

Shaping the Future Afresh

A Message from the Chair

To thrive in today's fast-paced and ever-changing environment, organizations need to remain innovative and nimble. At 93 years young, IAAPA continued to meet the challenge in 2011 with fresh starts, fresh initiatives, and fresh perspectives.

After riding out the economic turmoil of 2009 and regaining our momentum in 2010, the scene was set, and the time was right this past year for IAAPA to begin fulfilling the next stage of its global charge.

To lead us in this change, industry veteran and friend [Chip Cleary arrived to become the association's new President and CEO](#). We unveiled fresh initiatives, from relaunched Institute for Executive Education and Leadership Conference programs to the first "Latin America State of the Industry Report" to the new European Manifesto policy document. And we adopted fresh perspectives, with initial moves toward a longer-term Strategic Plan, diversified revenue sources, and better cost-of-sales and pricing models.

These actions will further IAAPA's efforts to serve and advance the interests of an attractions industry that is increasingly global in nature, as attested to by the growing activity level of our three regional offices.

Such worldwide aims bring corresponding responsibilities but also inspire the energy to carry them out.

This energy was tangible in 2011, from market expansion in many parts of the world to the dynamism of our three trade shows to members' collective embrace of the need for building an even more globally united organization and industry.

Driven by the six principles of our [Vision Statement](#) – fundamentals like safety, partnerships, resources, and more – we made great progress in many areas last year. This review is the story of that progress.

I've been honored to serve as IAAPA Chair during 2011 and want to thank my fellow board members, all committee volunteers, the association staff, and the full membership for the generous assistance, trust, and friendship they have shown me over these past 12 months. Ours is indeed a fantastic industry!

I also want to welcome Chip, who I know shares this devotion in equal measure and will perform his duties as President and CEO with the same leadership and forward thinking that he's demonstrated throughout his entire attractions industry career. Both IAAPA and our worldwide business will be the better for it.

Bob Rippy, IAAPA Chair 2011

Web addresses of story links:

[Cleary arrival](http://www.IAAPA.org/pressroom/pressreleases/ChipClearyNamedIAAPACEO.asp) – <http://www.IAAPA.org/pressroom/pressreleases/ChipClearyNamedIAAPACEO.asp>

[Vision Statement](http://www.IAAPA.org/aboutus/index.asp) – <http://www.IAAPA.org/aboutus/index.asp>

A Message from the President and CEO

Career paths often bend in unexpected ways, perhaps even more so in the worldwide attractions business. And when the opportunity arose to become IAAPA's President and CEO this past year, I simply knew it was a path I should take.

Drawing on 30-plus years of industry experience and 20 years of varied IAAPA service – and generously assisted by first-rate board members, committee volunteers, and professional staff – my first nine months in this position have been beneficial for me and, I hope, for the association at large.

This new perspective within the IAAPA family has reinforced my long-held belief that member input is a crucial ingredient in the continued success of our international organization. Change and evolution is inevitable in every business sector, and an active, vocal membership will help ensure IAAPA remains well equipped to assist members in times ahead.

Our current Strategic Plan places special emphasis on industry safety, financial strength, global governance, and member value, and the IAAPA Foundation is just beginning to realize its potential for supporting significant advances in attractions-related research and education.

These are key initiatives for the future health and vitality of both the industry and the association, so I encourage you to join us in working on them together. Through such collaboration, we can all aspire to a prosperous 2012 and beyond.

Chip Cleary, IAAPA President and CEO

Advancing Safe Facility Operations

High Safety Standards are a Global Industry Mission

The work IAAPA began in 2003 to spearhead the harmonization of ride safety standards from around the world continued to make solid progress in 2011.

The informal multiyear effort to revise the European safety standard (EN 13814) and better synchronize it with ASTM International F24 and other worldwide standards successfully concluded mid-year. The process is under way to activate the formal technical committee (CEN/TC 152) that will eventually adopt this work as the official revision of the standard.

The informal group also agreed to officially submit its draft EN 13814 revision to the relevant International Organization for Standardization (ISO) technical committee (ISO/TC 254) as a proposal for the contents of a future ISO standard. Subsequently, ISO/TC 254 began its work and agreed to liaison with interested organizations like IAAPA and ASTM. Thus far, these discussions have been largely administrative, including the establishment of three initial working groups on biomechanical effects; design, manufacture, and construction; and operation and use. As ISO representation is by country, IAAPA has observer status during the formal work sessions.

ASTM's contribution to the global harmonization effort for ride safety also continued in 2011, including hosting a record 125 participants from around the world at its February meeting in New Orleans. The F24 committee is working with European safety experts to update the parts of its standard that the informal EN 13814 revision group identified as needing harmonizing. In addition, the Canadian Standards Association's ground-breaking integration of the F24 standard into its own safety rules has now produced a model guidance document for other jurisdictions around the globe who would like to do the same but also need to address country-specific exclusions or additional requirements.

The Learning Never Stops When it Comes to Industry Safety

IAAPA members' dedication to the welfare of their guests and employees continued to drive demand for conferences dedicated to discussing specific aspects of safety in 2011, and the association delivered.

These educational sessions provided attendees with expert advice on how to achieve safety excellence in training, operations, and maintenance, as well as discussions on safety standards, ride reporting, and legislative/regulatory issues.

