



BENEFIT

REPORT

2013



T U R N S T I L E
TOURS



**TURNSTILE TOURS IS
A NEW YORK STATE
REGISTERED BENEFIT
CORPORATION**

Introduction

Who are we?

Turnstile Tours is a New York City-based company that researches, develops, and operates intensely-researched, site-specific tours and public programs in partnership with non-profit and community organizations.

What do we do?

Turnstile Tours' experiences are carefully crafted around historical and contemporary themes ranging from green infrastructure and sustainable technologies at the Brooklyn Navy Yard, to the role of public markets in nurturing immigrant-owned businesses, to the stories of hard-working street vendors who serve hundreds of thousands of meals to working New Yorkers daily. Each tour requires initial and ongoing attention to in-depth research with primary sources, oftentimes drawing from oral histories, interviews, historical newspapers, community-based field research, and public archives. Because we offer interactive, inclusive experiences, tour attendees often contribute greatly to deepening our knowledge base about a particular topic or location. We seek to encourage participation on the tours and in our research efforts to uncover stories that are underrepresented.

What is this report?

Turnstile Tours was incorporated in New York as a benefit corporation on May 9, 2012. New York's benefit corporation statute provides a legal framework for for-profit companies that seek to create a general public benefit, defined by the state as "a positive material impact on society and the environment." In an effort to ensure accountability and transparency, all benefit corporations in New York are required to post a benefit report annually on their respective areas of general public benefit based on a third-party assessment standard. Based on analysis of Turnstile Tours' operations during the calendar year of 2013, this benefit report provides an introduction to the company itself; insight into the company's pursuit of general and specific public benefits in 2013; and quantitative and qualitative analyses of the company's performance measured against the B Impact Assessment, a third-party standard that evaluates overall social and environmental impact, and the results of that assessment are outlined below.

In addition to a legal commitment to make a positive material impact on society and the environment, Turnstile Tours has defined specific areas of public benefit through establishing a clear mission statement, as well as core commitments to guide the company in living up to that statement. As part of our public benefit mission, for each tour, Turnstile Tours partners with non-profit organizations based in local communities, and dedicates at least 5% of all ticket sales towards supporting them. Through tours, public programs, and

related multimedia content, Turnstile Tours seeks to raise awareness about the missions and work of our non-profit partners. Our partners for our 2013 tour programs included the Brooklyn Navy Yard Center at BLDG 92, the Brooklyn Greenway Initiative, the Urban Justice Center's Street Vendor Project, the Brooklyn Economic Development Corporation, the Graham Avenue BID, and the New York City Economic Development Corporation.

How was 2013?

2013 saw the continued growth and expansion of our company. We launched three new tour programs, including a Brooklyn Army Terminal Tour in the neighborhood of Sunset Park, as well as the Seasonal Photography Tour Series and the Urban Ecology Tour at the Brooklyn Navy Yard in partnership with BLDG 92.

We continued to grow our workforce by adding two tour guides to our team and served more customers than ever before, yet we maintained our focus on quality and serving the local community. Turnstile Tours provided financial and in-kind support to local non-profit organizations through the tours we offered and more than two-thirds of our public tour customers came from the five boroughs of New York City. Furthermore, we were honored to share our model and best practices with colleagues in the museum and tourism fields through lectures, masterclasses, and panel discussions, from Rochester to Singapore.

In the coming year, we look forward to expanding our work to further support the missions of our non-profit partners, strengthening our infrastructure, training, and methodology, and reaching a wider range of customers.

Sincerely,

A handwritten signature in black ink, appearing to read "Cindy VandenBosch". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Cindy VandenBosch, Founder & President
Turnstile Tours

Mission Statement

Turnstile Tours seeks to advance public knowledge about the meaning of place, foster connections and understanding between people of diverse backgrounds, and inspire and reflect a culture of community participation through providing welcoming, well-researched, inclusive, and engaging educational experiences and resources to people of all ages and abilities.

Core Commitments:

- **Conduct original research**

Turnstile Tours conducts original scholarly research with primary sources, including archival and field-based research, and documents place-based stories, both historical and contemporary, that are underrepresented in the public realm.

