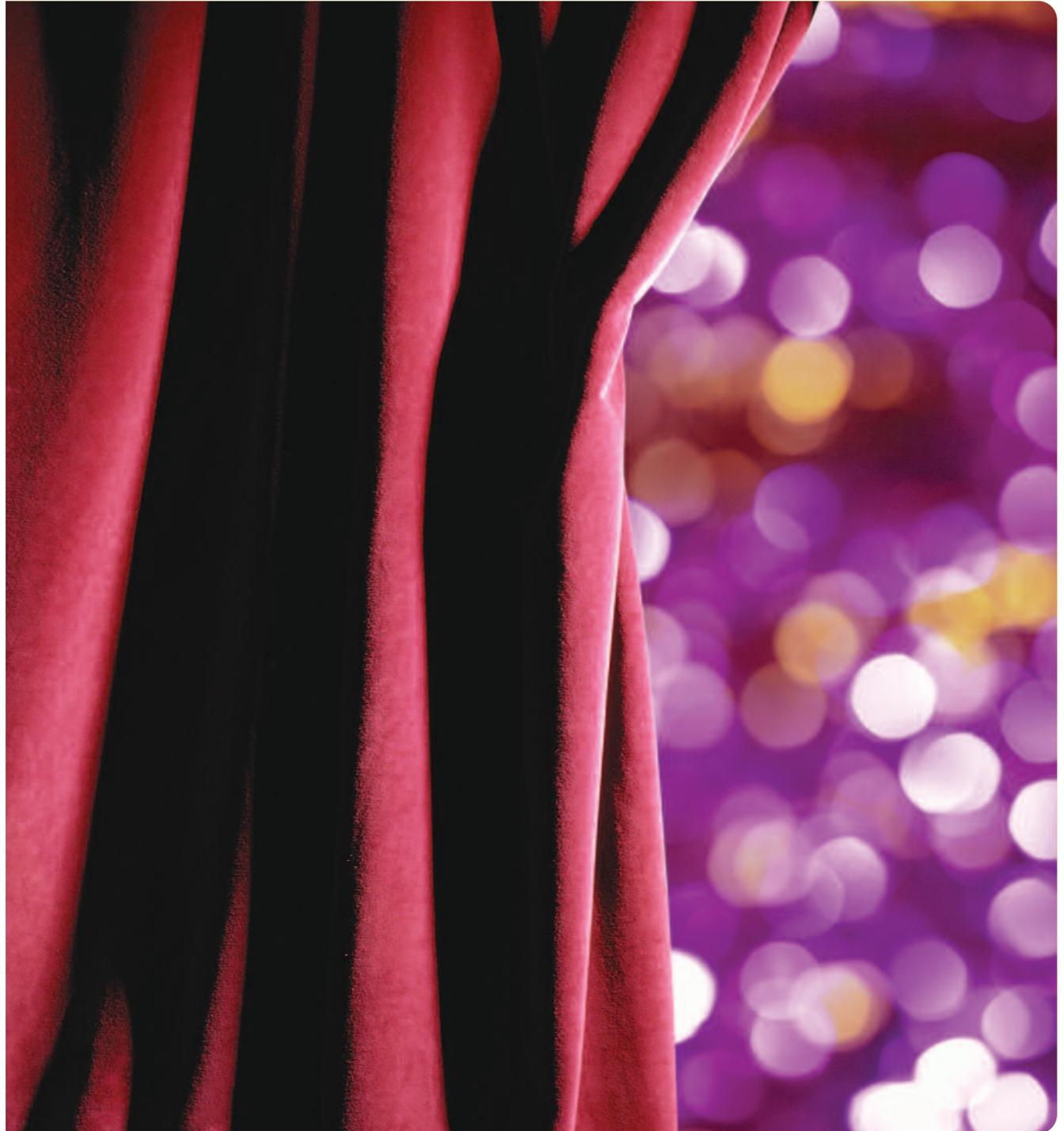




**2007  
Year in  
Review**

Global Commitment





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## Message from the Chair & President/CEO

It takes many factors for a worldwide industry to grow and succeed.

Leadership, innovation, learning, deal-making, communication, relationships.

In 2007, IAAPA endeavored to facilitate and nurture these crucial ingredients within the global amusement and attractions sector. As anyone in this industry knows, making fun doesn't just happen; it takes real work. As it has been for 90 years, the association will be there again for its members in 2008, lending a hand with valuable products, services, and programs—to let the fun continue.



## A MESSAGE FROM THE CHAIR

**As I reflect on my 12 months as your IAAPA Chair, my mind is a blur of people and events, conversations, and experiences.** Nevertheless, despite the whirlwind pace, I consider this year to be one of the most interesting and enriching that I've spent in this great industry of ours.

The view from this "chair" is truly unique within the global attractions business, a fact that can never be fully appreciated until lived first hand. The sheer variety of new faces one meets and new places one visits is absolutely astounding, even to a long-time industry and IAAPA veteran like me.

Yet, no matter the locale or the moment, the international language of fun always emerged to bind us together in common purpose and understanding. And on this worldwide stage, IAAPA is more fluent than ever, through its growing Global Alliances program, leading regional trade expos, expanding 24/7 presence on the Web, and groundbreaking international safety efforts. IAAPA's European operations will also expand and provide a local home base to better serve European members.

The year 2007 will indeed hold a special place in my heart forever. I hope that my efforts as Chair have helped leave the association and industry the better for it. I'm grateful for the honor of having served you in this capacity, and thank all those who assisted in big and small ways to make it a success.

—Mats Wedin, IAAPA Chair 2007



## A MESSAGE FROM THE PRESIDENT AND CEO

**IAAPA's Vision Statement contains the guiding aims of the association and its work.** But I have always particularly valued its concluding promise: "Central to achieving our vision is a focus on our members as the reason for our existence, and a resolute respect for our employees as the source of our strength."