The year started with more than 125 attendees taking part in IAAPA's fourth [Middle East Safety Institute](#) in mid-April at the Chamber of Commerce in the city of Riyadh, Saudi Arabia. Then, in late May, 45 attendees started their Latin American Executive Education program [in Mexico City with a full-day IAAPA Safety Institute](#), presented by Tim Lundy of the Lundy Group and Patrick Hoffman of Six Flags, Inc.

Numerous safety forums were then part of the educational programs at [Asian Attractions Expo](#) in Singapore in June, Euro Attractions Show in London in September, and IAAPA Attractions Expo in Orlando in November.

Tim Lundy's observation in Mexico City applies equally to all of the association's safety conferences: "We want to help our industry by giving members the tools and means necessary to make their parks and facilities as safe as possible. If attendees can leave here with a handful of ideas to make their operation safer, then we've accomplished what we set out to do."

Web addresses of story links:

[Middle East institute](http://www.IAAPA.org/industry/funworld/2011/jun/departments/IAAPANews.asp) – <http://www.IAAPA.org/industry/funworld/2011/jun/departments/IAAPANews.asp>
(see last item)

[Latin American Safety Institute](http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPANews.asp) –
<http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPANews.asp>

[Asian Attractions Expo Safety Institute](http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPANews.asp) –
<http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPANews.asp> (see first sidebar)

Gathering and Sharing Safety Information, for the Good of All Attractions

Information sharing is crucial to the attractions industry's drive toward ever-safer guest experiences, and the association focused on the increased collection and dissemination of such during the past year.

The newly formed IAAPA Europe safety subcommittee began its work in 2011, and the association's safety committee extended this arrangement to the other two regional offices to establish safety hubs in Latin America and Europe based on local technical expertise. Thus, when safety committee members are in a region for an IAAPA expo or safety conference, they'll be able to meet with the relevant subcommittee, consequently providing a more comprehensive, global approach to safety. The Asia-Pacific safety subcommittee will be formed in the near future, and the Latin American safety subcommittee has been formed for 2012.

Ride reporting is or will be a key initiative for each of these subcommittees. During 2011, the fourth edition of the European Ride Safety Report was completed, with data quality and member responses showing additional improvement over 2010. Once created, the Latin American safety subcommittee will finalize a draft ride safety report that the regional office's Advisory Committee put together this year. And in the Asia-Pacific region, the gathering of such statistics is on the horizon.

At the behest of the safety committee, IAAPA has also worked to begin development of an online registry of ride incidents and bulletins that are reported in the media to further facilitate timely sharing of industry information on a global basis. In that same vein, IAAPA Latin America created a [members-only safety and maintenance discussion group](#) on LinkedIn, moderated by safety committee member Carlos Romano, to strengthen the regional industry's safety culture through the exchange of ideas and experiences.

Promoting a Favorable Public Image

Giving Attractions a Strong Voice in Today's Media

There's never a dull day in public relations, especially when it comes to the global business of fun, and IAAPA's communications staff spent considerable time in 2011 providing media with positive messages about the industry. Numerous press inquiries were received throughout the year on everything from merchandise trends to season pass marketing to ride safety to tax-based development incentives, producing stories in outlets as varied as the Wall Street Journal, ABC News Radio, the Philadelphia Daily News, Japan Times, "Good Morning America," USA Today, Attractions Management, the Los Angeles Times, and Forbes-India.

The association also proactively pitched a roundup of [what's new](#) at U.S. attractions to media again this past year. Just some of the resulting coverage included AAA Magazine, AOL Travel, the Associated Press newswire, and MSNBC.com. IAAPA Europe distributed its own ["What's New"](#) release for the second year in a row, translating it into eight languages and sending it out to press in the primary European countries in April.

IAAPA staff also led or assisted the publicity work for the association's three annual Expos, generating favorable articles in numerous consumer and trade outlets throughout Asia, Europe, and the United States.

To keep up with the changing news landscape, the association updated its [Crisis Communications Plan template](#) for members, to address the rise of social media. The document has been translated into Spanish, French, Portuguese, German, and Italian, and the education program at November's IAAPA Attractions Expo included a session on how facilities can best utilize this key resource.

Additional initiatives to further sharpen IAAPA's media relations efforts included the purchase of a new media database to help expand and better target our proactive publicity outreach, and a thorough year-long review of the association's public relations partner agency. After a conducting an RFP process, IAAPA selected Edelman to continue as its agency of record.

Web addresses of story links:

U.S. "What's New" – <http://www.IAAPA.org/pressroom/pressreleases/Newin2011.asp>

Tips – <http://www.IAAPA.org/pressroom/pressreleases/TipstoSaveTimeMoney.asp>

Europe "What's New" – <http://www.IAAPA.org/pressroom/pressreleases/WhatsNewEurope2011.asp>

[Crisis template](http://www.IAAPA.org/industry/indassociations/CrisisCommunicationsPlanTemplate.asp) – <http://www.IAAPA.org/industry/indassociations/CrisisCommunicationsPlanTemplate.asp>

Active and Effective in U.S. Government Relations

From changing its name to the more apt safety and advocacy department to visiting the industry organizations in Texas, Pennsylvania, California, New England, and Florida, 2011 proved a busy and productive year for the association's U.S.-based public policy staff.