- **Contribute to public history**

We incorporate original research into projects, including tours, exhibits, public programs, and multimedia content, and are committed to depositing primary source materials in publicly-accessible archives for posterity.

- **Encourage cooperative learning and foster an atmosphere of mutual respect and inclusivity**

We create experiences that facilitate active participation and are inclusive of and accessible to people with a wide range of learning styles, abilities, backgrounds, and knowledge.

- **Support non-profit partners**

Turnstile Tours contributes at least 5% of all ticket sales to non-profit projects or organizations based in local communities, educates the public about partners' missions and activities, and provides opportunities for customers and other Turnstile stakeholders to connect with our partners.

Turnstile Tours: Year Two

2013 represented the first full calendar year of operations for Turnstile Tours, which was founded in May 2012. While we are still a very young company, still establishing our brand, reputation, and company infrastructure, we did achieve several important benchmarks as we continue to grow. We added two additional hourly staff members, both of whom now lead tours and participate in tour research and development. We also crafted new tour experiences and expanded our core competencies beyond tour development and operations.

Turnstile Tours operated a total of **378 public and private group tours for 5,500 visitors** in 2013. The company's tour portfolio consisted of ten different theme-based tour offerings, including tours at the Brooklyn Navy Yard, Moore Street Market, Manhattan street food, and a brand new tour program at the Brooklyn Army Terminal. By the end of the year, Turnstile Tours achieved an overall five-star rating on both Yelp and TripAdvisor, and we were awarded "Top Rated" status on the online booking platform Viator.

We expanded our portfolio of tours in 2013, adding the **Seasonal Photography Tour series and contest at the Brooklyn Navy Yard**, produced in partnership with the Brooklyn Navy Yard Center at BLDG 92. Offered quarterly, this program invited the public out to photograph the 300-acre industrial site and submit to a contest that was judged by Yard-based visual artists and photographers. At the end of the year, BLDG 92 and Turnstile Tours co-hosted online and museum exhibitions at BLDG 92 of the seasonal winners where the public could cast their votes by paper ballot or online. By the end of the contest, over 5,000 people had voted and photographs were selected for the People's Choice Award, while a panel of professional photographers and artists selected the coveted Photographers' Choice Award.

We also launched our **Urban Ecology Tour at the Brooklyn Navy Yard**. This exploration by bicycle of things that grow in the Yard, visits sites including the Brooklyn Grange rooftop farm, an oyster restoration project conducted by the New York Harbor School, and a close examination of the plants of the undeveloped Naval Hospital Campus. Developing this project required working closely with many Yard stakeholders, and our team spent four months developing the experience in collaboration with the Brooklyn Navy Yard Center at BLDG 92. The knowledge gained and the relationships built in this project have had beneficial effects across all our Brooklyn Navy Yard programming, and it allowed us to continue and expand our partnership with the Brooklyn Greenway Initiative, who provides support staff for all of our bicycle tours at the Brooklyn Navy Yard.

Turnstile Tours also entered into an agreement with the New York City Economic Development Corporation (NYCEDC) to develop and operate a public tour program at the **Brooklyn Army Terminal (BAT)** in Sunset Park. Built in 1919 as a military supply depot, this

4 million square foot city-owned industrial park is now home to more than 100 companies in a diverse range of industries. Despite its enormous size, BAT is not well documented in the public record. In order to launch the tours, we engaged in a multi-pronged research program, collecting materials from local, regional, and national archives, interviewing stakeholders and tenants, and reaching out to workers and veterans who served at the Terminal during its military operations. Tours launched on Labor Day weekend and have been operating on a bi-weekly basis ever since, while research and oral history collection remains ongoing.

Finally, Turnstile Tours expanded our business beyond tours into **consulting**. Our staff had the opportunity to travel to Singapore in fall 2013 at the invitation of the **Singapore Tourism Board**, the National Heritage Board, the Association of Singapore Attractions, and the Workforce Development Agency, where we collaborated with Miriam Bader, Director of Education at the Lower East Side Tenement Museum, to lead a week-long training for local attractions and cultural institutions on creating engaging and inclusive tour experiences; we also consulted one-on-one with several sites and local agencies. As part of this training series, we conducted a survey with more than 150 tourism and museum professionals from both New York and Singapore about best practices in guided tours; the results were presented in the sessions and later prepared for publication. We also delivered a guest lecture at Rochester Institute of Technology in December of 2013 on place-based research and our approach to public history.