Leading a global organization on a day-to-day basis truly requires a team effort, and I am indebted to our team of staff, officers, board members, committee volunteers, overseas representatives, and the membership at large. Together, we have achieved great things for the industry this past year, from positive media coverage to new educational opportunities to further safety enhancements to an even stronger line up of trade expos.

Like many of our guests who take a moment to catch their breath after an exhilarating ride before jumping right back on again, I hope you'll spend a few minutes reading this Year in Review to celebrate all that we have accomplished in 2007. And then resolve with equal fervor to "jump right back on again" and join the team in outdoing ourselves in 2008.

Today's IAAPA thrives on the truism that collectively we can achieve what we could not do alone. So come and do your part for this magical industry that we are fortunate enough to be a part of. I wish you every success in the coming year and look forward to serving you.

—Charlie Bray, IAAPA President and CEO



## IAAPA Department Activities

The association's mission is to "serve the membership by promoting the safe operations, global development, professional growth, and commercial success of the amusement parks and attractions industry." In 2007, IAAPA's departments and committees once again provided the vital link between mission and members.

## COMMUNICATIONS SERVICES

*Members, media, government officials, the general public. There are numerous audiences for IAAPA's messages, and the association's communications department provides expertise in effectively reaching all of them.*

### Sharing the Industry's Story with Reporters Far and Wide

The IAAPA Press Office answered hundreds of media calls throughout the year, providing consumer and trade reporters with the latest industry information and association news.

While the topics ranged from indoor waterparks to ride safety and regulation to new attractions to economic trends, a prompt and thorough response was always available via the department's 24/7 press line.

In promoting the worldwide attractions industry, Press Office staff assisted such major consumer outlets as ABC, CBS, NBC, CNN, FOX, U.S. News and World Report, the New York Times, the Associated Press, Reuters, the Los Angeles Times, and National Public Radio.

A significant amount of the department's media relations work centered on IAAPA's three premier trade expos, and these efforts led to excellent coverage of the events. Euro Attractions Show 2007 in Seville, Spain, hosted 64 registered media and included two press conferences, which drew a total of six television stations.

With the help of an on-site public relations firm, association staff worked with more than 25 print, television, radio, and Internet journalists covering IAAPA Asian Expo 2007 in Bangkok, Thailand, to generate numerous positive stories on the show and the tremendous growth of the industry in Asia.

The IAAPA media relations team and Edelman public relations pitched a variety of stories to trade and consumer press for the IAAPA Attractions Expo 2007 in Orlando, with a particular focus on new and innovative industry products. Hundreds of journalists came to the show, resulting in coverage seen by at least 20 million people on such outlets as NBC's Today Show, Orlando area newspapers and TV stations, *USA Today*, the

*Chicago Tribune*, Reuters, the *Myrtle Beach Sun News*, and the *Tampa Tribune*.

In addition to managing press calls, the department monitored Internet blog activity during the year and placed several responses and editorials to correct or clarify information about industry safety. Utilizing the North American Precip Syndicate, staff also distributed a brief consumer article on ride safety tips.

### Redesigned Web Site Garner Praise and Awards

In 2007, the communications department led the development and launch of a complete redesign for the association's web site, [www.IAAPA.org](http://www.IAAPA.org).

The sites were combined to provide a more consistent look, more efficient management, and more effective cross-marketing of all IAAPA products and services. Moreover, translation of the entire web site into 11 languages is now available, provided by Google.com.

Upgraded Expocad software—for posting exhibit floor plans and related material—was also installed, to provide additional exhibitor information and to better facilitate schedule planning for expo attendees.

In addition, the new site features a content management system that allows individual departments within IAAPA to monitor and update their sections of the website, thus maintaining its content in a timelier manner.

Classified ads were also moved out of FUNWORLD and on to the website, to provide quicker and more effective display of this information and establish IAAPA as the "go to" source for such offerings. The new Classifieds page is marketed to potential buyers through a variety of association communications, including a direct link on the daily News Flash e-mail and a Quick Link on the IAAPA.org homepage.

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## IAAPA Department Activities

### COMMUNICATIONS SERVICES

Not only has the redesign met with widespread praise from the membership, but it also won two awards from the Web Marketing Association, for Associations Standard of Excellence and for Non-Profit Standard of Excellence. The WMA's international WebAward Competition is the premier web site award program, with more than 2,400 sites from 40 countries participating in 2007. WebAward entries were judged on design, copy writing, innovation, content, interactivity, navigation, and use of technology.

#### **New Features and National Recognition for FUNWORLD**

In its continuing effort to cover issues of importance to IAAPA's members, FUNWORLD introduced three new rotating features to the magazine during 2007: Conservation Closeup, A Day in the Life, and M&S Minute.

- Conservation Closeup covers animals that are the focus of conservation efforts at a member zoo or aquarium.
- A Day in the Life highlights employees at the manager level who have unique positions at a member facility or manufacturing company.
- M&S Minute profiles the background and offerings of a member manufacturer or supplier.

Recognizing the magazine's outstanding coverage of the global amusement industry, the Society of National Association Publications awarded a Silver "Best Feature Writing" award to *FUNWORLD* Senior Editor Jeremy

Schoolfield for his excellent work on a 2006 article entitled "Living the Dream"—a profile of Keith McVeen, creator of high-end video and still renderings of upcoming rides and attractions.

The FUNWORLD staff also wrote and produced the Show Daily at the IAAPA Attractions Expo. In 2007, while onsite in Orlando, they posted expanded content from this publication on [www.IAAPA.org](http://www.IAAPA.org), to provide attendees and industry observers with timely news updates from the event.