In the area of waterpark safety, despite industry efforts, the U.S. Consumer Product Safety Commission (CPSC) changed an interpretative definition under the Virginia Graeme Baker Pool Spa Safety Act. As a result, a drain cover can no longer be used to convert a "blockable" drain into an "unblockable" drain. Drains that are "blockable" require a secondary anti-entrapment system. IAAPA requested the CPSC apply this new definition prospectively, not retroactively, as the commission suggested at the time of the vote. A final decision on that matter is expected in 2012. IAAPA also continued to monitor and encourage members to get involved in the U.S. Centers for Disease Control and Prevention's development of the Model Aquatic Health Code.

Regarding workforce issues, IAAPA has been active in its feedback on the U.S. State Department's planned new regulations for the [J-1 visa Summer Work Travel program](#), to ensure any needed changes are also workable. These efforts have included informational meetings on Capitol Hill as well. On a related note, the association has worked on its own and in coalitions to head off damaging economic and regulatory changes to the H-2B work visa program.

To assist U.S. attractions in complying with the general nondiscrimination requirements of the [Americans with Disabilities Act \(ADA\)](#) that became effective for recreational facilities on March 15, 2011 and to prepare for the new construction/alteration and "readily achievable" barrier removal requirements one year later, IAAPA provided members with two detailed Funworld articles, several In the Queue blog posts, a mini-golf white paper, a waterparks webinar, and an educational session at IAAPA Attractions Expo. Also during the year, the association submitted industry comments on proposed ADA rules for websites, self-service equipment, and movie captioning, and notified members of available resources concerning the final rules for ADA-related employment provisions.

With regard to U.S. [health care](#) reform, IAAPA concentrated on two proposals stemming from the 2010 passage of the Patient Protection and Affordable Care Act (PPACA). In terms of draft menu labeling rules from the U.S. Food and Drug Administration (FDA), the association agreed with the FDA's initial definition of retail food establishment as excluding most attractions, thus exempting them from the rules. The second proposal concerned the crucial regulatory debate over whether PPACA applies to seasonal workers. IAAPA's activities included a comment letter developed by our standing health care task force and Second Vice Chair Will Morey's testimony before a key U.S. House of Representatives subcommittee.

IAAPA also continued to interact with both policy officials and members on [Consumer Product Safety Improvements Act relief](#), U.S. Congressman Ed Markey's ride regulation bill, proposed changes to the use of employee background checks, and the efforts of the [Coalition for a Traditional School Calendar](#).

Web addresses of story links:

[Water safety](http://www.IAAPA.org/safety/WaterParkSafety.asp) – <http://www.IAAPA.org/safety/WaterParkSafety.asp>

[J-1 visa](http://www.IAAPA.org/government/documents/IAAPASWTCommentLetter23Nov2011.pdf) – <http://www.IAAPA.org/government/documents/IAAPASWTCommentLetter23Nov2011.pdf>

[ADA](http://www.IAAPA.org/government/ada/) – <http://www.IAAPA.org/government/ada/>

[Health care](http://www.IAAPA.org/government/healthcarereform.asp) – <http://www.IAAPA.org/government/healthcarereform.asp>

[CPSIA relief](http://www.IAAPA.org/safety/toysafety/) – <http://www.IAAPA.org/safety/toysafety/>

[School calendar](http://schoolyear.info/first.html) – <http://schoolyear.info/first.html>

Engaged in Shaping European Public Policy

IAAPA Europe's lobbying efforts intensified last year, as its subcommittee on government relations (GR) laid out the economic importance and top public policy issues of the region's attractions industry in a new and powerful political [Manifesto](#). The issues singled out for priority focus in the document are safety, the evolving European Union (EU) tourism policy, value-added-tax (VAT) rates, and fair competition.

The Manifesto was distributed to all members of the European Parliament (MEPs) and relevant officials in the European Commission (EC – the EU's executive body) to create greater awareness of the attractions industry and IAAPA Europe. Numerous follow-up meetings were held, including [Europa-Park's hosting](#) of commission president José Manuel Durão Barroso and his fellow commissioners, all of whom were impressed by the dynamic growth of the industry and its impact on regional tourism and development.

IAAPA Europe advanced the interests of its attractions members in 2011 during the EU's continued development of a [new tourism policy](#), providing input on such aspects as regionwide marketing and properly weighing the impact of nontourism-specific measures. The office also engaged several MEPs and the consumer interest group ANEC (European Association for the Co-ordination of Consumer

Representation in Standardisation) in an educational and ultimately constructive exchange on [regional ride safety](#).

Among other areas of government relations activity, IAAPA Europe safeguarded its members by ensuring the EC's new [Consumer Rights directive](#) exempted tourism services from the right of withdrawal from contracts, and gave active input in the ongoing debate over the possible establishment of [tourism service standards](#).

