to early twentieth centuries, neighborhoods like Sunset Park developed into industrial sites that were tied to maritime trade, manufacturing, and distribution. By the early 1900s, manufacturing had become a central pillar of the city's economy, employing hundreds of thousands of workers and shaping the social fabric and cohesion of working-class neighborhoods. The construction of Bush Terminal and the expansion of port infrastructure created thousands of jobs and attracted diverse immigrant communities seeking stable employment and an opportunity to build a foundation in Sunset Park.

However, the mid- to late twentieth century ushered in a new era of globalization, automation, and suburbanization. Manufacturing jobs in New York began to dwindle, and by the 1990s, the city had lost over 700,000 manufacturing jobs, fundamentally restructuring neighborhoods like Sunset Park. The process of deindustrialization disproportionately impacted communities of color and immigrant workers, who relied on these industries for economic stability. In *Emergent City*, this transformation is reflected in the tension between past industrial identities and emerging economic futures. The film's focus on redevelopment and land use highlights how former industrial zones are now sites of contestation, where competing visions—industrial preservation, luxury development, and a “just” economy—collide. Understanding this history reveals that current conflicts are not new, but rather the continuation of decades-long shifts in urban political economy.

The GRID 2.0 Plan, prepared by Integrated Urban Equity Solutions for UPROSE, proposes a community-driven framework designed to root a just transition in Sunset Park. The plan introduces 28 objectives to guide development over the next decade, focusing on integrating climate adaptation, workforce development, industrial preservation, and economic equity while protecting working-class residents from displacement.

Gentrification and Displacement in Sunset Park

Gentrification in Sunset Park is one of the most visible manifestations of urban restructuring, building directly on the economic restructuring caused by deindustrialization. Historically a working-class, immigrant neighborhood with strong Latinx and Asian communities, Sunset Park has increasingly become a target for real estate speculation and redevelopment.

Dianisbeth Acquie’s article “Sunset Park is Not for Sale” examines the impact of gentrification and rezoning in Sunset Park, Brooklyn, while also focusing on the proposed redevelopment of Industry City. Acquie notes that median incomes remain relatively low, and poverty rates exceed city averages, making residents particularly vulnerable to displacement pressures.

During the proposed rezoning of Industry City, developers wanted to transform the area into a mixed-use commercial and retail hub, arguing that it would create jobs and revitalize the neighborhood. However, community members and activists argued that such development would accelerate gentrification, raise rents, and displace long-standing residents and small businesses. This debate shows that gentrification is not simply a demographic shift but a contested political process involving zoning laws, corporate interests, and community resistance.

The film expands on these tensions by documenting the lived experiences of residents navigating these changes. It challenges common misconceptions that gentrification is inevitable or universally beneficial. Instead, it shows how development often prioritizes profit over community stability, disproportionately impacting immigrant and working-class populations. By situating these struggles within broader urban trends, *Emergent City* underscores the systemic nature of displacement in cities like New York.

Environmental Racism and Climate Vulnerability

Environmental inequality is a central theme in both the film and the lived reality of Sunset Park residents. The article “Reimagining ‘justice’ in environmental justice” reexamines the environmental justice movement by linking it to the Black Radical Tradition, decolonial theory, and urban political ecology. Industrial waterfront neighborhoods have historically been sites where polluting infrastructure and hazardous facilities are concentrated.

Pulido and De Lara argue that these patterns are not accidental but are deeply tied to what scholars describe as “racial capitalism,” where economic development systematically exploits marginalized communities and environments. As a result, low-income communities of color face disproportionate exposure to environmental hazards. Climate change has intensified these inequalities. Waterfront areas like Sunset Park are particularly vulnerable to flooding, storm surges, and sea level rise, as demonstrated by events such as Hurricane Sandy. Research shows that industrial waterfront zones often contain toxic facilities, increasing the risk of contamination during extreme weather events. These risks disproportionately affect nearby residents, many of whom lack the resources to recover from environmental disasters. The journal article *Building Climate Justice and Reducing Industrial Waterfront Vulnerability* focuses on the concept of climate justice in industrial waterfront communities like Sunset Park. It argues that low-income communities of color are disproportionately vulnerable to climate change, particularly due to their proximity to polluting infrastructure and flood-prone areas. Events like Hurricane Sandy revealed how existing social and economic inequalities are intensified during environmental disasters. Importantly, environmental justice movements have reframed these issues as matters of systemic inequality rather than isolated environmental problems. The scholars emphasize that frontline communities must play a central role in shaping climate resilience strategies, challenging top-down approaches that ignore social and racial dimensions. *Emergent City* reflects this perspective by highlighting how environmental concerns intersect with housing, labor, and public health, offering a more holistic understanding of climate vulnerability.

