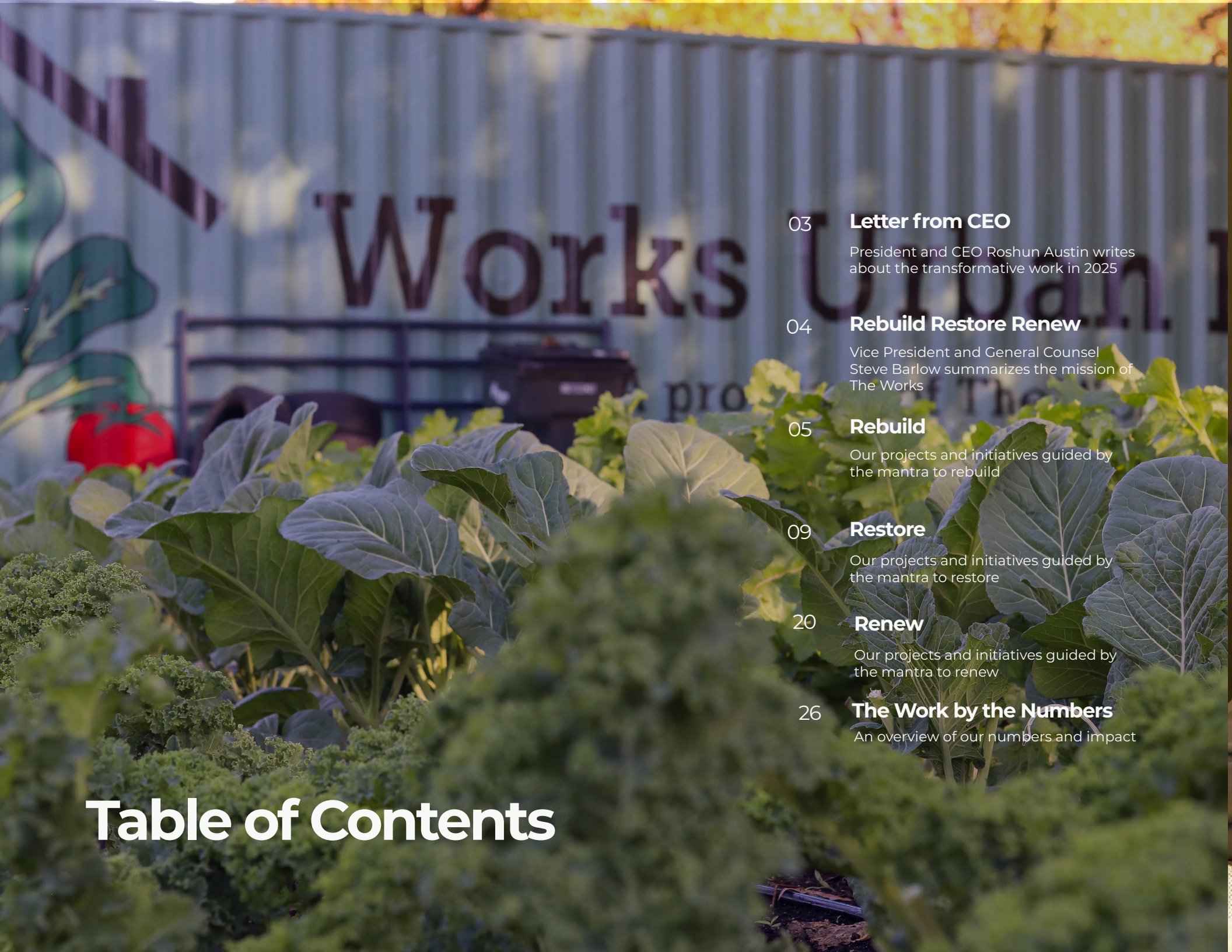


2025

IMPACT REPORT

www.theworkscdc.org





03	Letter from CEO	President and CEO Roshun Austin writes about the transformative work in 2025
04	Rebuild Restore Renew	Vice President and General Counsel Steve Barlow summarizes the mission of The Works
05	Rebuild	Our projects and initiatives guided by the mantra to rebuild
09	Restore	Our projects and initiatives guided by the mantra to restore
20	Renew	Our projects and initiatives guided by the mantra to renew
26	The Work by the Numbers	An overview of our numbers and impact

Table of Contents

“ Letter From CEO



As we reflect on this past year, I am filled with pride and gratitude for the transformative work that we have been able to accomplish. Our mission – to strengthen neighborhoods, expand opportunity, and build pathways to economic stability – remains at the heart of everything we do.

This year, we deepened our impact by expanding affordable housing opportunities, adopting an integrative approach across program areas to break down internal silos, and investing in programs that empower those we serve with the tools they need to thrive. Through strategic partnerships, community outreach and engagement, and innovative solutions, we have continued to address critical challenges while laying the foundation for long-term growth and sustainability.

