



TURNSTILE

TOURS

Tours of New York communities with Community partners.



BENEFIT REPORT 2012



TURNSTILE TOURS IS A NEW YORK STATE
REGISTERED BENEFIT CORPORATION



Introduction



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 hardworking 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.

Turnstile Tours was incorporated in New York as a benefit corporation on May 9, 2012, just six months after the state had passed the new corporate class into law, making it the seventh state in the union to do so. 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' first eight months of operations in 2012, this benefit report provides an introduction to the company itself; insight into the company's pursuit of general and specific public benefits; 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 2012 tour programs included:

Brooklyn Navy Yard Tours:



Brooklyn Navy Yard
Center at BLDG 92



Brooklyn Greenway
Initiative

Immigrant Foodways Tour:



Moore Street
Retail Market



Brooklyn Economic
Development Corp.

Food Cart Tours:



Street Vendor Project

We are very proud of the achievements in our first year in business, which are outlined in this report, but we also have a great deal of work ahead of us. In the coming years, we look forward to growing our company, tour portfolio, and brand; offering our experiences to a wider audience; and developing deeper relationships with our community partners.

Sincerely,

A handwritten signature in black ink, appearing to read "Cindy VandenBosch".

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 One



During our first several months as a company, our team at Turnstile Tours focused on setting up basic infrastructure, from a website, marketing strategy, and a ticketing portal, to accounting, payroll and personnel systems. On the research and development side of the business, Cindy VandenBosch, Founder of Turnstile Tours, acquired six tours from Urban Oyster, a company she had co-founded and co-managed with David Naczycz for several years. These tours included the Food Cart Tours of Midtown and the Financial District, the Brooklyn Navy

Yard Overview and Highlights Tours, the Brooklyn Navy Yard Sustainability Bike Tour, and the Immigrant Foodways Tour. Each of these tours was rooted in relationships with non-profit organizations, a model of community-based tours and non-profit partnership that Cindy sought to pursue in a structured way through establishing Turnstile Tours as a benefit corporation. Within a few months, these tours were adapted and re-launched under Turnstile Tours.

With basic systems and a full slate of tours in place, Turnstile Tours began selling tour tickets in July 2012. By the end of the year, the company's tour portfolio consisted of nine different theme-based tour offerings, including three brand new tours: photography and World War II-themed tours of the Brooklyn Navy Yard, and the Yard Inspectors Family Tour, all of which are offered in partnership with the Brooklyn Navy Yard Center at BLDG 92.

Turnstile Tours operated a total of 152 public and private group tours for 2,280 visitors in 2012. With tours launching for the public in July, customer reviews rolled in throughout the summer and fall, and by the close of 2012, Turnstile Tours had achieved an overall five-star rating on both Yelp and Trip Advisor.



Measuring Impact I: Customer Survey

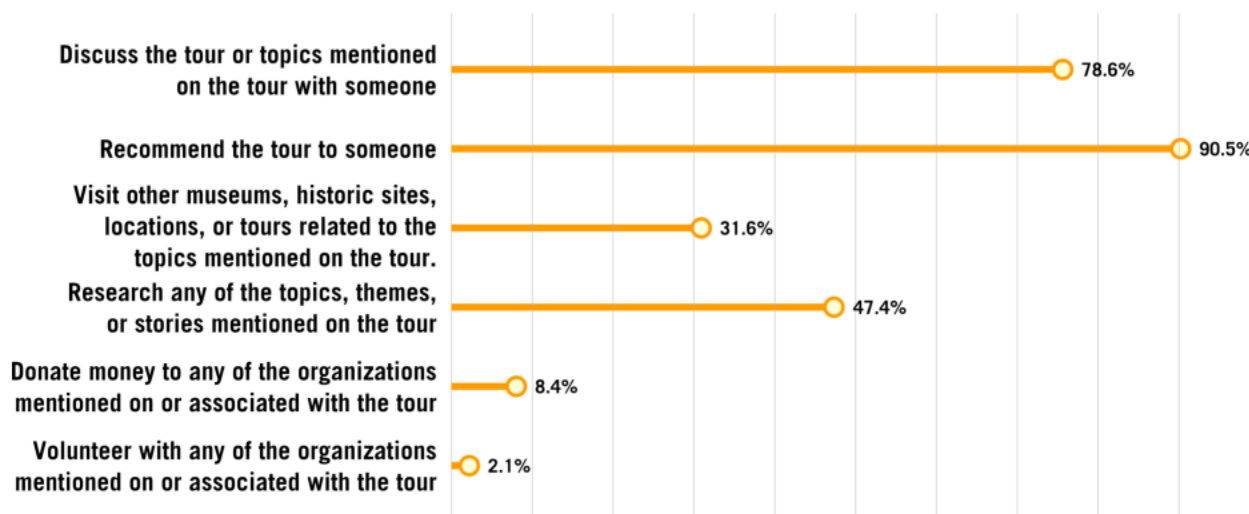
To measure our impact on specific areas of public benefit, we devised a customer survey and distributed it to tour attendees in 2012. Roughly 100 respondents completed the anonymous survey, which included questions about the pre- and post-visit knowledge of visitors about tour topics and themes, concrete steps that participants took to become more engaged with the sites, organizations, and businesses we work with, and tour operations and customer service.