Local Democracy, Power, and Community Resistance

At the heart of *Emergent City* is a story about power—who has it, how it is exercised, and how communities resist its concentration. Grassroots organizing in Sunset Park has played a critical role in shaping local development outcomes, particularly in opposition to projects like the Industry City rezoning. Organizations such as UPROSE and other community groups have mobilized residents to demand greater accountability, equitable development, and environmental justice.

These movements draw on broader traditions of democratic organizing and coalition-building. The “Jemez Principles for Democratic Organizing,” developed in 1996, emphasize inclusivity, bottom-up leadership, and solidarity across communities (Jemez Principles). These principles are reflected in the organizing strategies seen in Sunset Park, where activists prioritize community voices, participatory decision-making, and collective action. Such approaches challenge traditional top-down governance models, advocating instead for more equitable and inclusive forms of urban planning.

The successful opposition to the Industry City rezoning demonstrates the power of community resistance. While developers and political leaders often frame large-scale projects as inevitable, grassroots organizing can reshape outcomes and assert alternative visions for development. *Emergent City* highlights these struggles, showing that urban change is not predetermined but actively contested. By foregrounding these dynamics, the film invites viewers to reconsider assumptions about democracy, development, and whose interests cities ultimately serve.

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DISCUSSION PROMPTS

Starting The Conversation

Immediately after the film, you may want to give people a few quiet moments to reflect on what they have seen. You could pose a general question (examples below) and give people some time to jot down or think about their answers before opening the discussion. Alternatively, you could ask participants to share their thoughts with a partner before starting a group discussion.

Emergent City invites us to think about who shapes cities, who benefits from change, and what community power really looks like. Before we analyze the film's arguments, we'll start with our own experiences and assumptions about cities, development, and belonging.

- Think about a neighborhood you know well. How has it changed over time? Who benefited from those changes? Who didn't?
- What makes a place feel like it *belongs* to a community?

The Power in Planning and Possibility

- When you hear the word “development,” what comes to mind? Is it mostly positive, negative, or complicated? Why?
- Who do you believe cities are usually designed for?
- How does the film complicate the idea of “revitalization”? Who benefits—and who is left out?
- What tensions do you see between economic growth and community stability?
- In what ways does the film suggest that planning is political rather than neutral?

- Where do you see moments of possibility for transformation within systems that seem rigid?
- How does the structure of the film make you feel about endurance?