Web addresses of story links:

[Manifesto](https://www.IAAPA.org/members/EuropeanManifesto.asp?Token=9A8FB8EE-77B8-491B-B1AE-63C9DA917514) – <https://www.IAAPA.org/members/EuropeanManifesto.asp?Token=9A8FB8EE-77B8-491B-B1AE-63C9DA917514>

[Europa-Park visit](http://www.IAAPA.org/industry/funworld/2011/oct/departments/InBrief.asp) – <http://www.IAAPA.org/industry/funworld/2011/oct/departments/InBrief.asp> (see third item)

[Tourism policy](http://www.IAAPA.org/europe/LisbonTreaty.asp) – <http://www.IAAPA.org/europe/LisbonTreaty.asp>

[Ride safety](http://www.IAAPA.org/europe/Safetystandards.asp) – <http://www.IAAPA.org/europe/Safetystandards.asp>

[Consumer rights](http://www.IAAPA.org/europe/ConsumerRights.asp) – <http://www.IAAPA.org/europe/ConsumerRights.asp>

[Tourism standards](http://www.IAAPA.org/europe/TourismStandards.asp) – <http://www.IAAPA.org/europe/TourismStandards.asp>

Providing Primary Sources for Market Connections

Asian Attractions Expo Follows Regional Industry Up, Up, Up

A record-breaking trade show floor, sold-out special events, popular education sessions, and strong buyer turnout marked the continued success of IAAPA's [Asian Attractions Expo \(AAE\)](#). [The 2011 edition](#), held in Singapore from June 21-24 at Resorts World Convention Centre, at Sentosa, brought together 4,900 industry professionals from 46 nations in 4,461 net square meters of space to see the latest offerings of 236 exhibitors. The show floor was the AAE's largest ever, and the number of exhibitors was up 10 percent from 2010.

IAAPA President and CEO Chip Cleary was pleased by the event: "With its dynamic delivery of economic, educational, and networking opportunities, the growth of the Asian Attractions Expo mirrors the growth of the attractions industry in Asia, and we look forward to a continuation of both trends."

With behind-the-scenes site tours and three days of seminars, participation at AAE education programs on a variety of industry topics reached a record total of 1,280, including 205 for the full-day IAAPA Safety Institute. More than 400 people attended Leadership Breakfast keynote presentations by IAAPA Third Vice Chair Mario Mamon of Enchanted Kingdom and Sentosa Leisure Group CEO Mike Barclay, and 400 enjoyed the sold-out Opening Night Event at Universal Studios Singapore.

AAE 2011 drew senior executives from all the various national associations of the region, and the Indian Association Of Amusement Parks & Industries held its first-ever board meeting outside of India during the Expo.

Web addresses of story links:

[Expo summary](http://www.IAAPA.org/pressroom/pressreleases/AsianAttractionsExpo2011Results.asp) – <http://www.IAAPA.org/pressroom/pressreleases/AsianAttractionsExpo2011Results.asp>

[Expo review](http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPAnews.asp>

Good Business at EAS London

With more than 7,050 visitors from 99 nations, a record number of exhibitors, and 1,000+ participants in the education program, the late September [Euro Attractions Show](#) (EAS) in London's Olympia Exhibition Centre exemplified why the event is the [premier trade show](#) for the attractions industry in Europe.

At around 8,000 net square meters, the trade show floor was the largest EAS exhibit space to date, with 336 companies displaying hot new industry products and services. The Welcome Reception attracted 800 guests, while the Gala and site tour of Legoland Windsor both sold out.

Mats Wedin, chairman of the IAAPA European Advisory Committee, declared, "We are extremely pleased with this show and the support of the associations in the UK. Not only did we have a record number of exhibitors, but it's obvious that the European attractions industry is as vibrant as ever."

The show's educational lineup was the most successful in its history, with a total of 1,331 attendees at various seminars, institutes, tours, and the inaugural Leadership Breakfast, featuring Nick Varney, CEO of Merlin Entertainments Group. Another first-time offering – the Indoor Playground / FEC Day – was a [joint effort with the UK's Play Providers Association](#) and drew more than 120 to its well-received program. After the event, a post-tour took participants to Blackpool Pleasure Beach and Drayton Manor.

Web addresses of story links:

[Expo summary](http://www.IAAPA.org/pressroom/pressreleases/EAS2011Final.asp) – <http://www.IAAPA.org/pressroom/pressreleases/EAS2011Final.asp>

[Expo review](http://www.IAAPA.org/industry/funworld/2011/nov/departments/IAAPANews.asp) – <http://www.IAAPA.org/industry/funworld/2011/nov/departments/IAAPANews.asp> (see second item)

[Play Providers](http://www.IAAPA.org/pressroom/pressreleases/PartnerwithEuroAttractionsShow.asp) – <http://www.IAAPA.org/pressroom/pressreleases/PartnerwithEuroAttractionsShow.asp>

Orlando Expo Gets Bigger and Better

[IAAPA Attractions Expo 2011](#) hosted nearly 25,800 industry professionals from 118 nations during its five-day run at the Orange County Convention Center in Orlando in mid-November. Buyer attendance was up 5 percent over 2010, and customers perused the products and services of 1,106 innovative companies on a show floor of 477,474 net square feet, including an outdoor exhibit area measuring 49,074 net square feet, the largest at the Expo in almost a decade.

"The results surpassed our expectations on several fronts," said IAAPA President and CEO Chip Cleary. "Exhibit sales, buyer attendance, education participation, and total registration are all up from 2010, which speaks volumes about the strength of the industry and the Expo's role as a global can't-miss event."