#### **New and Expanded Communications Outreach Online**

In October, the communications department spearheaded the launch of an official association blog—IAAPA: In the Queue (<http://iaapainthequeue.blogspot.com/>)—to foster healthy, productive discussion about the industry and best practices among amusement and attraction professionals.

Also in the online world, the association continues to receive positive feedback from members on its daily News Flash e-mail service, particularly regarding the increasing number of international stories included in each issue during the year.

Owing to its popularity and effectiveness as a communications tool, staff made two additions to News Flash in 2007: (1) the incorporation of banner and button ads and (2) an Association News section at the top of periodic issues.



## IAAPA Department Activities

### EDUCATION, PROFESSIONAL DEVELOPMENT, AND TRAINING SERVICES



The Institute For  
**Emerging Leaders**



The Institute For  
**Executive Education**



**EDUCATION**

*Lifelong learning is a key to success in any business, including the attractions industry. With the assistance of the association's education department, IAAPA members stepped up to the challenge during the past year.*

#### **IAAPA Welcomes John Henderson as Vice President of Education**

In September, John Henderson joined the IAAPA team as the new vice president of education, professional development, and training services. John began his career as a high school teacher in the Philadelphia area and, upon leaving the classroom, has worked in different industries (and several countries) providing education and training on a variety of topics.

He most recently served as senior director of education at the conference management firm Envision EMI, leading curriculum design and program implementation for the National Youth Leadership Forum and Congressional Young Leaders Conference. He has also managed education and training programs for DFS (Duty Free Shops) Groups Limited, the Association for Supervision and Curriculum Development (ASCD), and the Flexible Packaging Association Educational Foundation.

John received his master's degree in education from the University of Pennsylvania and a bachelor's degree in political science from Kent State University.

#### **EAS and IAAPA Asian Expo Provide Ever-Better Educational Programs**

Thanks to the dedicated commitment of department staff, association committees, and industry presenters, attendees at both the Euro Attractions Show 2007 in Seville, Spain, and the IAAPA Asian Expo 2007 in Bangkok, Thailand, benefited from stellar educational offerings.

In Seville, more than 600 people participated in a wide-ranging education program over the full three days of the show, including keynote sessions and daily seminars. The tour program included Isla Magica theme park and a historic walking tour of Seville's city center,

highlighting the Flamenco Museum. The Spanish Amusement Park Association, AEPA, also hosted a four-day professional development program.

The EAS education advisory group succeeded in crafting a localized program, with 20 of 23 speakers coming from European theme parks, attractions, associations, and other interested parties. Sessions of particular note included "Ode to Joy: The State of the European Attractions Industry," as well as a seminar on operating water-based attractions entitled "Just Add Water," and direct interaction with young teenage park guests on their likes and dislikes in the "Euro Kids" forum.

The IAAPA Asian Expo in Bangkok offered an impressive array of educational programming over two days. The program focused on employee training, operational standards, safety programs, crisis communications, and ride design. The seminars were well-received, with an average attendance of more than 70 people per session.

In addition, more than 85 people attended each of two Leadership Luncheons during the expo—Darrell Metzger, chief executive officer of Destination Developments for Ruwaad Holdings of Dubai, United Arab Emirates, talked about Resort Development in Asia, and Bob Masterson, president of Ripley Entertainment, discussed The Attractions Industry in Asia: An International Perspective.

#### **Senior-Level Industry Education, IAAPA Style**

During the first week of February, IAAPA hosted its 15th annual Institute for Executive Education program. The first program held at the Wharton School in Philadelphia proved quite successful, as 17 participants from around the globe found the revamped program to be very worthwhile.

The Institute brought together senior-level leaders in the attractions industry, and provided a forum in which to gain insight and knowledge at one of the most esteemed institutions in the world.

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## IAAPA Department Activities

EDUCATION,  
PROFESSIONAL  
DEVELOPMENT, AND  
TRAINING SERVICES

The faculty of the Wharton School led the course, which focused upon competitive strategy and talent management. Attendees learned practical applications for best practices in human resources, marketing, technology, leadership, and execution. The sessions utilized an interactive format that provided many opportunities to discuss how to incorporate the material within the industry and specific work functions.

IAAPA also worked with the Latin American Association of Amusement Parks and Attractions (ALAP) to conduct the Amusement Industry Education Program—"Programa en Alta Direccion de Empresas de Entretenimiento"—in Mexico City during 2007.

Nearly 50 industry executives from Brazil, Colombia, Mexico, Panama, Peru, and Venezuela attended the five-day program, which included tours of local attractions and sessions on strategic planning, statistics and information exchange, organizational communication, and competitive strategies.

In 2008, the program will be held in Argentina, as ALAP continues to rotate the location between North, South, and Central America.

### **Another First for IAAPA Learning: the Institute for Emerging Leaders**

During the year, the association's education department, in concert with several committee members, developed the Institute for Emerging Leaders for industry professionals with at least three years management experience who demonstrate the skills necessary to become a member of a senior management team. The program is also intended for managers entering the attractions industry laterally, from other business sectors.

This new institute was designed to provide IAAPA members with a vital learning link between the fundamental supervisory skills of the Attractions Management School and the senior-level strategy encompassed by the Institute for Executive Education at Wharton.

The first Institute for Emerging Leaders took place over two and a half days at IAAPA Attractions Expo 2007 in Orlando, and was a great success for 40 motivated participants.

The opening panel and subsequent sessions featured industry leaders and focused on five core content areas: Finance Capital, Facility Operations and Safety, Marketing and Public Relations, Leadership, and Revenue Operations. Interactive, hands-on learning modules blended classroom instruction, audio presentation, case study, class work, and field work. The final assignment required participants to develop a business plan for park expansion based on visits with exhibitors on the trade show floor.