This survey demonstrated that our tours have had a concrete impact on public knowledge of history, the use of public space, community development efforts and programs, and have raised awareness about the work of the organizations we partner with among our customers and beyond. These impacts included:

- 47.4% of respondents indicated that they researched topics, themes, or stories mentioned on the tour.
- 31.6% visited museums, historic sites, locations, or tours related to the topics mentioned on the tours.
- 76.4% of survey respondents indicated that they discussed the tour or topics of the tour with someone.
- Over 85% of respondents felt that all of their needs – accessibility, mobility, dietary and otherwise – were completely accommodated.

After your tour, did you do any of the following (check all that apply)?

All Turnstile Tours, June 2012 - May 2013



Based on 95 respondents. Survey conducted in May 2013 with prior customers via SurveyMonkey.com.

This survey was also able to capture marked improvement in participants' knowledge about tour themes. Turning to tourgoers on our Brooklyn Navy Yard Overview Tour (77 respondents), while 81% described themselves as being "not at all familiar" or "somewhat familiar" with the Yard's historical use as a shipyard prior to the tour, after the tour 95% described themselves as "very familiar," as the chart below illustrates. Just 6% of respondents described themselves as "very familiar" with the contemporary use of the Brooklyn Navy Yard as an industrial park prior to the tour; after the tour, 62% did so. The greatest movement came



when asked about sustainability at the Yard, with significant improvements in the average score and the gross numbers, with 47% saying that were completely unfamiliar pre-visit, and 97% saying they were “somewhat” or “very familiar” post-visit.

Please rate your knowledge about the following topics before and after taking the tour, with 5 being very familiar and 1 being not familiar at all (average score).

Brooklyn Navy Yard Overview Tours, June 2012 - May 2013



Based on 77 respondents. Survey conducted in May 2013 with prior customers via SurveyMonkey.com.

We encountered a similar improvement in knowledge and change in attitudes among attendees on our Food Cart Tours. Prior to the experience, just 18% of respondents described themselves as “very likely” to eat food from a street vendor in New York City. That percentage rose to 73% after the tour – an incredible jump. Combine the change in attitude toward street vendors with 73% of respondents discussing the tour with friends, family members and/or colleagues, and 64% recommending the street vendors they encountered on the tour to someone, you can easily see the ripple effect our tours have on both public attitudes and, presumably, street vendor revenue.

Our impact is also multiplied by the amount of word-of-mouth referrals our company receives (25% of attendees in 2012 reported hearing about our tours through a friend or family member), and the strong continued engagement that our customers maintain with our company, partners, and associated sites. The fact that 75% of customers in 2012 came from the New York tri-state area – and more than 50% from the five boroughs of New York City – acts as another multiplying factor of our impact on the communities of New York City.



Measuring Impact II: Choosing a Standard

New York State requires all benefit corporations to select a third-party standard for assessing performance in public benefit. After researching a variety of third-party evaluation standards available, Turnstile Tours selected the B Impact Assessment, as it provided the most flexible and broadest scope of measuring impact on society and the environment, as well as the company's overall accountability and transparency. The B Impact Assessment measures the company's practices and outcomes in four main areas, which will be discussed in detail below:

- Governance
- Community
- Environment
- Impact Business Models

While Turnstile Tours did pass the B Impact self-assessment for 2012, we have not yet become a Certified B-Corporation, a process we plan on completing in 2014.

○ Why B Impact?