Total attendance at the 120+ educational offerings was 8,850, spurred by such highlights as presentations from several industry CEOs, insightful behind-the-scenes facility tours, various specialty tracks, three institute programs, and a half-day symposium on mobile marketing and communications.

The industry's best were honored at the IAAPA Hall of Fame, Service, and Brass Ring Awards, and 1,400 people packed the Kickoff Event for the latest association and global attractions news. More than 1,000 guests participated in the Opening Reception, and a crowd of 1,650 attended IAAPA Celebrates at Disney's Hollywood Studios.

In May 2011, Stacey Mills, CMP, joined the Exhibitions, Conferences, and Meetings team at IAAPA as director, conference and trade show operations. With more than 15 years' experience as an association convention planner, Stacey has continued to improve the attendee and exhibitor experience at all three global trade shows.

Web addresses of story links:

[IAE '11](http://www.IAAPA.org/pressroom/attractionsexpo/NRIAAPAAttractionsExpo2011aSuccess.asp) – <http://www.IAAPA.org/pressroom/attractionsexpo/NRIAAPAAttractionsExpo2011aSuccess.asp>

Providing Continuing Education and Training

Executive Education Relaunches, and Latin America Learns

The [redesigned Institute for Executive Education](#) was launched Jan. 29 – Feb. 4 in San Diego for a sold-out class of 30. IAAPA developed a more industry-specific curriculum with new academic partner San Diego State University (SDSU), and the program was strongly supported by area attractions like SeaWorld San Diego, San Diego Zoo, and Palace Entertainment's Boomers!, thus providing an effective combination of classroom and experiential learning. Representing eight countries and 18 different companies, the participants rated the program extremely well, and SDSU is committed to help IAAPA replicate this offering elsewhere around the world.

IAAPA's Latin American Executive Education program has a head start on this initiative, having been held annually for several years already, and the 2011 version took place in Mexico City in late May at Iberoamericana University. The 34 attendees from five nations explored industry best practices through classes, case studies, and educational tours to KidZania and Six Flags Mexico.

The program was just one of several regional educational forums that IAAPA Latin America organized or assisted with in 2011. Additional efforts included sessions at the [Colombian Association of Amusement Parks' third congress](#) in early April; the [area's first IAAPA Institute for Attractions Managers](#) in mid-June in Sao Paulo with ADIBRA (the Brazilian attractions association); seminars during ADIBRA's annual training week in late July; and a roundtable on birthday parties during the Mexican Association of Waterparks' XIV congress in mid-October.

Web addresses of story links:

Institute for Executive Education –

<http://www.IAAPA.org/industry/funworld/2011/feb/departments/IAAPAnews.asp> (see middle of story)

Colombia – <http://www.IAAPA.org/industry/funworld/2011/jun/departments/IAAPAnews.asp> (see third item)

Attractions Mgrs – <http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPAnews.asp> (see fifth item)

Online or In Person, IAAPA Works to Increase Industry Knowledge

[IAAPA's free monthly webinars](#) remained one of our most popular and valuable member benefits in 2011, attracting 1,591 total participants and including five sessions hosted by the association's regional offices.

With 17 presentations throughout the year (12 from the United States, three from Latin America, and two from Europe), the topics covered almost every aspect of the industry, from food and beverage trends to branding to crisis communications to promotional events. Subjects are designed to draw a broad interest from members, and the lineup this past year succeeded well, averaging viewers from 13 different nations per webinar.

While this recent educational benefit kept up its pace, the association updated an old favorite with the [new IAAPA Leadership Conference](#), whose combination of reconnecting, learning, and networking are a fresh take on the former Summer Meeting. The inaugural edition took place in San Diego in mid-March, and featured a keynote address from Disneyland Resort President George Kalogridis and behind-the-scenes access at 11 Southern California facilities for the conference's 172 attendees.

The SoCal attractions rolled out the red carpet for the conference's 172 attendees, and guided tours of "backstage" areas were offered at many locations: Knott's Berry Farm and Boomers! San Diego brought participants into their food and beverage operations; SeaWorld San Diego allowed up-close-and-personal interactions with several different animals; and Disney California Adventure gave attendees an exclusive

look at its new Cars Land expansion, set to open in 2012.

Web addresses of story links:

Webinars – <http://www.IAAPA.org/education/elearn/elearning.asp#Past> (member login required)

Leadership Conf – <http://www.IAAPA.org/industry/funworld/2011/may/departments/IAAPAnews.asp>

Certification and Foundation Boosting Industry Expertise

Aiming to further elevate the professional standards of the industry, the implementation of the [IAAPA Certification program](#) continued to progress last year, with a charter Executive-level class of more than 120 members and a designated education subcommittee working to finalize criteria for the two other levels of certification (Manager and Professional).

Work also continues on the development of online educational content for use in certification, including a standard template and the conversion of existing CDs and DVDs into a web-based streaming format.

A key part of bolstering the educational underpinnings of the certification program is the [IAAPA Foundation](#), whose funding work is also meant to augment the level of industry research and data.