### **There's More to Learn in Orlando**

A record 7,000 attendees took advantage of the educational program at IAAPA Attractions Expo 2007 in Orlando, a jump of 33 percent above the number for 2006 in Atlanta.

Several additions to the program were instrumental in this success, including the new Institute for Emerging Leaders (see above item), some new or expanded specialty tracks, and two new vendor tours.

The popularity of the inaugural vendor tours in 2006 led to adding another tour. Vendor tours "fast track" buyers interested in specific services to the show floor exhibitors who specialize in them, thus providing the most efficient use of time and money for attendees and vendors alike.

A new entry in the association's Skill Builder training series, entitled "Sexual Harassment in the Attractions Industry," also made its debut in Orlando this year. The training DVD was the first to be developed using an upgraded PowerPoint platform, which allows the presenter to customize the session based on company policies and local laws, as well as tailor it for use with an individual or a large group. The program is available in both English and Spanish.



## IAAPA Department Activities

EXHIBITIONS,  
CONFERENCES,  
AND MEETINGS  
SERVICES

*The growth of the global attractions industry depends on bringing buyers and sellers together, and no group does that better, or in more places, than the association's conventions department.*

### **EAS 2007 is a Record-Breaker**

Co-organized by IAAPA and the European Association for the Amusement Supplier Industry (EAASI), the 2007 Euro Attractions Show (EAS) in Seville, Spain, was the largest and most successful ever when it finished on February 1.

A record 272 exhibitors showcased a diverse selection of exciting new attractions, creative services, and innovative new technologies in 8,042 net square meters of space in the Fibes Conference and Exhibition Centre—an increase of 24 percent and 15 percent, respectively, over the previous year. More than 7,400 people took part in the three-day event, almost double the number from EAS 2006.

Attendees came from more than 65 nations around the world. Over 1,200 people attended the Welcome Reception, and 670 enjoyed a spectacular gala at the famous casino in downtown Seville. More than 600 participated in educational programs offered at the show, and both tours, one of Isla Magica theme park and the other of Seville's city center, highlighting the Flamenco Museum, sold out.

EAS will be held twice in 2008: January 23-25 in Nice, France, and September 30 - October 2 in Munich, Germany. European exhibitors expressed an interest in a switch to the fall season because it allows them to showcase new products earlier in the buying cycle, and it allows more time for manufacturing.

### **IAAPA Asian Expo Continues Impressive Growth**

As the attractions sector in Asia continues to grow, so does the success of the IAAPA Asian Expo—the premier conference and trade show for the industry in the region. Nearly 3,200 people from 50 countries participated at IAAPA Asian Expo 2007 in Bangkok, Thailand, June 27-29.

During the three-day event, facility owners and operators navigated an active show floor in Royal Paragon Hall that featured 144 exhibiting companies from 26 nations, offering the latest rides, games, food, services, and more in 2,478 net square meters of exhibit space.

Over 250 attended the Welcome Reception at Siam Ocean World Bangkok, the largest aquarium in Southeast Asia, and hundreds of attendees took advantage of the show's many educational seminars, as well as its two Leadership Luncheons featuring IAAPA officers Bob Masterson and Darrell Metzger.

IAAPA's newly named Asian Attractions Expo 2008 will take place on July 16-18 at the Venetian Macao Resort Hotel, a growing international destination located on the coast of the South China Sea, near Hong Kong and Shenzhen.

### **A Memorable Summer Meeting in the Sweetest Place on Earth**

In true IAAPA form and in keeping with the industry's mission, the association always mixes fun and work together at its annual Summer Meeting, and this year's host attraction—Hersheypark in Hershey, Pennsylvania—proved to be an expert at this combination. In mid-September, more than 260 attendees joined the park in celebrating its "100 Years of Happy," while creating their own Hershey memory via an agenda packed with socializing, networking, activities, and, of course, chocolate!

The event opened with a spectacular beach party at the new \$20 million Boardwalk waterplay area in Hersheypark, featuring delicious food and live music. Over the next few days, attendees enjoyed time inside the park, with its more than 60 rides and attractions, as

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## IAAPA Department Activities

EXHIBITIONS,  
CONFERENCES,  
AND MEETINGS  
SERVICES

well as opportunities for a round of golf on one of the destination's legendary courses, pampered treatment at the Chocolate Spa at the beautiful Hotel Hershey, or side trips to other area attractions.

In addition, Summer Meeting participants were able to take part in behind-the-scenes tours of some of the park's key operational departments, its ZOOAMERICA North American Wildlife Park, its sister park—Dutch Wonderland, A Kingdom for Kids!—in nearby Lancaster, and the Milton S. Hershey School.

For those with a craving for some of the local world-famous chocolate, guests were treated to great food, decadent desserts, and fabulous entertainment during a private reception and dinner at Hershey's Chocolate World, and a Route 66-themed closing dinner and event at the Hershey Lodge.

The 2008 Summer Meeting will take place in conjunction with EAS 2008—Munich during Oktoberfest, Sept. 27-29.

### **A Triumphant Return to Orlando**

IAAPA Attractions Expo 2007 achieved incredible results, drawing 26,500 people from 98 nations to the Orange County Convention Center in Orlando in mid-November with the theme "Expand Your Universe, Find What's New in the Attractions World."

Total attendance was up almost 30 percent over the 2006 show, with the number of buyer attendees from Europe doubling and attendance from Southeast Asia,

the Middle East, Canada, and Latin America increasing 30 to 50 percent—all of which amply demonstrated once again that the Expo is the world's largest conference and trade show for the amusement and attractions industry.