In the course of our research, we found that most evaluation systems were designed more for manufacturing, technology-based, or product-driven businesses. As a business that is service- and education-driven and directly partners with non-profit organizations, our team felt that the B Impact Assessment provided the most applicable and flexible framework to evaluate and express impact across a wide range of stakeholders, including customers, suppliers, team members, communities, and the environment.

While the primary reason for selecting the B Impact Assessment was its relevance to our business model, we were also interested in selecting a standard that we would be able to use as a qualitative and quantitative measurement tool for years to come. B-Lab's assessment has a proven track record, the staff is receptive to feedback, and the organization has structures in place to refine the assessment over time. We were impressed with the training and guidance provided by B-Lab's staff, and with their responsiveness to our staff members' questions. From a governance perspective, the organization itself has a Standards Advisory Council that regularly reviews and refines the evaluation system in response to the growing number and diverse range of companies that are taking the B Impact Assessment. Our hope is that more companies like ours will become benefit and/or B-Corporations and will provide feedback as we have, and that there will be even more of an opportunity for education- and service-focused companies to be measured and evaluated within the B-Lab Assessment model, as well as other third-party standards.

Powered by



Before making our final decision, we took steps to educate our team about B-Lab. We met with representatives from Certified B-Corporations companies, including IceStone and Etsy; attended an evening conversation between Matthew Bishop, the Business Editor of *The Economist* and Andrew Kasoy, Co-Founder of B-Lab, hosted by the Reynolds School for Social Entrepreneurship; and met personally with staff members from B-Lab to discuss both the selection of a third-party standard for benefit corporations and the B-Corporation certification process.

Finally, by taking the B Impact Assessment, we also considered the added value of eventually qualifying as a certified B-Corporation, a certification awarded by B-Lab that acknowledges companies for voluntarily meeting higher standards of transparency, accountability, and performance. Qualification requires a score of 80 out of a total of 200 points. At the current time, Turnstile Tours is undergoing a review process with B-Lab to hopefully achieve and be awarded B-Corporation Certification. This voluntary professional certification has the potential to provide our company with the added benefit of joining a network of over 700 other Certified B-Corporations. By achieving this level of certification, we hope to connect with and learn from other socially- and environmentally-conscious entrepreneurs.

Aside from taking the B Impact Assessment and pursuing B-Corporation Certification, Turnstile Tours does not have any conflict of interest or organizational connection with B-Lab and its governance structure. To our knowledge, no staff or board member has provided financial support to B-Lab.

○ What is B Impact?

Developed and operated by a non-profit organization called B-Lab, the B Impact Assessment is a measurement system that uses points to quantify the overall social and environmental impact of companies. A score of 80 out of 200 can qualify companies for B-Corporation Certification, a voluntary professional certification awarded by B-Lab, akin to the LEED-Certification point-system for green buildings laid out by the Green Building Council.

After reviewing the assessment with a B Impact Assessment professional, Turnstile Tours scored a total of 131.8 points out of a possible 200 based on its first seven months of operation as a legally-registered benefit corporation. Turnstile Tours has chosen not pursue B-Corporation certification from B-Lab this year, but hopes to do so in the first quarter of 2014 when the assessment is taken again for benefit corporation reporting requirements.

The assessment includes over 100 questions that evaluate performance based on quantitative and qualitative data that measures the impact of a company in four general areas outlined above. This report reveals the results of each section, including areas where the company performed well, as well as plans for improvement in future years.



B Impact Assessment: 2012 Results

Governance

General public benefit

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. This area of specific benefit is adapted and incorporated into the mission statement of the company. Moreover, 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

While it has always been the intention to expand the Board of Directors to include a cross-section of Turnstile's stakeholders, during the first eight months of operation the board consisted of only one person, Cindy VandenBosch, the founder, 100% owner, and president of Turnstile Tours. There were many informal advisors who contributed to the establishment and development of the company in its nascent stages, including colleagues, family members, and employees. Building on those relationships, during 2013 Turnstile Tours will cultivate its Board of Directors to include representation of stakeholders in areas of expertise ranging from finance and law to museum education and curation. This Board of Directors will meet at least twice annually



beginning in the first quarter of 2014 and will review and provide oversight based on the company's overall performance as a benefit corporation.

Metrics and Financial Review

Turnstile Tours' fiscal year operates on a calendar basis. As such, Turnstile Tours' reporting period for the purposes of the benefit report spans May 9 through December 31, 2012. During this start-up phase, Turnstile Tours did not post a profit but expects to do so in the 2013 fiscal year.