Measuring Impact I: Customer Feedback

Turnstile Tours provides publicly-known mechanisms through which customers can provide product feedback, ask questions, suggest areas for improvement, or submit complaints. In a thank you email following each tour, we encourage tour participants to share their feedback via online review sites, such as TripAdvisor, Viator, and Yelp, and welcome and invite direct emails or phone calls. In addition to encouraging all participants to share feedback via review sites and direct contact with management, Turnstile Tours solicits input from customers who have recently taken tours via an online survey that we distribute annually. We continually make improvements to tours, from narrative structure to accessibility needs to tour guide training sessions, in direct response to assessments of customer feedback.

To measure our impact on specific areas of public benefit, we devised a customer survey and distributed it to tour attendees in January 2014. **111 respondents completed the anonymous survey**, which included questions about the pre- and post-visit knowledge of tour topics and themes, concrete steps that participants took to become more engaged with the sites, organizations, and businesses we work with, and tour operations and customer service.

- This year's survey clearly demonstrated that our tours have had a **concrete impact on public knowledge of history, the use of public space, local economic development, and the work of our tour partners.**
 - Nearly 80% of respondents reported either discussing the topics covered on the tours with someone and/or recommending the tour to others
 - More than half of visitor respondents reported that they researched on their own at least one of the topics, themes, or stories covered on their tour
 - Nearly a third of respondents reported attending other museums, historic sites, locations, or tours related to the topics mentioned on the tour
- Of the 54 Brooklyn Navy Yard tour participants who responded to the survey, over two-thirds went into the tour at least "somewhat familiar" with Yard's historical function as a naval installation and shipbuilding facility, yet only 58% were familiar with its contemporary use as an industrial park, and far fewer were familiar with its development projects and green business initiatives. **Following the tour, however, 70% reported being "very" or "somewhat" familiar with the Yard's development projects and sustainable initiatives.**
- **71% of respondents reported visiting the exhibits at BLDG 92 either before or after their tour**, and 24% cited continued interest in the Navy Yard's programming, either by becoming a member of BLDG 92, inquiring about other programs, or accessing BLDG 92's historical database.

- Attendees on our Urban Ecology and Sustainable Architecture and Industry tours reported leaving the tour with far greater knowledge about the “sustainable redevelopment projects and green business initiatives at the Brooklyn Navy Yard.” Those responding that they were “very familiar” went from 0% to 71% of before and after the tour. **Visitors on these tours were also extremely likely to research the businesses of the Navy Yard following the tour (77%),** as compared with visitors who attended Brooklyn Navy Yard tours overall (22%).
- We encountered a similar improvement in knowledge and change in attitudes among attendees on our Food Cart Tours. Prior to the experience, no visitors reported being familiar with the rules and regulations regarding street vending; after the tour, **92% reported familiarity with this information, and 100% reported being likely or “very likely” to patronize street vendors again,** compared with only half beforehand.
- Just as we discovered in 2012, our impact is potentially multiplied by the fact that we are sharing our experiences with people from the local communities in which we operate. Using data from our online ticketing system, we found **85% of all of our public tour visitors in 2013 came from the New York metro area, while 65% lived in the five boroughs of New York City,** with 40% hailing from Brooklyn, where the vast majority of our tour programs are held. Additionally, many of these attendees had heard about our tours from word-of-mouth; 25% of ticket buyers reported learning about Turnstile Tours from a friend, family member, or colleague (this is comparable to 20% of survey respondents).