These buyers came to meet with exhibitors from 1,147 companies and organizations showcasing the latest industry products and services on a trade show floor that encompassed 512,738 net square feet of exhibit space, making the 2007 Expo the second-largest indoor show in the event's history.

A record 7,000 attendees participated in more than 90 educational workshops, roundtable discussions, facility tours, institute programs, and vendor tours—20 percent more than the number who participated in similar programs at last year's Expo.

Numerous breakfast, lunch, and dinner events and receptions provided hours of networking opportunities for industry professionals at IAAPA Attractions Expo 2007. More than 1,000 people participated in the Welcome Reception, while Walt Disney World President Meg Crofton spoke about "Creating The Year of a Million Dreams and the Future Disney Park Experience" to a group of more than 350 executives at the General Managers and Owners Breakfast.

In addition, a sold-out crowd of 540 attended the IAAPA Gala, whose theme of "Simply the Best" was fitting for the tremendous event hosted by Bob Masterson, president of Ripley Entertainment and incoming chairman of IAAPA's board of directors.



## IAAPA Department Activities

### GOVERNMENT RELATIONS AND SAFETY SERVICES

*In 2007, the association's government relations department expanded an ongoing dialogue with elected officials to ensure an environment conducive to industry growth, as well as provide a reservoir of informed opinion from which to draw when needed.*

#### **Documenting and Advancing the Industry's Safety Record**

With control of the U.S. Congress passing to the Democratic party in 2007, Representative Ed Markey's efforts to extend Consumer Product Safety Commission (CPSC) oversight to fixed-site amusement rides—in the name of improved safety—stood a greater chance of legislative progress than in previous years.

Consequently, IAAPA's government relations staff and outside counsel at Williams & Jensen have pursued a year-long strategy of educating key Members of Congress on why such a bill is unnecessary due to the success of the existing regulatory system, and periodically calling on a grassroots network of association members to amplify this message.

Comprehensive CPSC reform legislation, considered in late 2007 by both the House and Senate, became Congressman Markey's vehicle of choice for moving his proposal forward by attempting to attach it as an amendment to the overall reform package.

Thanks in part to the association's earlier educational work, the Markey amendment was not approved during the mark-up of the House's CPSC reform legislation (H.R. 4040) by the Committee on Energy and Commerce in December 2007. However, during the mark-up, leadership promised Rep. Markey would get a hearing on his bill in 2008. IAAPA is preparing a strategy to minimize the impact of such a hearing and prevent Markey's bill from becoming law.

CPSC jurisdiction over fixed rides is unlikely to make any noticeable difference in industry safety, but IAAPA has spent the year making progress on two crucial efforts that will have an effect—ride safety reporting and standards harmonization.

While ride safety reporting is moving toward implementation in Europe (see IAAPA Europe section)

and continues to be discussed with other Global Alliance partners, the association was pleased with this year's smooth transition overall to mandatory reporting for U.S.-based member facilities. Following mid-year phone calls from key IAAPA leaders to the relative few who had yet to provide their 2005 or 2006 data, all but a handful of facilities agreed to report. This development further strengthens IAAPA's commitment to industry safety, and analysis of the 2006 results will soon be completed by the National Safety Council and posted on the association web site.

The IAAPA Safety Standards Harmonization Group made good progress in 2007 as well. Meetings of this body are held at each IAAPA Attractions Expo, encompassing standards officials from around the world whose aim is to eventually produce and implement a set of universal ride safety criteria. The panel assigns specific technical areas to leaders who agree to review all relevant existing standards and recommend best practices. The resulting documents will then be maintained as a reference tool for existing or new standards. Just this year, the ASTM International F 2291 guidelines on the Standard Practice for Design of Amusement Rides and Devices have been adopted by Russia, Singapore, and Hong Kong.

#### **Making GAINS in Representing Your Voice in Washington**

In many instances, IAAPA learns of legislative issues weeks or months before they come before the U.S. Congress and can prepare accordingly. But too often it seems, issues come up almost overnight and the association's lobbying efforts need to be accomplished quickly.

It's for these situations that the government relations

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## IAAPA Department Activities

### GOVERNMENT RELATIONS AND SAFETY SERVICES

staff unveiled the IAAPA Grassroots Action and Information Network (GAIN) in 2007 as part of the department's newly enhanced yet simplified section on the association web site.

By signing up as part of the network, GAIN connects IAAPA members to elected officials through access to voterVOICE, an interactive online grassroots lobbying program. During the year, the association has sent legislative alerts to network participants, informing them of pending legislation and urging them to send a pre-written message to their member of congress.

In October, a quick and targeted grassroots campaign by IAAPA in key states succeeded in preventing Congressional action that would have been detrimental to association members. The Senate Finance Committee considered extending certain taxes to several temporary visa programs, two of which—the J-1 and Q visas—are utilized extensively by the travel and tourism industry, including amusement parks. With the assistance of GAIN, the department's staff worked with other tourism segments to defeat this proposal within 48 hours.

Knowing that a number of IAAPA facilities must rely on legal temporary workers to staff their businesses during peak season, the association has continued its work this year on ensuring the continuation of the J-1 and H-2B visa programs during congressional consideration of immigration reform.

In 2007, IAAPA's government relations team has also worked with various members of Congress in support of pool and spa safety legislation that improves drain cover requirements for all water facilities (to prevent drowning by entrapment), while applying its fencing provisions only to residences, as they would be impractical and unnecessary for waterparks and other commercial pools.

Additionally, the association backed governmental initiatives to facilitate legitimate tourism to the United States while enhancing homeland security. IAAPA supported provisions that will increase the number of countries in the Visa Waiver Program, as well as

improve the welcoming process for visitors to the U.S. Both of these measures became law in 2007.