Regarding financial review, at the end of the fiscal year, the company produced 2012 financials for review by Cindy VandenBosch, Turnstile's financial manager Andrew Gustafson, and the company's accountant, a contractor of Turnstile Tours. Employees also reviewed profit and loss numbers for the company, as well as figures that reflected the overall financial performance of each tour. Representatives from Turnstile Tours' non-profit partner, the Brooklyn Navy Yard Development Corporation, also received regular reports based on figures relating to tours offered at the Brooklyn Navy Yard.

Transparency

Turnstile Tours is dedicated to building mutually beneficial and trusting relationships with tour attendees and clients and seeks to learn from its interactions with customers and make continuous improvements.

In the area of transparency with customers, standard written policies are a key component of the company's focus. When engaging with the company's website and making tour reservations, customers of Turnstile Tours are provided with standard policies, including a privacy policy regarding the collection of personal and financial information, details regarding secure credit card processing, a cancellation policy that includes exceptions for personal emergencies, a full-refund policy for group tour reservations if groups cancel more than 30 days before their scheduled tour, and liability waivers for each tour type.

Turnstile Tours also 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, Turnstile Tours encourages tour participants to share their feedback via online review sites, such as TripAdvisor and Yelp, and welcomes and invites direct emails or phone calls.

Beyond traditional forms of collecting feedback and reviews, Turnstile Tours also conducts an annual customer survey with all individuals who have attended a tour with the company in the previous year, the results of which provide key information about Turnstile's performance against its mission and requirements as a benefit corporation. Turnstile Tours also uses online reviews, direct emails, and survey results to analyze and evaluate the quality of tours and the performance of tour guides. The company makes improvements to tours, from narrative structure to accessibility needs to tour guide training sessions, in direct response to assessments of customer feedback. Starting in 2014, Turnstile Tours will conduct the customer survey twice annually.



Governance Improvements

- Seek to expand its Board of Directors to include representation of stakeholders with a range of expertise. This Board of Directors will meet at least twice annually beginning in the first quarter of 2014 and will review and provide oversight based on the company's overall performance.
- Review and refine its written customer policies to include more information about how it selects and compensates vendors.
- Develop a standard release for all oral histories collected.
- Investigate long-term strategies for making a legal commitment to depositing primary source materials in publicly-accessible archives for posterity.
- Implement the customer survey on a bi-annual basis rather than an annual basis.

○ Community

Community Metrics and Employees

The B-Lab Impact Assessment measures a company's positive impact on its employees by gauging figures in such areas as job creation and retention; compensation, benefits and training; and worker participation in decision-making. Between July 1 and December 31, Turnstile Tours hired four employees, and all remained with the company into the first quarter of 2013. As a start-up with limited initial investment, Turnstile Tours did not have the financial capacity to employ workers part-time or full-time during its first eight months but did pay employees an average hourly rate of \$25-\$30 per hour, a highly competitive hourly wage within the tour and museum industries.

As many people in the museum and tourism professions are well aware, there can be a great deal of unpredictability in both industries for hourly tour guides and educators. This is in part because the positions tend to be seasonal, and tours can get canceled at the last-minute, sometimes leaving guides lacking compensation they were counting on. Because Turnstile Tours seeks to cultivate a team of people who will grow with the company through the years, we are interested in deepening and broadening the contributions of each employee. In 2012, Turnstile's tour guides were compensated for their initial training on each tour, and when tours were canceled, they were offered opportunities to take on work in other areas, including content development and administrative work.

Turnstile Tours strives to create reliable employment opportunities. In 2013, Turnstile Tours will work toward this goal by providing expanded opportunities for tour guides who demonstrate relevant qualifications and interests, and to expand into other roles and responsibilities within the company, including research,



consulting, marketing and sales. By cultivating employees in their respective interests and areas of strength, Turnstile Tours will build capacity across the board, retain talented employees, and provide stable and predictable incomes for its workers.

Suppliers, Distributors and Tour Partners

Turnstile Tours works with a variety of suppliers for the general operations of the company, from insurance, accounting, printing, and legal services, to neighborhood businesses and non-profit organizations that participate in tours as partners. These tour partners provide goods and services that support the tour experiences directly, including mobile food vendors, public market vendors, restaurants and shops, transportation services, and bicycle safety and repair, while some partners participate more actively in the creation of the tours themselves, including the Brooklyn Navy Yard Center at BLDG 92.