None of this progress would be possible without the dedication of our staff, the leadership of our Board of Directors, the trust of our residents, and the generosity of our partners and supporters. Together, we are proving that community-driven solutions create lasting change.

As we look ahead, we remain committed to expanding access to affordable housing and healthy food, increasing economic mobility, and advancing policies that promote equity and opportunity for all. Our communities face complex challenges—but we meet them with resolve and perseverance.

Thank you for your continued support and belief in our mission. **The impact reflected in this report belongs to all of us.**

Roshun Austin
President & CEO



Rebuild Restore Renew

“They will rebuild the ancient ruins and restore the places long devastated; they will renew the ruined cities that have been devastated for generations.” Isaiah 61:4, New International Version

The biblical prophet Isaiah offered a message of hope to people who were rebuilding – hope for the physical restoration of a devastated place and for the accompanying spiritual and physical renewal of a people after generations of hardship. This prophecy applies to our work so well that our President had **“Rebuild, Restore, Renew”** tattooed on her forearm!

As you will see in the pages that follow, the highly skilled, dedicated, passionate and courageous team at The Works are keeping hope alive in many Memphis neighborhoods that have long been ignored or worse. Where others have given up, we build new homes, grow food, restore the earth, create connections and improve the health and vibrancy of people who have been left behind.

Steve Barlow

Vice President and General Counsel

REBUILD





Our rebuild strategy transforms underutilized spaces into community assets

In 2025, The Works **reached three key infrastructure achievements** that significantly enhanced our operational capacity. We successfully executed the adaptive reuse of the historic Northside High School, transforming it into a vibrant, multi-use community hub, **Northside Square**, that serves as a central anchor for local services and economic development. **Peach Tree Senior Living**, a **79-unit residential community** specifically designed to provide high quality, supportive housing for very low-income seniors neared completion. We **finalized the construction of five new single-family homes**, expanding affordable homeownership opportunities within the new **Lincoln Park Subdivision**.





DEVELOPED BY
THE WORKS
REBUILD. RESTORE. RENEW.

PROJECT PARTNERS

Patriot Bank
MEMPHIS Development Group

FOR MORE INFORMATION AND TO VIEW SITE PLANS
WWW.THEWORKSCDC.ORG
901.946.9675

Lincoln Park Subdivision Development
Construction progress of five new homes developed by The Works, Inc.

Housing and Development

Investment in housing and development

\$ 22M

Occupied units owned and operated by The Works

245

New housing units developed by The Works

128





RESTORE



Revitalizing the landscapes of Memphis neighborhoods

This multifaceted approach is driven by community focused programs such as the **Strategic Code Enforcement Management Academy** and **Receivership** efforts, which address neighborhood distress and restores housing stability. Through the **Klondike Community Land Trust** and **Legal and Policy** advocacy, we ensure long-term affordability and sustainable land stewardship, while **Neighborhood Beautification Efforts** focus on immediate visual rejuvenation. Simultaneously, **Works Urban Farms** and **Memphis Native Tree Works**, which comprise our **Regenerative Initiatives**, reclaim natural areas to bolster food security and ecological health. By integrating these strategic tools, we do more than repair infrastructure; we cultivate a resilient environment where residents take true pride in their shared spaces.



TWI Urban Farmer harvests sunflowers at the Works Urban Farms

Regenerative Initiatives

In 2025, Regenerative Initiatives at The Works, Inc. entered a defining chapter- completing the build-out and full capitalization of our project sites. The Works was a core member of a team that was **awarded \$22 Million from the National Resources Conservation Regional Conservation Partnership Program**, which positions us to scale our work and our impact across the Mid-South.



358,676

Pounds of produce grown and harvested

102,533

Pounds of fresh produce sold at local farmers markets

1,000

Volunteers engaged in programs

541

Trees planted





TWI Urban Farmer working with volunteer at a Community Orchard event



Beautify the Block

Beautify the Block was launched in 2025 in the neighborhood surrounding our new **Lincoln Park Subdivision**. This resident-led, grassroots approach to engagement is core to The Work's strategy, and included listening sessions and a block party. Our team and nearby neighbors met face to face, and residents shared their stories, concerns, visions and hopes for the block as revitalization is underway. Together with nearby neighbors, we will beautify the block, display pride of ownership and celebrate a collective identity.

Community
volunteers from all
walks of life

50

Organizations and agencies
in partnership for the
community events

7





Beautify the Block Community Event
Memphis City Beautiful and members of Omega Psi Phi Fraternity during community cleanup



END
ROAD WORK

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MERY ST
Voll...

Steve Barlow
City of...
Public...

Legal & Policy



The Works hosts the 9th annual Strategic Code Enforcement Management Academy

The Legal and Policy Division of The Works supports all of the other divisions at The Works with legal expertise on document review, drafting and compliance. Now in its ninth-year, the Legal and Policy Division **hosted the annual Strategic Code Enforcement Management Academy this year**. In 2025, we also **continued our partnership with local and national organizations to implement creative solutions for vacant and abandoned properties**, most notably through utilizing the receivership remedy to rehabilitate abandoned houses and buildings.