Government relations staff are also part of a coalition advocating a national tourism promotion campaign to bring more overseas travelers to America.

### IAAPA Legislative Summit Proves an Effective Advocacy Forum

The third annual IAAPA Legislative Summit was held in early March of 2007 in Washington, D.C., and provided another excellent opportunity for association members to share the industry's views with their elected officials.

The event featured remarks by both Washington and industry insiders who discussed the political climate in the new Congress, legislative issues affecting the travel and tourism industry, and tips for promoting favorable policy.

Presenters from the U.S. Small Business Administration, the U.S. Department of Commerce, Senate Majority Leader Harry Reid's office, Speaker of the House Nancy Pelosi's office, and the House Energy and Commerce Committee addressed attendees in afternoon sessions.

Afterward, summit participants had dinner with Congressman Jon Porter (R-Nevada), co-chairman of the House Travel and Tourism Caucus, who spoke about the importance of the industry to his state and to the United States.

The highlight of the summit took the form of nearly 40 congressional meetings the next morning, where IAAPA members met with policy makers and their staffs to share the association's legislative priorities. These Capitol Hill visits allowed members to make their voices heard on fixed-site ride jurisdiction, immigration, tourism promotion, and more.

### Ensuring Summer Remains a Time for Family Fun

The U.S. amusement industry has long been a supporter of state-level legislation to prevent earlier school start dates because of the debilitating effect it has on the

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## IAAPA Department Activities

### GOVERNMENT RELATIONS AND SAFETY SERVICES

crucial August family travel season, as well on the ability of most facilities to retain high school-aged employees.

Working with the Coalition for a Traditional School Calendar, IAAPA's government relations department made further progress this year in saving more of June, July, and August for families' travel plans rather than school schedules.

In early June, Missouri passed a law limiting its school start date to no earlier than 10 days before Labor Day in early September. This achievement came on the heels of Florida, South Carolina, and Texas beginning their first normal summers in some time, following passage of similar measures in 2006.

Ten states have laws setting school start dates and the coalition is managing legislative efforts to do the same in nine other states, with two more groups now being organized in Ohio and Indiana.

State coalitions in Alabama, Tennessee, and Kentucky are teaming up with local officials to introduce new bills in January 2008, while a current proposal continues to wind its way through the Pennsylvania legislature.

In light of these and other efforts, the issue of later school start dates has received positive press in USA Today, The Wall Street Journal, The Today Show, NBC Nightly News, The Washington Post, and The New York Times, as well as hundreds of state and local newspapers. Support has also been forthcoming from the Association of Independent Camps and the American Camping Association.

### Dedicated to Providing Safe Access for All

The task of addressing accessibility issues for miniature golf facilities continued to be a focus of the government relations department during the past year.

IAAPA's Family Entertainment Center Committee worked with association staff in preparing a comprehensive file of all relevant material in this area and submitted it to the U.S. Access Board for the latter's use in revising its Frequently Asked Questions guidance document and its implementation rule. This step is a crucial one, as the U.S. Department of Justice (DOJ) intends to utilize the Access Board's rule as a model in drafting its own enforcement rule. A copy of the file was also furnished directly to DOJ.

During the comment period for the proposed DOJ rule, IAAPA will work with its members to use this existing material, along with any additional required data, to fully inform the department of the numerous issues involved in providing access to miniature golf.

In late August IAAPA participated in the North American Spinal Cord Injury Conference and Disability Expo in Orlando to conduct a study on ride accessibility.

Association members built mock-ups of ride vehicle seats that would be found on a suspended coaster and a log flume. Attendees were invited to transfer from wheelchairs to ride seats set at various heights to determine if the requirements in the current access regulations are too stringent.

More than 50 people participated in this study, and the results will be analyzed for possible future use in revising accessibility rules regarding the design of ride transfer devices.



## IAAPA Department Activities

### IAAPA—EUROPEAN OPERATIONS

*The association's European office is the face and voice of IAAPA in a region that's vital to the continued growth of the industry, and its successes during the past year bode well for the future.*

#### **New Executive Director Named, Expanded Services Announced**

In mid-November, Tivoli Chief Operating Officer Andreas Veilstrup Andersen was named as the new executive director for IAAPA's operations in Europe. Andersen will lead the association's efforts to expand and enhance its programs and services in Europe, and will be responsible for overseeing government relations, communications, membership development, education, and the Euro Attractions Show (EAS).

Andersen will report to IAAPA President and CEO Charlie Bray and will work closely with both the EAS Education Committee and the association's European Advisory Committee, which will take on new responsibilities by drawing on more participants from Global Alliance partners in Europe and from the membership at large. Andersen will be supported by Karen Staley, the director of operations for EAS; a director of government relations; administrative personnel; and IAAPA's headquarters staff in the U.S.

IAAPA and the European Association for the Amusement Supplier Industry (EAASI)—co-owners of EAS for the past three years—have agreed that IAAPA will now fully own and produce EAS as part of this plan to better serve the region's attractions industry. The show will be managed by IAAPA's European operations, under the direction of the EAS Board and the European Advisory Committee. Both bodies are made up of EAASI and IAAPA members from Europe, so the show will continue to be overseen by Europeans, backed by the experience and resources of IAAPA.

Since 2001, Andersen has worked in a variety of leadership positions at Tivoli—the legendary amusement park and pleasure garden in Copenhagen, Denmark—most recently as vice president and COO,

managing all operational areas for Tivoli Gardens and the majority of investment projects.

From 2002 through 2004, Andersen was the general secretary of the Danish Association of Amusement Parks and is currently a member of its National Board. He has also been actively involved in Europarks.