The B Impact Assessment examined the impact of Turnstile Tours on supplier relationships, as well as their respective impacts on society and the environment. When selecting and evaluating suppliers, Turnstile Tours is dedicated to supporting community development through its work and reflects this commitment in a written policy by giving preference, wherever possible, to local suppliers that are small businesses, minority- or women-owned, and/or businesses or non-profit organizations that have environmental or social missions.

In 2012, 61% percent of the payments made to Turnstile's five largest suppliers went to non-profit organizations, companies, or consultants that have third-party social or environmental company-level certification for their materials, supplies, or infrastructure. The Brooklyn Navy Yard Development Corporation, a key tour partner, has acquired LEED-certified status from the U.S. Green Building Council for new structures inside the industrial park in recent years, including LEED-Platinum status (the highest level of certification) for the Brooklyn Navy Yard Center at BLDG 92, where the tours of the Brooklyn Navy Yard begin and end. On the whole, between May and December 2012, Turnstile Tours paid a total of 107 suppliers, of which 27 were mobile food vending businesses and 11 were small minority- and/or women-owned businesses in and around the Moore Street Market in East Williamsburg.

Local Involvement

As a component of B-Lab's Impact Assessment, Turnstile Tours calculated the distance of its suppliers and customers from its administrative office to evaluate local impact. In its first eight months of operations, Turnstile Tours operated administrative functions out of a home office in Brooklyn, New York. All tours were conducted in Brooklyn and Manhattan within eight miles of the office location. Between May and December 2012, 83% of Turnstile Tours' expenses, excluding labor, was spent with independent suppliers located within 200 miles of the company's headquarters, and the majority of revenue during that period was generated from customers or clients residing locally to the company headquarters. In fact, more than 50% of Turnstile Tours' customers in 2012 came from the five boroughs of New York City.



In terms of banking, Turnstile Tours initially investigated using a local, independent bank or credit union but ultimately decided to bank with a larger institution based on the broader base of necessary services that were available, including a user-friendly online banking interface and the convenience of branch locations.

Diversity

While Turnstile Tours is 100% female-owned, the company did not track the percentage of suppliers in 2012 that were operated by women or by individuals from minority populations.

Civic Engagement and Giving

Turnstile Tours provides support to non-profit organizations in a variety of ways. We raise awareness about the missions and work of non-profit partners through tours, printed materials, and online content. In terms of financial support, Turnstile Tours has a formal written commitment that includes donations of at least 5% of sales from each of our tours to select non-profit partner organizations. Turnstile Tours exceeded this commitment by contributing a total of 12% of total revenue to support local non-profit partners in 2012. Non-profit partners that received financial support from tours based on 2012 tour ticket sales included the Street Vendor Project of the Urban Justice Center, the Brooklyn Economic Development Corporation, and the Brooklyn Navy Yard Center at BLDG 92.

In addition to generating financial support for partner non-profit organizations, Turnstile Tours seeks to participate in and promote the activities and fundraising efforts of non-profit organizations. For instance, Turnstile Tours provided financial, marketing, and volunteer support to the Vendy Awards, an annual street food competition that honors and showcases New York City's street vendors, in support of the Street Vendor Project of the Urban Justice Center. In addition to promoting the event year-round, in 2012 Turnstile Tours' offered mini-tours at the Vendy Awards to educate attendees about the history, regulations, and challenges of street vending in New York City and produced a postcard map of the Vendy Award nominees' locations that was distributed to event attendees.

Turnstile Tours also encourages tour participants to become more informed about the work of our non-profit tour partners, as well as opportunities for direct engagement. In the customer survey cited above, 8.4% of respondents indicated that they donated money to organizations mentioned on their tour, and 2% ended up volunteering with one of the organizations. Turnstile Tours will continue to monitor this metric and hopes to increase that percentage in future years.

Standards relating to suppliers not included in B Impact Assessment

We view our tours as engines for economic growth and take seriously the businesses that we choose to work with. While not specifically evaluated in the B Impact Assessment, one of our biggest considerations when selecting a tour partner/supplier is whether supporting that business or organization will in turn provide affordable and unique goods or services and/or create employment opportunities for an underserved or economically disadvantaged community.



At least one-third of the businesses that Turnstile Tours works with are small companies with five or fewer employees. For example, on our Immigrant Foodways Tour, we work with many immigrant-owned business that provide affordable goods and services to the Spanish-speaking communities of Brooklyn. We hope that supporting these businesses helps the broader public understand the specific needs of local immigrant communities, as the Moore Street Market Retail Market has done for generations by maintaining stable and affordable rent for its vendors.