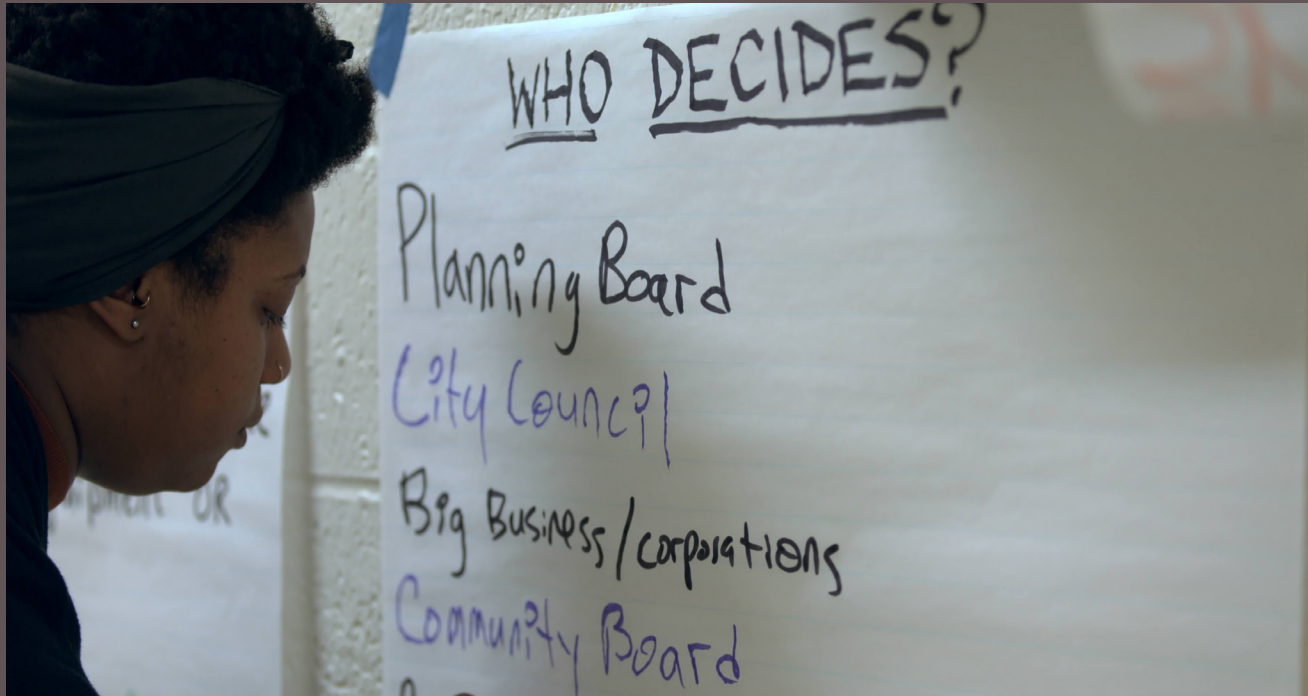
Community, Organizing, and Agency

- What does meaningful community participation look like to you?
- How do grassroots organizers in the film help to intervene in the development process?
- How did organizers educate and mobilize residents around the development issue?
- What barriers do community members face when trying to influence large-scale economic projects?
- How does the film portray hope? Is it strategic, emotional, symbolic?
- What does collective action make possible that individual action cannot?

Gentrification

- What does it mean to *belong* somewhere?
- How do neighborhoods change in ways that feel exciting or threatening?

- What narratives about “progress” are challenged in the documentary?
- Is gentrification presented as inevitable? Why or why not?
- What responsibilities do newcomers, developers, and city officials have toward long-term residents?



The Role of Media and Storytelling

- How do documentaries shape the way we understand political or social issues?
- Whose voices are centered in the film, and whose are peripheral?
- Does the documentary position itself as neutral, or does it take a stance? How can you tell?
- What impact might this film have on viewers outside of Brooklyn?

CLOSING ACTIVITY

OPTIONAL

At the end of your discussion, to help people synthesize what they've experienced and move the focus from dialogue to action steps, you may want to choose one of these questions:

Imagining the Emergent City and Just Transition

- If you could redesign your neighborhood, what would you protect? What would you change?
- What alternative development models are implied or proposed?
- What trade-offs seem unavoidable, and which feel manufactured?
- After watching the film, what role do you think ordinary residents can realistically play in shaping urban futures?
- If your neighborhood were an “emergent city,” what do you hope would emerge—and what do you hope would not?
- How does the transformation of oil-refining and industrial land into “climate-resilient” development raise questions about memory, accountability, and ownership? Can climate adaptation be truly just without confronting the legacy of extraction?
- What did the film shift or complicate in your thinking about development?

TAKING ACTION

If the group is having trouble generating their own ideas for next steps, these suggestions can help get things started:

- [Sign the petition to make Sunset Park a Special Purpose District](#)
- Share the Petition on Social Media
- Hold a Community Listening Session in your neighborhood.
- Connect with your local grassroots, frontline-led environmental justice organization.
- Organize a community mapping activity and art build.

Resources

A list of relevant social movements, non-profits, and organizations.

Climate Justice Alliance

Founded in 2013, CJA is an alliance of over 100 urban and rural frontline communities, organizations and supporting networks in the climate justice movement. Member organizations lead CJA by anchoring major Just Transition projects focused on the social, racial, economic and environmental justice issues of climate change.

Hip Hop Caucus

A national non-profit whose mission is to use the power of cultural expression to empower communities who are first and worst impacted by injustice. The Hip Hop Caucus works to mobilize and organize communities of color to fight for racial, climate, and economic justice. Their work spans climate justice, voting rights, economic justice, and human rights.

Intersectional Environmentalist

A non-profit eco-media organization whose mission is to deepen environmental awareness and inspire climate action through the power of art, education, and storytelling. They produce accessible educational resources and coordinate an active online community.

Credits & Acknowledgments



About the Authors:

Nyiesha Mallett (she/her) is a 25-year-old artist, arts educator, and DOE college counselor. She began organizing with UPROSE in 2015 at just fourteen and graduated from Cooper Union's School of Art in 2023. With roots in Grenada, she brings a deep awareness of climate change's impact on Caribbean communities of color. Nyiesha channels her passion for social, political, and environmental justice through both her art and community work, leading workshops that center resident voices in climate action. Her efforts have influenced policy, built community solidarity, and earned recognition as a 2021 Grist 50 Fixer and Yale Public Voices Fellow.



Annecia Steiniger is an environmental and political organizer originally from Staten Island who has worked on various electoral and issue based campaigns since 2016. She is a graduate of Evergreen State College in Olympia, Washington where she studied environmental science, political economy, and Mandarin. Passionate about love as praxis, she is currently involved in building mutual aid networks in New Jersey.

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