"It is critical that our association and the services we provide to our members in Europe change and evolve as the industry changes and evolves," stated Bray. "Andreas' tremendous industry experience, impressive educational background, and engaging leadership style make him ideal for this new role."

Prior to his work with Tivoli, Andersen was the deputy manager for the Danish Agency for Governmental Management, and a principal case officer for the Mortgage Bank of Denmark. He has a candidatus degree (master's) in law from Copenhagen University, as well as a bachelor's degree in financial management and business administration from Copenhagen Business School.

Andersen took on his new role with IAAPA full time on Feb. 1, 2008.

#### **Europe Enhances Industry Safety with Steps Toward Ride Reporting**

Over the past year, IAAPA's European operations have worked together with the association's government relations department and Europarks in furthering the introduction of comprehensive ride safety reporting throughout Europe, for better documentation of the industry's regional safety record.

At the Euro Attractions Show in January, meetings were held with Europarks and IAAPA's European Advisory Committee to discuss the proposed European

*continued*



## IAAPA Department Activities

### IAAPA—EUROPEAN OPERATIONS

Ride Safety Reporting System and its associated data collection form. Europarks subsequently voted in favor of the program while at the show, and it was unveiled during an EAS session presentation. The system will be similar to one introduced for the association's facility members in the United States beginning in 2001, with annual reporting that is completely anonymous.

During the remainder of 2007, the reporting system has made steady progress in moving toward implementation. IAAPA's European operations and Europarks have collaborated in developing a complete list of the region's attractions to include in the program's initial outreach, and the association's Global Alliance partners and other national industry groups have been informing their members about this initiative.

Europarks has now signed an agreement with the U.K.-based consulting firm RPA for data collection and analysis, and will be working with IAAPA and national industry associations in the region to distribute data collection forms to IAAPA member and non-member facilities across Europe.

#### **Global Alliances Grow Stronger in Europe**

Working in cooperation with the association's membership department and Executive Director of Global Affairs Clark Robinson, IAAPA Europe has been nurturing both established and new Global Alliance agreements with European partners.

The Finnish Parks Association signed its partnership

agreement at the Euro Attractions Show (EAS) in January, as part of a luncheon hosted by 2007 IAAPA Chair Mats Wedin, and took the opportunity to organize a meeting of its members at the expo as well.

During the year, IAAPA's European office staff also attended the annual meetings of Alliance partners in Germany (VDFU), the Netherlands (Club van Elf), and France (SNELAC) for discussions regarding the EAS, ride safety reporting, Europarks issues, regional leisure trends, the Global Alliance program itself, and a host of other items.

#### **IAAPA—European Operations Focus on Service**

The number of services provided by IAAPA Europe during 2007 was as varied as the association's membership in the region.

In February, staff attended a meeting of the European Travel and Tourism Action Group, which is regarded by the European Union as one of the key players on tourism issues.

The office also monitored daily news for inclusion in IAAPA's News Flash service, and provided an interview to InterPark magazine about the attractions industry in the Benelux countries.

As is customary, IAAPA's European operations ended the year by hosting a variety of meetings and social events for European members during IAAPA Attractions Expo 2007, including the Benelux Reception and the European Breakfast.



## IAAPA Department Activities

### MEMBERSHIP AND MARKETING SERVICES

*The value of participating in IAAPA can mean different things to different segments and regions within the attractions industry, and in 2007 the association's membership department was up to the challenge of meeting all of these various needs.*

#### **Web Changes Enhance Membership Service and Value**

The association's online presence at [www.IAAPA.org](http://www.IAAPA.org) is the most constant forum for communication and interaction with its members. With the site's complete redesign in 2007, the membership department took this opportunity to unveil an upgraded level of service and personalization on its web pages.

From Member Orientation to an expanded IAAPA History to Managing a Member Profile to IAAPA Award Programs—the department's entire section on the web site was given a cleaner look that's more user-friendly and feels more integrated. Such changes will help ensure that all members get even more value from being part of IAAPA by providing information that's easy to find and understand.

These online enhancements also included a revamped and augmented Community area, to foster a stronger sense of connectivity and better communications with IAAPA's various demographic and geographic member constituencies.

Each community page contains useful news, resources, links, and committee contributions. These offerings will soon be expanded to include a monthly e-newsletter and a specialized search tool at Knowledge Central for IAAPA.org, as well as forum, listserv, and blogging capabilities.

#### **More Reasons to Participate in IAAPA**

The membership department spearheaded the creation of three new IAAPA programs during 2007.

The Young Professionals interest group was introduced in October, to help boost interest and involvement from the younger members and future leaders of the association and the industry. The group

will communicate virtually via a blog and an online community, and in person through networking events at IAAPA expos, the first of which took place at the IAAPA 2006 Summer Meeting in Italy.

Affinity Programs were also launched in October for member discounts at Choice Hotels and Hertz, joining the existing FEC insurance program. Additional offerings from other commercial partners are expected soon, as well as online links to discounted tickets at member attractions.

#### **Global Alliances Partnerships Help Grow Membership**

The association experienced 4 percent membership growth in 2007, the highest growth in 10 years, and this achievement is partially attributable to the strengthening of its Global Alliance partnerships, which now include 15 offices around the world and effectively service 96 percent of IAAPA members in their own language and/or within their own geographic region.

During the Alliance program's third year, the membership department continued to work with individual partners to develop more customized programs and promotions based on each region's unique needs and realities. Consequently, the initiative is already demonstrating its success, particularly in Asia and Latin America, where the mutual benefits are clearly evident, from enhanced industry services and communication at the local level to a rise in both international membership and attendance at IAAPA Expos.

In addition, representatives from all nonEuropean Global Alliances partners met during IAAPA Asian Expo 2007 in Bangkok to discuss plans for the next fiscal year.