Community Improvements

- Provide reliable and predictable compensation to employees year-round.
- Institutionalize a formal routine process to provide independent contractors and suppliers with post-project or post-contract feedback.

Environment

Environmental Metrics

While Turnstile Tours did not track its overall energy or water usage for general operations in 2012, 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 2012, between the 162 people who came on our 3-mile bicycle tours of the Brooklyn Navy Yard, and the 540 people who walked an average of 1.5 miles on our food-focused walking tours, tour attendees produced and used a total of 118 kilowatt-hours that could have otherwise be generated by fossil fuel-driven vehicles – enough energy to power the average American home for one week!

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 91 bus tours results in approximately 31.85 gallons 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 716.6 pounds of carbon dioxide. By our calculations, it would take 13 tree seedlings to grow for 10 years to counterbalance and sequester these emissions.

Environmental Practices

The company uses an office-wide recycling program that includes paper, cardboard, plastic, glass, metal, and electronics. Turnstile Tours considers environmental impact when purchasing and printing paper-based materials. During the reporting period, Turnstile Tours ordered and used compostable bowls for tours, recycled



supplies in the office, including printing on scrap paper, purchased primarily recycled paper, and used two printing suppliers for marketing and tour materials, both of which use vegetable-based inks.

Inputs

While policies are not in place regarding energy conservation or hazardous waste at Turnstile Tours, practices include using natural light and compact florescent bulbs and disposing of electronic equipment responsibly.

Environment Improvements

- Examine how to either reduce emissions or counterbalance the emissions with carbon offset credits.
- Formalize a recycling program within the company.

○ Impact Business Models

Social Enterprise

As a benefit corporation, Turnstile Tours was founded with a social enterprise model built into its corporate mission and structure. As a legal requirement, the company is committed to conducting a performance evaluation against a third-party standard annually and posting the results on the company's website.

Analysis of Turnstile Tours' performance in 2012 qualified the company for credit in three main categories defined by the B Impact Assessment, including promotion of the arts and sciences, channeling capital and resources to businesses located within 200 miles of Turnstile's office, and donating at least 20% of profits to non-profit organizations. Here is how we accomplished these goals:

- **Promoting the arts and sciences:** As described previously in this benefit report, 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 and supporting the work of non-profit partners that share common goals.
- **Driving capital to local businesses and non-profit organizations:** Turnstile Tours is a company that is dedicated to supporting local businesses and non-profit organizations through its tours and related programs and research. All tours are located within eight miles of the office, and 83% of all of Turnstile Tours' expenses in 2012, excluding labor, was spent with independent suppliers located within 200 miles of the company's headquarter. Moreover, the majority of the revenue during that time period was generated from customers or clients residing locally to the company headquarters.
- **Dedicating at least 20% of profits to non-profit organizations:** Turnstile Tours has an official policy to set aside 5% of all revenue from public and private tours to support non-profit partner organizations. Though Turnstile Tours did not turn a profit in 2012, ultimately the company gave above 20% of the



profits for each individual tour to the relevant tour partner, thereby earning the company points in the B Impact Assessment.

Community Business Model: Products and Services

Perhaps the best way to demonstrate how Turnstile Tours supports local businesses and organizations is by providing concrete examples that relate to each of our four core commitments outlined above.

- **Core Commitment: Conduct original research**

Example: In 2012, Turnstile Tours conducted research using archives at the Brooklyn Public Library, Brooklyn Historical Society, Brooklyn Navy Yard, the New York City Municipal Archives, and the New York City Department of Buildings. As part of an independent study course in 2012 at the University of Connecticut-Waterbury, Turnstile Tours worked with a professor to provide her student with guided, hands-on research experiences in various archives in New York City, arranged for him to meet with an archivist to learn about the profession and its future direction, and paid for his expenses and travel. This student subsequently became a paid researcher for Turnstile Tours and assisted in the research for the development of the World War II Tour of the Brooklyn Navy Yard.

- **Core Commitment: Contribute to public history**

Example: 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 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 will be developing a long-range plan to bequeath original primary source materials in the appropriate public archives in 2013 and 2014.