Measuring Impact II: B Impact Assessment

New York State requires all benefit corporations to select a third-party standard for assessing performance in their specifically-defined area of public benefit. In 2012, we decided to adopt the non-profit organization B Lab's B Impact Assessment, which we chose to use again in 2013. When considering an acceptable third-party assessment tool to adopt, the B Impact Assessment's broad scope and flexibility made it most applicable to our company, as there is no assessment or certification for our specific industry (for information on why we chose this assessment tool, please see our [2012 Benefit Report](#)). The B Impact Assessment measures the company's practices and outcomes in five main areas, which will be discussed in detail below:

- Governance
- Workers
- Community
- Environment
- Impact Business Models

Companies that complete and pass this assessment (achieving a score of at least 80 out of 200) are eligible to become Certified B Corporations, a voluntary certification process that has been adopted by companies of all types, not just benefit corporations (in fact, the vast majority of Certified B Corporations are not structured as benefit corporations, or as similar types that exist in different jurisdictions). New York State law does not require that benefit corporations become certified with a third-party standard, simply that they use a third-party assessment tool, and the B Impact Assessment is available online for any company that wishes to use it, regardless of whether they plan to become fully certified.

While our intention has always been to become a Certified B Corporation, in 2012, we were unable to do so due to the fact we did not have a full 12 months of operations to analyze and assess, though we did receive a passing score for the seven months that we analyzed. Though the Assessment has been updated for 2013, at the time of this writing, we fully expect to pass and we will pursue full B Corporation status, joining a community of more than 1,000 companies around the world. At the time of this writing, we were in the process of completing the certification process, we are working with the online assessment tool and the staff of B Lab, and we expect this process to be completed sometime in the latter half of 2014.

❖ Governance

This section of the B Impact Assessment evaluates corporate structures, policies, and practices that are in place to define, measure, and evaluate the impact and implementation of the company's social mission. Corporate accountability and transparency with

stakeholders are the two major areas of focus in the Governance section. Turnstile Tours was structured as a benefit corporation, and as was reflected in the 2012 report, the following information provides an overview of how social impact is built into the foundational structure of the company:

General public benefit

- Turnstile Tours' commitment to social impact is reflected in the company's Articles of Incorporation and the by-laws. Turnstile Tours incorporated on May 9, 2012 in New York as a benefit corporation, broadly dedicating itself in the Articles of Incorporation to creating "general public benefit," which is defined by the state as having "a positive material impact on society and the environment." As a benefit corporation, Turnstile Tours is dedicated to an annual review of its overall social and environmental performance through conducting an assessment based on third-party standards.

Specific public benefit

- Beyond creating general public benefit, benefit corporations may also designate a specific public benefit based on seven categories defined by the New York state statute. While Turnstile Tours aims to have an impact that creates benefit in several of these areas, including preserving the environment and serving low-income communities, the company identified "promoting the arts, sciences, or advancement of knowledge" as its primary focus in its by-laws. This area of specific benefit is adapted and incorporated into the mission statement of the company. Customers learn about Turnstile's mission during the introduction of each tour we offer and new employees are educated about the relevance of the mission to the operations and performance of the company at employee meetings and in orientation materials.

Turnstile's Mission Statement

- Turnstile Tours has integrated an explicit commitment to social impact into its corporate mission and by-laws and includes the mission on its materials and website: "Turnstile Tours seeks to advance public knowledge about the meaning of place, foster connections and understanding between people of diverse backgrounds, and inspire and reflect a culture of community participation through providing welcoming, well-researched, inclusive, and engaging educational experiences and resources to people of all ages and abilities."

Corporate Accountability and Transparency with Stakeholders

- Turnstile Tours **published its first annual benefit report in 2013**, which covered the company's first seven months of operation (May 9 – December 31, 2012). The 2012 benefit report was filed with the New York State Division of Corporations and

was posted on the company's website for stakeholders to access. The benefit report provided clear statements of mission, goals, and values; descriptions of our mission-related activities; quantifiable targets and results related to our mission; consistent variables of measurement that allow for comparisons from year to year; and third-party validation of the company's mission performance.