*continued*



## IAAPA Department Activities

### MEMBERSHIP AND MARKETING SERVICES

Membership staff and Executive Director of Global Affairs Clark Robinson also had a chance to sit down with the Malaysian Association of Attractions and Theme Parks (MAATFA) in Kuala Lumpur while in the region.

Of course, the association's travels during the past year in support of its Alliance partners were not just limited to the days and locations of IAAPA expos.

In February, Clark Robinson attended the IAAPI annual trade show in Mumbai, and 2007 IAAPA First Vice Chair Bob Masterson represented the association at the RAAPA Show in Moscow in mid-April. Members of the department also took part in the Amusement Industry Education Program in Mexico City and moderated an FEC focus group with professionals from the region.

IAAPA President and CEO Charlie Bray gave well-received speeches at the 2007 AALARA Conference and Trade Exhibition in mid-May on Australia's Gold Coast, and at the 16th China Attractions Expo in Suzhou in late October during CAAPA's 20th anniversary celebration.

While exhibiting at the DEAL show in Dubai in April, membership staff strengthened relationships with Middle East operators and developers, with the ultimate aim of forming a regional association and Global Alliance to better serve its members and grow the industry. During the year, Robinson also met with representatives of Attractions Ontario and Attractions Calgary to consolidate IAAPA's relationship with these organizations and explore Alliance partnership possibilities in Canada.

Additionally, the department has continued to explore similar opportunities in Hong Kong, Japan, Korea, Italy, and Russia.

### FEC Insurance Program Begins to Produce Member Benefits

Following the initial introduction of F.I.R.S.T. (FEC Insurance, Risk Management, Service, and Training) in late 2006, membership staff has worked with the association's FEC Committee this past year on the program's final implementation stages.

The IAAPA-endorsed insurance program for its family entertainment center members is managed by American Specialty Insurance & Risk Services, and is a direct result of member feedback on the best way to enhance safety within the FEC sector while providing more attractive insurance premiums.

The F.I.R.S.T. web site is now operational and includes exclusive features such as an online demo of how the program works, an interactive risk self-assessment tool, web-based incident and claims reporting and tracking, statistical data compilation for trend analysis, and industry alerts.

Because F.I.R.S.T. premiums are based not only on loss history but also on operational best practices and training credits, the association offered a focused seminar on incident reporting and claims handling as part of its educational FEC Specialty Track at the 2007 IAAPA Attractions Expo in Orlando. A training DVD was also in development.



## IAAPA Department Activities

### IAAPA & GIVE KIDS THE WORLD – A GENUINE BOND

*When a child visiting one of our attractions smiles, it lights up our own face. But when a Wish child from Give Kids The World smiles, it lights up our heart. Therein lies the answer to why we do what we do for this incredible organization.*

IAAPA's support of the Give Kids The World Village in Kissimmee, Florida, is very important to the children with life-threatening illnesses who visit this special place. When a child and his or her family arrive at the Village, they have already faced the many challenges of a world filled with hospitals, doctors, and medical treatment. For six magical days, however, those worries are forgotten, as they visit Central Florida's world-famous attractions and stay at the Village, all for free.

IAAPA members help these children smile, both during their visit to the Village and when they return home. Donations of material and expertise from member attractions and suppliers help keep Give Kids The World (GKTW) humming, for running the Village is just like running a theme park. Once children leave the Village, many IAAPA member facilities provide additional special times through their participation in the World Passport for Kids program, which offers one day of free admission for Wish children and their immediate families.

The week of November 11 was notable this year for both the Village and the IAAPA-GKTW relationship. On Sunday, the association kicked off its 2007 IAAPA Attractions Expo in Orlando, whose three charity events on behalf of GKTW during the week wound up raising \$133,667.

The 5th Annual IAAPA Charity Golf Tournament took place on Sunday at Mystic Dunes Golf Course in nearby Celebration. All available slots for players and sponsors sold out in advance, demonstrating the support and

admiration GKTW enjoys among the worldwide attractions industry.

The association was also thrilled with the response to its inaugural 5K Run and 1K Fun Walk, graciously hosted by SeaWorld Orlando on Thursday morning. Both routes included various SeaWorld exhibits and attractions, and the event afforded attendees a new and broadened opportunity to help the Village.

Participants then switched from their exercise gear to their formal wear for IAAPA's annual Gala on Thursday night, during which guests could place live and silent auction bids on stellar items, including fabulous trips and exclusive industry collectibles.

The global spirit was alive, as GKTW celebrated an important milestone: It welcomed its 85,000<sup>th</sup> family, who came all the way from the United Kingdom. GKTW welcomed its first international family in 1989, and since then more than 5,000 families have traveled to the United States from more than 60 countries to spend their dream wish vacation at the Village.

As the week's events came to a close, perhaps IAAPA President and CEO Charlie Bray best summed up what it all meant:

"Give Kids The World is such a wonderful charity and a natural industry partner, for when kids think about their favorite wish, it often involves visiting one of our attractions," he marveled. "Not only does the Village do a good thing, but they do it so well and create lasting memories for these families. We're honored to be a part of that magic."



## IAAPA People

From board and committee members to association staff to Global Alliance representatives, it's the qualities of the people who truly make the difference between a vibrant organization and one in name only. Thanks to the dedication and efforts of the following people, IAAPA provided a vibrant and connected force for the industry worldwide in 2007.

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## 2007 COMMITTEES

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Audrey O'Connell  
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Tom Wages, Chair

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Joe Heflin  
Leslie Hutcheson  
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**Belgoparks**

**Club Van Elf**

**Europarks**

**Finnish Parks**

**FFD**

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## IAAPA STAFF

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