During 2011, the foundation board increased term lengths to three years, refined its current fundraising plan, created a logo and letterhead for correspondence, and identified immediate priorities, the first of which is an economic impact study of the global attractions industry.

The foundation board is evaluating five proposals that were submitted for the study, and recently announced two gifts totaling \$65,000 – \$10,000 from SeaWorld Parks & Entertainment, and \$55,000 from members of the IAAPA Latin American Advisory Committee. The IAAPA Board of Directors also endowed the foundation with \$250,000.

Web addresses of story links:

Foundation & Certification –

<http://www.IAAPA.org/industry/funworld/2011/feb/departments/IAAPAnews.asp> (see beginning and end of story)

Being an Allied Partner with Industry Associations

Advancing Both Member and Industry Interests in Europe

In 2011, Mats Wedin, the longtime chairman of the IAAPA Europe Advisory Committee, retired from Liseberg, in Gothenberg, Sweden, and also from the IAAPA Europe Advisory committee. IAAPA Europe recognized a new chairman in Bart de Boer, CEO of Efteling, Netherlands, to lead the committee into the future. Furthermore, IAAPA Europe has organized the first regional safety subcommittee to address prevailing safety issues, monitor ride safety reporting, stay apprised of updates and development of the EN 13.814 and the ISO, to support the organization and planning of the European Safety Forums to take for 2012.

[IAAPA Europe](#) continued its active efforts on behalf of the association's regional membership. The year-round work of [the office's subcommittees](#) on government relations, education, and manufacturers and suppliers resulted in a new Manifesto on various European Union policy issues, two new webinars, and a successful Euro Attractions Show (all detailed elsewhere in this review), as well as plans for additional consumer PR initiatives and discussions of a standard ride contract.

Wanting to visit as many members as possible and see new and interesting attractions, the IAAPA Europe team traveled throughout the region to national association meetings, facility openings, and several prospective members during the past year. This vigorous engagement and recruitment further strengthened organizational bonds and produced membership growth of another 8 percent in 2011.

Also of note, Europa-Park in Rust, Germany, hosted the [first IAAPA Europe Spring Forum](#) in mid-May. More than 150 of the region's industry professionals gathered for two days of networking, education, and meetings. Attendees enjoyed top-notch entertainment provided by the park and participated in seminars on social media, German attractions and travel trends, the EN and ISO ride safety standards, and crisis communications. IAAPA Europe plans to repeat this event every year in other European countries.

Web addresses of story links:

[IAAPA Europe homepage](http://www.IAAPA.org/europe/) – <http://www.IAAPA.org/europe/>

[Subcommittees](http://www.IAAPA.org/industry/funworld/2011/mar/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/mar/departments/IAAPAnews.asp>

[Spring Forum](http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPAnews.asp> (see under IAAPA Europe)

Asia-Pacific Team Brings IAAPA Home to the Region

In its first full year of operations, the [IAAPA Asia-Pacific](#) office kept charging ahead, in line with the regional attractions industry itself. Staff outreach included numerous member visits, attendance at the AOU Expo in Japan and the China Attractions Expo in Beijing, and a [working tour with IAAPA Chair Bob Rippy](#) to Hong Kong, Beijing, Jakarta, and the AALARA Expo in Australia.

In February, the office organized [networking luncheons](#) for local members and partners in Singapore and Hong Kong to discuss the association's current and future plans in the region. The well-attended events garnered positive feedback, and more are planned in the future.

To further improve and grow the Asian Attractions Expo, as well as promote strong bonds between the office and the regional industry, staff introduced the Show Ambassadors program at this past year's Expo and also arranged special attendance packages for the members of AALARA (Australia), CAAPA (China), IAAP (India), ARKI (Indonesia), MAAFTA (Malaysia), PhilIAAPA (Philippines), and ASA (Singapore).

On November 1, [Jessica Yan joined the Asia-Pacific team](#) as Exhibit and Membership Sales Executive, to promote the three IAAPA trade shows and association membership throughout the region. Her hospitality experience includes time at Ocean Park, and she is fluent in English, Cantonese, and Mandarin. The Asian Advisory Committee also formed education and membership subcommittees in late 2011.

Web addresses of story links:

[IAAPA Asia-Pacific homepage](http://www.IAAPA.org/community/asia/) – <http://www.IAAPA.org/community/asia/>

[Rippy tour](http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPAnews.asp> (see sixth item (picture))

[Luncheons](http://www.IAAPA.org/industry/funworld/2011/apr/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/apr/departments/IAAPAnews.asp> (see last item)

[Yan hire](http://www.IAAPA.org/industry/funworld/2012/jan/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2012/jan/departments/IAAPAnews.asp> (see second item)

Latin America Office Puts IAAPA Know-How to Work for Members

[IAAPA Latin America](#) rolled out several initiatives and programs for its members in 2011.

Held in conjunction with the Colombian Parks Association's third annual congress in Bogota in early April, the association's [Latin American Leadership Program](#) attracted 26 industry leaders from nine countries for networking and behind-the-scenes visits to area attractions with IAAPA Chair Bob Rippy. The Latin

American Advisory Committee also met during this program, discussing regional office needs and strategies regarding education, safety, and membership.