- A self-selecting sample of **111 customers participated in an anonymous survey** participated and provided feedback regarding the company's performance against its social mission and performance indicators. All of Turnstile Tours' staff members reviewed the survey results, identified areas of improvement, and sought to create and implement new training tools and workshops for 2014 in response to customer feedback. After receiving feedback from customers that the 2013 survey was too detailed to be conducted multiple times per year, we decided to conduct it on an annual basis (rather than a bi-annual basis as indicated in the 2012 benefit report) in order to maintain engagement and improve response rate.
- **Turnstile engaged key stakeholders in focus group tours** to receive feedback prior to launching new tours in 2013 at the Brooklyn Army Terminal and Brooklyn Navy Yard. The Urban Ecology Tour of the Brooklyn Navy Yard, for example, engaged focus group participants from a wide range of disciplines and institutions, including representatives from the Brooklyn Navy Yard Center at BLDG 92, the Brooklyn Greenway Initiative, museum education professionals, a landscape architect involved in a development project at the Brooklyn Navy Yard, among other advisors to the company. Written and verbal feedback was collected from focus group participants and further refinements were made prior to the official launch of the tour program. A similar process was involved in the development and launch of the Brooklyn Army Terminal tour program.
- **Turnstile Tours developed a standardized release for the collection of oral history recordings** in 2013. This release was used in the collection of two oral histories, both of whom were WWII veterans with connections to the Brooklyn Navy Yard.
- In the 2012 benefit report, Turnstile Tours had set the goal of reviewing and refining its written customer policies with regard to our supply chain and how we select and compensate vendors. We strive to seek more transparency with our customers and are dedicated to this goal through analyzing data regarding our supply chain and publishing the results in our annual benefit report (see Community section), but because we work with a variety of businesses, many of which are very small, we are have to strike a balance between transparency of our operations, avoiding undue burden on our suppliers and partners, and meeting reporting requirements for the B Impact Assessment.

Areas of Improvement:

- Turnstile Tours stated in the 2012 benefit report that we would cultivate a Board of Directors in 2013 to provide oversight based on the company's overall performance and would begin meeting at least twice annually in the first quarter of 2014. Due to the challenges of operating our small business in its first full year of operations, this goal was not met but will be achieved by 2015.
- Turnstile Tours investigated various options in 2013 for submitting oral histories and other primary source materials to public archives, but will devise and document a more long-term plan in 2014 and 2015.
- Turnstile Tours launched a new photography tour series, complete with seasonal and year-end photo contests, at the Brooklyn Navy Yard in partnership with BLDG 92. Turnstile Tours used a customized release for tour participants to sign but will work in conjunction with the Brooklyn Navy Yard Center at BLDG 92 to revise the release, as necessary, if and when the program expands to include printed materials, such as a calendar or postcards to be sold.

❖ Workers

This was a new section of the B Impact Assessment for 2013 that evaluated Turnstile Tours' worker compensation, benefits, and work environment. Some notable achievements included:

- By the end of 2013, Turnstile Tours had **five hourly employees and one working owner**, and increase of two hourly employees over 2012.
- **Starting wages for hourly workers were \$20 per hour**, well above the minimum wage, living wage, and industry average. As most staff are paid on a per-tour basis, rather than an hourly wage, the effective hourly rate for most workers was closer to \$30 per hour.
- While Turnstile Tours did not offer benefits beyond what is required by New York State law, we did **begin the process to set up a 401(K) retirement plan** for our employees, which came into effect in January 2014.

Areas of Improvement:

- In our 2012 report, we set the goal to “build capacity across the board, retain talented employees, and provide stable and predictable incomes for its workers.” While none of our employees were full- or regular part-time (20+ hours per week) in

2013, we made strides towards achieving that goal, offering staff opportunities to work a regular schedule in our office on administrative and research tasks, and training guides on tours in multiple program areas. We lost no employees in 2013.

- In early 2014, we created an annual employee self-evaluation system, giving staff the opportunity to reflect on the previous year, set goals for the coming year, and offer feedback to management in an open, collaborative manner. We hope to continue and expand this evaluation process in the coming years.
- Due to the fact that our staff does not work in one central office, gathering everyone together in one place can be a challenge. In 2014, we hope to implement regular monthly staff meetings and create a schedule of trainings on content, technique, and operations-related topics, utilizing the diverse skills and knowledge of our staff.