74

National Participants

➤ **SYRACUSE, NY**

14 PARTICIPANTS

➤ **MEMPHIS, TN**

13 PARTICIPANTS

➤ **ALBANY, NY**

7 PARTICIPANTS

➤ **OTHER JURISDICTIONS**

21 PARTICIPANTS

➤ **SILVER BOW, MT**

7 PARTICIPANTS

➤ **ST. LOUIS COUNTY, MO**

6 PARTICIPANTS

➤ **KANSAS CITY, MO**

6 PARTICIPANTS



Receivership Sales and Vacant Property Solutions

In 2025, we worked along with our partner the **Tennessee Receivership Group** to obtain Environmental Court orders appointing a receiver to **stabilize 8 neglected properties**. These previously long abandoned houses are now safe and viable housing options that will attract additional investments.





Klondike Community Land Trust

In 2025, The Works, in partnership with Klondike Community Land Trust, **secured a grant from the Robert Wood Johnson Foundation** to examine zoning and land use through a healthy equity lens. This initiative **hired 10 resident researchers** from four Memphis communities-Klondike, Orange Mound, Alcy Ball, and Binghampton.

Grant award from the Robert Wood Johnson Foundation

\$250k

Participants enrolled in the IDA Program with the RISE Foundation

23

Parcels acquired and scaled in the Klondike neighborhood

170

Collectively saved among IDA program participants

\$15,670

RENEW





Renewing lives and dreams is at the heart of vibrant community development

By fostering connections among individuals, communities can bridge collective strengths and talents. Our community programming is designed to create an environment ripe for growth and impact. This programming not only brings hope but also empowers residents to take ownership of their futures, turning dreams into actionable goals. Through collaborative initiatives with our **partners at the University of Tennessee College of Health Sciences** we were able to **launch a fully operable wellness clinic onsite for our residents** to manage their health. With support from the **Tennessee Housing Development Agency**, The Works helped to prevent homelessness and transformed uninhabitable conditions to places of pride. **Project All Access** helped to **close the digital divide** for many people living in digitally underserved areas by providing them with technology skills and new devices, making it easier for communities to thrive. This programming not only inspires hope but also empowers residents to take ownership of their futures, turning dreams into actionable goals.

REBUILD RESTORE **RENEW**



Community Programs

Community programs and engagement are essential for building social cohesion and improving the overall quality of life in neighborhoods. Our initiatives provide a space for residents to learn, connect, share resources, and collaborate on addressing local needs. Our programs span areas like education, health, and environmental sustainability. By actively involving community members in decision-making, these programs empower individuals and instill a sense of ownership and investment in their own health and in their own homes and communities.

Community programs operating by The Works

13

Participants engaged in The Works community events

1500





Fitness class during the Renaissance at Steele Wellness Clinic Launch

Food and Wellness Initiatives

Our Food and Wellness Initiatives nourish the community by providing essential resources for a healthy lifestyle. This holistic approach centers on accessibility through the **South Memphis Farmers Market, the Grocer**, and the **Mobile Grocer**, bringing fresh, affordable produce directly into our neighborhoods. Complementing these access points, **Cooking Works** empowers the community with culinary skills, while **Move Your Body** sessions and the **Senior Walking Club** foster physical activity and social connection.

3,256

Number of attendees at South Memphis Farmers Market

522

Number of attendees in classes

1,500

Number of participants engaged in community events

4,302

Number of customers served by the Mobile Grocer





▲ The Work by the Numbers

\$40 million

Investment on development projects that includes Northside Square, Commercial and Residential, Peach Tree Senior Living, Lincoln Park Subdivision and the property on Mississippi Blvd

125

Digitally underserved families received digital skills training and new laptops

325

Tenants received access to full case management services in support of emotional, financial, vocational, and medical needs.

\$300,000

Spent on Emergency Home Repairs Provided

68%

Participants surveyed reported a change in behaviors and outcomes after our program completion.

\$170,633

Amount of Emergency Rental Assistance Provided

\$5,945.45

Amount of Money saved on Fresh Savings

700

Referrals received and resolved

THANK YOU

Thank you to the many people who make this work possible.

To our board members, thank you for your leadership, guidance, and belief in our mission. Your stewardship helps ensure that our vision continues to grow with integrity and purpose.

To our staff, thank you for the dedication, compassion, and care you bring to this work every day. Your commitment turns ideas into action and makes meaningful impact possible.

To our community partners, thank you for standing with us. Collaboration is the heart of lasting change, and your partnership strengthens the support systems our community deserves.

And most importantly, thank you **to the individuals and families we serve**. Your trust, your stories, and your resilience are the reason this work exists. You shape our programs, guide our priorities, and remind us daily why this mission matters. Without you, there would be no work to do.

We are deeply grateful to walk alongside all of you as we continue building a stronger, more inclusive community together.



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