During the year, office staff also exhibited at the SALEX show in Brazil, the ACOLAP third congress and expo in Colombia, and the AMPABA show in Mexico, provided articles for the ADIBRA newsletter in Brazil and the AAPA yearbook in Argentina, and hosted five networking meetings for members and prospects in Venezuela with the assistance of AVAPA.

In addition to producing the first regional State of the Industry survey (details in the next section), the Latin America team translated the second edition of the [Crisis Communications Plan](#) template into Spanish and Portuguese, provided six [Tip Sheets](#) from Partnership Plus in Spanish and upgraded its [e-newsletter template](#) (including a more robust Member News section and solicitation).

In another first for the region, IAAPA Board member Ricardo Castillo [hosted the June board meeting](#) at IRTRA's wonderful attraction and hospitality properties in Guatemala.

Web addresses of story links:

[IAAPA Latin America homepage](http://www.IAAPA.org/latinoamerica/) – <http://www.IAAPA.org/latinoamerica/>

[Leadership program](http://www.IAAPA.org/industry/funworld/2011/jun/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/jun/departments/IAAPAnews.asp>
(see third item)

[Crisis Plan and Tip Sheets](http://www.IAAPA.org/members) – <http://www.IAAPA.org/members> (member login required)

[Newsletters](http://www.IAAPA.org/latinoamerica/ArchivoBoletinLatAm.asp) – <http://www.IAAPA.org/latinoamerica/ArchivoBoletinLatAm.asp>

[June board meeting](http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/aug/departments/IAAPAnews.asp>
(see last item)

Industry Companies Around the Globe Join the Association

Spearheaded by efforts of our headquarters office, three regional offices, and a [“Power of Partnership”](#) campaign, IAAPA grew its membership in 2011 in nearly all geographic areas and constituency segments.

In the U.S., facility membership sales increased 14% from 2010. This success can be attributed to new tactics, new offers, and a renewed effort to demonstrate return on investment.

Latin America and Europe continued to have very successful membership numbers for 2011. Europe had a 95% renewal rate and Latin America had an 81% renewal rate. Europe's membership grew by 8% and Latin America's membership grew by 24%.

With 2011 being the first full year of operations, IAAPA Asia Pacific can boast an impressive 8% increase in membership for 2011.

Young professionals and students are coming to IAAPA at record pace; we sold 27% more memberships than 2010.

As these numbers demonstrate, old and new members alike clearly value the many ways IAAPA helps them increase profits, retain customers, and access the finest products and services in the industry.

Web addresses of story links:

[Power of Partnership](http://www.iaapa.org/membership/benefits/) – <http://www.iaapa.org/membership/benefits/>

Being a Credible Information Resource

Newly Surveying the “State Of” the Industry

IAAPA released new editions of its well-regarded State of the Industry surveys for amusement parks, waterparks, and FECs this past year.

The [parks report](#) is one of the industry's most detailed studies of amusement park operations and a key benchmarking tool, with information on income, expenses, cost of goods, per caps, and employment, as well attendance, length of stay, distance travelled, and other demographic data.

Now in its 16th edition, the [FECs report](#) is considered by both operators and the financial/investment community as one of the finest sources of statistical and benchmarking data for this attractions segment. The survey looks at revenues, expenses, visitor profile, product mix, and other operating characteristics.

The [waterparks report](#) is a more recent product, but is already a go-to resource for its baseline data from 100+ facilities on average per cap spending, gross revenue estimates, top revenue sources, operating expenses, visitor demographics, and other aquatic trends.

Web addresses of story links:

All three surveys – <http://www.IAAPA.org/bookstore>

New Initiatives for FEC Members

In an effort to provide even greater assistance to existing FEC members of IAAPA and those just joining, the association's [FEC committee](#) created a new "Ask the Expert" program, administered by IAAPA FEC Specialist Ben Jones, where member FECs can get one-on-one mentoring on anything from general operations and industry best practices to detailed tips on marketing, games, food and beverage, HR issues, and much more.

To facilitate an ongoing free-flow exchange of ideas and opinions in this market segment, the association also enhanced its [IAAPA FEC LinkedIn Group](#), available only to those members and focused on building a community of FEC facility owners, operators, and vendors. Active discussion topics during the year included digital signage, loyalty programs, and letting customers purchase items from redemption.

In addition, IAAPA provided the educational component for [AAMA/AMOA's Amusement Expo](#) in Las Vegas this past March. A class of 55 at the two-plus day IAAPA FEC Summit heard from IAAPA Chair (and FEC owner) Bob Rippy and explored best practices with industry leaders through interactive forums.

The comprehensive, one-and-a-half day [Rookies and Newcomers program](#) at IAAPA Attractions Expo in November was also expanded for its 78 attendees (nearly 24 percent more than in 2010). Coursework was augmented with valuable take-home material on accounting standards, feasibility studies, and marketing plans. An on-site visit to Fun Spot USA in Kissimmee was added to show firsthand how FECs can successfully compete in a market with larger parks and attractions.

In 2011, regular issues of the Fun Extra e-newsletter were sent out to IAAPA FEC members. This comprehensive digital resource is full of topics of interest for IAAPA's FEC community, such as a calendar of events, Expo highlights, interviews with industry experts, feature stories, government relations and regulations updates, Q&A sessions, and safety tips.