❖ Community

The portion of the assessment looks at community engagement through charitable giving, volunteering, local economic development, and working with local suppliers. Our accomplishments in 2013 include:

- While Turnstile Tours remains a **100% woman-owned and operated business**, the company did not track the percentage of suppliers in 2013 that were operated by women or by individuals from minority populations.
- Our staff spent **2.6% of all of their paid time in 2013 volunteering with non-profit organizations**. The largest proportion of this volunteer time was in support of the Vendy Awards, an annual fundraiser for the Street Vendor Project. Four of our staff attended the event in September 2013, and two of our staff were named to the Vendy Awards planning committee. In addition to promoting the event year-round, we also developed and operated a Vendy Trivia Quiz for the event, offered mini-tours to educate attendees about the history, regulations, and challenges of street vending in New York City, and produced a postcard map of the nominees' locations that was distributed to all event attendees.
- **Turnstile Tours contributed 9.6% of all company revenues to non-profit organizations**. The largest recipients were the Brooklyn Navy Yard Center at BLDG 92, The Urban Justice Center's Street Vendor Project, and the Brooklyn Economic Development Corporation. This is well above our stated goal of donating at least 5% of all revenues, and within each specific tour program, our publicly-acknowledged partners each received at least 5% of revenue.

- Turnstile Tours continued to provide **support to our non-profit and small business partners through tours, printed materials, and online content**. We provide tour attendees with the opportunity to sign up for the e-newsletters of our partnering organizations, and we speak passionately about their missions and programs. We also created a series of short videos about several different vendors at the Moore Street Market to help them promote their businesses and document their stories; these videos were uploaded to Youtube.
- Our staff **participated in the Street Vendor Project's campaign to lower top-level fines for minor street vending violations from \$1,000**. We wrote several articles about the issue and the campaign on our website, promoted it on social media, and our staff testified before the New York City Council at a public hearing on the matter. Ultimately, the campaign was successful, as the confusing fine structure was simplified and top-level fines were lowered to \$500.
- In 2013, all of Turnstile Tours "significant suppliers" (defined in the assessment as the five largest suppliers) were local, independent companies; 63% of that spending went to a non-profit organization, in this case the Brooklyn Navy Yard Development Corporation (this amount is for services provided, like security and transportation, and is exclusive of the donations to BLDG 92 cited above), and two of those five suppliers were street vendors. Turnstile Tours paid a total of 177 suppliers in 2013, and **71% of our spending was locally-based** companies, organizations, or individuals (defined as being within 200 miles of company headquarters). **30 of these suppliers were street vendors, and 10 were small businesses located in and the around the Moore Street Market.**
- An important aspect of all of our tours is supporting that businesses and organizations that we patronize and highlight on the tours themselves, and **encouraging visitors to return to them after the tour**. One way we do this is through maps that we distribute on our tours that show the tour stops and businesses; another is through post-visit emails that include information about highlighted businesses. As part of our annual survey of customers, we ask them ways in which they engaged with the sites, themes, and partners explored on their tour. For example, on our Food Cart Tours, 40% of visitors later ate to one of the vendors from the tour, 70% recommended a vendor to a friend or family member, and 67% used the postcard map after the tour. Additionally, we saw an **increase of 35 percentage points in the likelihood that a visitor would patronize a street vendor as a result of the tour**. Similarly, at the Brooklyn Navy Yard, we saw a 40 percentage point increase in the general awareness of the uses of the Yard as an industrial park and the businesses inside.
- In efforts to raise awareness about benefit corporations in the legal and accounting professions, **Turnstile Tours presented on a panel, "Capitalism 2.0: Benefit**

Corporations & the Social Entrepreneurship Movement," in October 2013 at Baker Hostetler, a Midtown-based law firm.

Areas of Improvement:

- In our survey of 2013 customers, we asked them to assess their own familiarity with specific topics. When asked if they were familiar with concepts like “social entrepreneurship,” “triple bottom line,” “B Corporation” and “Benefit Corporation,” 56% responded “None of the above,” and no answer received more than 35% familiarity. Similarly, only 34% stated they were familiar with Turnstile’s mission, our benefit corporation status, or our commitment to donate 5% of revenue. This indicates that we need to greatly improve the way in which we relay this information to the public to educate them not just about Turnstile Tours, but the broader socially-responsible business movement.
- With the launch of new tours at the Brooklyn Army Terminal, we hope to deepen our connections in Sunset Park, working with local businesses and organizations to promote quality job growth and economic development in that community.