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

Example: As part of a recent survey completed by 95 customers who went on tours in 2012, nearly half indicated that they researched topics, themes, and stories related to their tour following their experience. We consider this achievement an indicator of our success in providing an experience that cultivates curiosity and a desire to learn more.

- **Core Commitment: Support non-profit partners**

Example: Based on 2,280 tickets sold between July and December 2012, Turnstile Tours contributed approximately 12% of sales to non-profit partner organizations, through voluntary donations and partner



and vendor agreements. Through its tours, the company also collected email addresses for these partners, helped to recruit volunteers, and demonstrably increased membership enrollment for those organizations with membership programs. In the survey cited above, 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 8% donated money to non-profit organizations featured on the tours. We are very proud of these accomplishments and hope to do more in the coming years to provide support to our partner organizations.

Serving Those in Need

Turnstile Tours earned points in the B Impact Assessment for its attention to building relationships with non-profit organizations, both as tour partners and as customers, and for its commitment to accessibility for people from a diverse range of backgrounds, ages, learning styles, and abilities, including people with physical and intellectual challenges.

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. Between July and December 2012, approximately 13% of Turnstile's private group tours were offered to non-profit or educational groups, most of which paid a discounted rate. We hope that these groups will continue to view Turnstile Tours as an asset for providing rich learning experiences in non-traditional educational settings, and we aim to increase this percentage to one-third of Turnstile's customer base.

According to our most recent customer survey, 85% of respondents indicated that they were “completely accommodated” when asked whether “all of their needs were met – accessibility, mobility, dietary and otherwise,” while an additional 12% responded that they were mostly accommodated (responded 4 out of 5 on survey). Turnstile Tours is uniquely equipped to design accessible experiences, with two staff members who have professional experience working with people who have special needs, one of whom has a Master's degree in special needs education, while the other has worked in the disabilities field for more than five years and has consulted with museums and cultural institutions on accessibility.

Turnstile Tours believes that attention to accessibility increases the overall quality of the tour experience, and we back up this philosophy with key techniques that are incorporated into the training of all guides. As part of our goal of inclusivity, Turnstile takes a multimodal approach when designing tour experiences and trains and evaluates guides on facilitation techniques that encourage inquiry-based learning and active engagement, including the use of visual, verbal, olfactory, kinesthetic, and tactile prompts. Each tour guide is trained to ensure his/her mouth and face can be seen by all participants at all times, making the tour more accessible to all, but especially to individuals who rely heavily on lip-reading, including people who have hearing loss or who's first language is not English. When individuals who use wheelchairs attend Turnstile's walking tours, our team checks the tour route to make sure all curbs slope down to the street at crosswalks and adapts the tour to avoid any other potential barriers. Descriptive language of visual references on tours is also part of Turnstile's training, in the hopes of making the experience more accessible to individuals who are blind or have



low vision, and to all participants who are new to a space or place. For visitors on the autism spectrum, guides implement a variety of approaches, including an increased use of visual cues and prompts.

For all food-based tours, as long as our customers share their dietary requirements beforehand, our guides are trained to adapt the tastings on the tour menu to accommodate individuals who are vegetarian or have gluten or dairy-free diets to ensure their enjoyment of the experience. Drawing from staff members' experiences as museum educators, camp instructors, and classroom teachers, and the company's interest in providing fun and educational experiences for young people, Turnstile Tours has expanded its portfolio of tours at the Brooklyn Navy Yard to include a hands-on program called Yard Inspectors, specifically designed for children ages 6-12 and their family members.

Turnstile Tours continues to seek out opportunities to provide accessible experiences to all of our tour participants, and we look forward to working with them to come up with new and innovative ideas that provide even more opportunities for engagement with the sites and neighborhoods we explore on our tours. We strive to make our experiences accessible to all people and move far beyond simply our legal accessibility obligations. Where feasible, we do hope to integrate accessibility technologies into our tours in the future, including the use of tactile scale models and assistive listening devices in 2014.

Local Impact

As a tour company based in Brooklyn, we are a community-based business, focused on serving our local economy. As outlined in the Community Metrics section, Turnstile Tours sources the majority of its supplies and labor from within 200 miles of its office. In 2012, most of Turnstile Tours' customer base was also local, as described above.

Impact Business Model Improvements

- Increase the number of tours for non-profit organizations and educational institutions to one-third of Turnstile's customer base.
- Develop in-house performance indicators in 2014.
- Incorporate accessible technologies, including the use of tactile scale models and assistive listening devices in 2014.