Web addresses of story links:

[Committee](http://www.IAAPA.org/fec/fec_committee.asp) – http://www.IAAPA.org/fec/fec_committee.asp

[LinkedIn](http://www.linkedin.com/groups?gid=1116477) – <http://www.linkedin.com/groups?gid=1116477>

[Amusement Expo](http://www.IAAPA.org/industry/funworld/2011/may/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/may/departments/IAAPAnews.asp> (see last item)

[Rookies](http://www.iaapa.org/industry/funworld/2012/jan/features/EducationSessions/index.asp) – <http://www.iaapa.org/industry/funworld/2012/jan/features/EducationSessions/index.asp> (see third story)

Funworld, News Flash, and IAAPA.org Remain Top Info Resources

The association's flagship [Funworld magazine](#) and industry-leading website – www.IAAPA.org – put the latest information about the global business of fun at members' literal and digital fingertips in 2011.

Funworld rolled out several new and well-received special issues and articles last year, such as its first Green issue and a wide-ranging retrospective of the FEC committee's past, present, and future. These new items along with industry favorites like the Holidays, What's New, and Waterparks issues, plus even more regional and big-picture reporting, combined to once again make the publication a member must-have.

In recognition of the magazine's stellar quality and writing, Association Media & Publishing [honored Senior Editor Jeremy Schoolfield with a Silver Excel Award](#) for his "Scare Tactics" article on haunted attractions in the May 2010 edition, highlighting how attractions designers strive to walk the fine line between edgy and offensive.

In the fall, IAAPA made a strategic change to bring its advertising sales operation in house and therefore concluded its three-year contract with outside sales vendor Capitol Media Solution. IAAPA made this change in order to maximize revenue, customer service, and marketing opportunities by capitalizing on the synergies between the exhibit, sponsorship, and advertising sales teams. In November, Brian Skepton joined the IAAPA sales team as its advertising sales executive for Funworld magazine, show programs for all the Expos, IAE's Show Daily, News Flash, and IAAPA.org.

During the year, the website started featuring the top stories from News Flash on the homepage each day as a handy information resource, relaunched the IAAPA Attractions Expo, Asian Attractions Expo, and IAAPA Leadership Conference sections with more intuitive navigation, and added content in several sections.

Additionally, the convention and communications teams worked together to include M&S updates and news to News Flash. M&S News is a section that features new product press releases from M&S members, while M&S Notes features upcoming deadlines and other IAAPA-related updates geared specifically for that community.

Web addresses of story links:

[Funworld homepage](http://www.IAAPA.org/industry/funworld/) – <http://www.IAAPA.org/industry/funworld/>

[Excel award](http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPAnews.asp) – <http://www.IAAPA.org/industry/funworld/2011/jul/departments/IAAPAnews.asp> (see seventh item)

Regional Offices Producing More Premium Industry Data

In 2011, IAAPA Europe staff initiated the second phase of its European Economic Impact Study, with the aim of collecting a deeper layer of data on all attractions, including waterparks, zoos, and aquariums, as well as incorporating more consumer data and estimates of off-site spending and its multiplication effects. The completed study will eventually be shared with members to raise their awareness of various services and information available from the regional office regarding the European attractions community.

Working in tandem with the region's national associations and its advisory committee, IAAPA Latin America produced the association's first Latin America State of the Industry Report in Spanish, Portuguese, and English. The survey contains data on facility types, revenues, expenses, visitor profiles, operational aspects, and other trends in the area's attractions industry. It will also offer crucial guidance to office staff in the development of future products and services.

Give Kids The World – Here's to the Next 25 Years

Last year, IAAPA and its members made good in many ways on their continuing commitment to the [Give Kids The World Village](#) in Kissimmee, Florida, helping children with life-threatening illnesses and their families enjoy a free week-long vacation at the Village and visits to Central Florida's famous attractions.

In May, the association joined GKTW founder Henri Landwirth, president Pam Landwirth, and many industry partners in celebrating the organization's [25th anniversary](#), during which time the now 70-acre resort and its 140 villas have hosted more than 106,000 families from 72 countries. The occasion was made all the more festive with the opening of the Village's new Star Tower and Gallery of Hope.

"A lot of people have good ideas, but they don't have vision. Henri's a visionary," noted IAAPA member Bill Coan, whose Orlando-based ITEC Entertainment Corporation helped guide much of the Village's expansion for the past 15+ years. "His vision wasn't just a place for the families. It was an experience, a fantasy experience that doesn't end with the theme parks, and the Village continues to fulfill that wish."

During [IAAPA Attractions Expo](#) in November, the association and its members raised over \$81,000 for GKTW through its golf tournament, motorcycle ride, fun run and walk, and show floor raffle.

Web addresses of story links:

[GKTW homepage](http://gktw.org/) – <http://gktw.org/>

[25th anniversary](http://www.IAAPA.org/industry/funworld/2011/mar/features/gktw25/index.asp) – <http://www.IAAPA.org/industry/funworld/2011/mar/features/gktw25/index.asp>

[IAE activities](http://www.IAAPA.org/industry/funworld/2012/jan/features/gktw/index.asp) – <http://www.IAAPA.org/industry/funworld/2012/jan/features/gktw/index.asp>