❖ Environment

This section looks at the company’s environmental impact through areas including energy use, operations, supplies, waste, and other outputs. Because Turnstile operates out of a home office, and we do not produce a product in a traditional sense, measuring our environmental impact can be a challenge using this assessment.

- While Turnstile Tours did not track its overall energy or water usage for general operations in 2013, the company does **monitor and record its energy used from renewable resources on its walking and bicycle tours, as well as its greenhouse gas emissions from bus-led tours.**
- In 2013, between the 292 people who came on our 3-mile bicycle tours of the Brooklyn Navy Yard, and the 2,042 people who walked an average of 1.5 miles on our food-focused and Brooklyn Army Terminal walking tours, our **attendees produced and used a total of 390 kilowatt-hours that could have otherwise be generated by fossil fuel-driven vehicles** – enough energy to power the average American home for more than two weeks.
- While Turnstile also leads bus tours of the Brooklyn Navy Yard, these greenhouse gas emissions are limited, but worth noting. Based on a tour that is approximately 3.5 miles long, each tour uses approximately 0.35 gallons of diesel gas. This amount multiplied by 177 bus tours results in approximately **62 gallons of diesel consumed.**

Meanwhile, about 22.38 pounds of carbon dioxide are produced by burning a gallon of diesel fuel. While this consumption is slight – only a fraction of a full tank of fuel for the bus – **Turnstile Tours emitted 1,387 pounds of carbon dioxide.** By our calculations, it would take 26 tree seedlings to grow for 10 years to counterbalance and sequester these emissions.

- Turnstile Tours took great strides in environmental education in 2013, **creating our new Urban Ecology Tour** at the Brooklyn Navy Yard that focuses on agriculture, marine biology, and botany in an industrial environment. We worked with the Brooklyn Grange rooftop farm, the New York Harbor School, and BLDG 92 to develop this content.
- As a result of launching the Urban Ecology Tour, we **overhauled our existing Sustainable Architecture and Industry Tour**, allowing us to focus much more clearly on topics like LEED certification, wastewater infrastructure, and green manufacturing now that we have two distinct, environmentally-focused tour programs.
- The company uses an **office-wide recycling program** that includes paper, cardboard, plastic, glass, metal, electronics, and compost. Turnstile Tours considers environmental impact when purchasing and printing paper-based materials. We recycle supplies in the office, including printing on scrap paper, purchased primarily recycled paper, and our printing supplier for marketing and tour materials uses vegetable-based inks.
- We continue to exclusively use **compostable bowls for serving food on our tours.**

Areas of Improvement:

- Closely tracking our emissions and waste remains a challenge while we operate out of a home office, but as we grow, we hope to find creative ways to reduce or counterbalance our impacts.
- We will continue to expand our portfolio of walking and and bicycle tours.

❖ Impact Business Models

As a registered benefit corporation, Turnstile Tours was founded with a social enterprise model built into its corporate mission and structure, as was discussed in the Governance

section above. Analysis of Turnstile Tours' performance in 2013 qualified the company for credit in three main categories defined by the B Impact Assessment:

- *Benefiting consumers through the support of general knowledge, art, or cultural heritage:* Turnstile Tours is dedicated to advancing public knowledge through its mission statement, has defined advancement of knowledge as its specific area of impact, and evaluates performance in this realm through tracking customer feedback, supporting the work of non-profit partners and cultural institutions, and conducting original research to be publicly archived and disseminated.
- *Conserving the environment through providing information to solve environmental problems:* Many of our tour programs have a strong focus on issues related to the environment and sustainability, and we collect data from our tour participants to measure our impact on knowledge and engagement with these issues. Turnstile also employs a Director of Sustainability Programming and looks for ways to integrate these topics into all of our tours and programs.
- *Donating at least 2% of sales to charity:* Turnstile Tours has an official policy to set aside 5% of all revenue from public and private tours to support non-profit partner organizations, and we greatly exceeded this goal in 2013, contributing 9.6% of all company revenues.

The best way to demonstrate how Turnstile Tours has a lasting impact is by providing concrete examples that relate to each of our four core commitments.

Commitment to original research

- Turnstile Tours conducts original scholarly research with primary sources, including archival and field-based research, and documents place-based stories, both historical and contemporary, that are underrepresented in the public realm.
- We regularly conduct research using archives at the Brooklyn Public Library, Brooklyn Historical Society, Brooklyn Navy Yard, the New York City Municipal Archives, National Archives, and the New York City Department of Buildings. In 2013, we launched a new tour program at the Brooklyn Army Terminal, which required several months of intensive research, including traveling to US Army Heritage and Education Center in Carlisle, PA, as well as the local archives mentioned above. We also conducted more than a dozen interviews with local stakeholders, including business owners and staff of the New York City Economic Development Corporation.
- We continue to disseminate our research through social media and our blog, where we have crafted dozens of articles that not only contribute to the public record about

these sites, but also contain information about primary source material for future research.

Contribute to public history

- We incorporate original research into projects, including tours, exhibits, public programs, and multimedia content, and are committed to depositing primary source materials in publicly-accessible archives for posterity.
- Turnstile Tours organized a session entitled, "Oral History in a Public Context: Fostering Human Connections with Broader Public Meanings," for the New York City Museum Educators Roundtable Annual Conference in May 2013. We also were invited to guest lecture for a Museum Studies course in December 2013 at the Rochester Institute of Technology on our' approach to public history through a combination of place-based research and public programs and tours.
- Turnstile Tours conducts, records, and archives oral histories with people we encounter who have special connections to the sites where we work, and often refers them to other oral history collection projects. Tours conducted by and related multi-media materials published by Turnstile Tours incorporate primary source documents and information, such as historical maps, photographs, and oral history clips, which properly credit archival sources. Tour guides are also trained to reference primary sources as a standard practice, and tour content is frequently scrutinized, corrected, and updated to ensure that it meets a high standard of historical scholarship. **Turnstile Tours is currently developing a long-range plan to bequeath original primary source materials in the appropriate public archives.**

Encourage cooperative learning and foster an atmosphere of mutual respect

- We create experiences that facilitate active participation and are inclusive of and accessible to people with a wide range of learning styles, abilities, backgrounds and knowledge.
- In our 2013 survey for tour participants, **55% of all respondents indicated that they researched topics, themes, and stories related to their tour following their tour experience.** We consider this achievement an indicator of our success in providing an experience that cultivates curiosity and a desire to learn more.
- According to our most recent customer survey, 93% of respondents indicated that they were "completely accommodated" when asked whether "all of their needs were met – accessibility, mobility, dietary and otherwise." Turnstile Tours is uniquely equipped to design accessible experiences, with **three staff members who have**

professional experience working with people who have special needs in education and at cultural institutions. (For more on our commitments to accessibility and universal design, please see our [2012 Benefit Report](#)).

Support non-profit partners

- We have a public commitment to contribute at least 5% of all ticket sales to non-profit partners based in local communities, educate the public about partners' missions and activities, and provide opportunities for customers and other Turnstile stakeholders to connect with our partners.
- Based on 2013 ticket sales, Turnstile Tours contributed 9.6% of total revenue to non-profit partner organizations through voluntary contributions and license agreements. In our 2013 survey, **32% of respondents indicated that they went on to visit related historic sites, museums, or went on tours related to the topic and/or theme, and 5.5% donated money to or volunteered with non-profit organizations featured on the tours.**
- Beyond having strong relationships with our tour partners, Turnstile Tours markets directly to educational institutions and non-profit organizations and provides discounts to their constituencies. In 2013, **18% of all tour attendees were with non-profit or educational groups, most of which paid a discounted rate, up from 13% in 2012.** We hope that these groups will continue to view Turnstile Tours as an asset for providing rich learning experiences in non-traditional educational settings.

Areas of Improvement:

- Continue to increase the number of tours for non-profit organizations and educational institutions to one-third of Turnstile's customer base.
- Incorporate accessible technologies and train staff and partner organizations on best practices in accessibility.
- Complete plans and policies for long-term deposit of original primary source materials in the appropriate public archives.