



**2008
Year in
Review**

Growing Together





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Growing Together

Five years ago, the statement that IAAPA was primed to conduct full-scale safety symposiums in five distinct regions of the globe in one year would have seemed highly ambitious. Today, through the cross-border reach of technology and alliances and association resources, this is but one example where the remarkable has evolved into the essential—and the entire attractions community is the better for it. As the industry becomes ever more interconnected in an ever-shrinking world, and as IAAPA and its members continue to help each other strive for collective success, we are—in a very real and dual sense—growing together.



Message from the Chair & President/CEO



A MESSAGE FROM THE CHAIR

In my very first FUNWORLD column last January, I shared with you my love of history. As you may have noticed, I share an equal devotion to this great industry. Thus, it has been my great pleasure and fortune not only to serve as your chair for the past 12 months, but to have done so during IAAPA's 90th anniversary year.

Ninety years is a good long run for any organization, but a lack of direction and relevancy is always a danger after nine decades of operation for anything or anybody.

When it comes to IAAPA, however, I'm very certain and very happy to report this is not the case. In fact, the association is 90 years young and growing. As demonstrated by the ambitions of the Safety Roadmap or the rising number of digitally delivered products and services, it's clear the means and the moment have joined together to make IAAPA more integral to the global attractions sector than ever.

Having the opportunity to be even a small part of this epic story is one that still leaves me humbled and grateful. To all those association staff, industry colleagues, and alliance partners who helped make this commemorative year a memorable success, I offer my heartfelt thanks.

— Bob Masterson, IAAPA Chair 2008



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 2008. And then resolve with equal fervor to "jump right back on again" and join the team in outdoing ourselves in 2009.

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.

— Charles Bray, IAAPA President and CEO



IAAPA Department Activities

MEMBERSHIP AND MARKETING SERVICES

The association's Mission and Vision Statement are both vital for setting the future direction of IAAPA, but the departments and committees—the day-to-day mechanisms of the organization—propel it forward along this path and put the tangible value in membership.

From awards to alliances and services to surveys, the handiwork of the membership department is seemingly everywhere—which is only appropriate, since that work is at the very core of what IAAPA is all about.

Global Alliances Demonstrate the True “Power of Partnership”

Launched in 2005 to promote the growth of the attractions industry worldwide while strengthening local industries, the association's Global Alliance (GA) partnerships now service more than 97 percent of IAAPA members in their own language and/or within their own geographic region.

During the program's fourth year, the membership department continued to work with individual partners to develop customized programs and promotions based on each region's unique needs and realities, as well as formulate their respective next steps in implementing IAAPA's new Attractions Industry Safety Roadmap (see story in Government Relations section).

Representatives from Global Alliance partners throughout the Asia-Pacific region met in Macau at the Asian Attractions Expo (AAE) in July to discuss and draft their business plans and safety initiatives for the 2008-2009 period. Each plan included the development of a dual-track strategy that combines support of the AAE and IAAPA Attractions Expo with promotional membership offerings. Their input was also instrumental to the Expo's Asian leaders' focus group and subsequent formation of an Asian Advisory Committee, which will examine how IAAPA can better serve the attractions industry in the region.

In October, IAAPA ASEAN—the association's Global Alliance partner in Southeast Asia—used GA funds to conduct a regional seminar on FECs and redemption in four successive locations in Singapore, the Philippines, Malaysia, and Indonesia. This valuable on-site training provided a tangible benefit to association members in Asia.

During the summer, IAAPA executive staff traveled to Tokyo and Osaka to talk with members about increasing the organization's services and presence in Japan.

The department also held meetings with Global Alliance representatives from Latin America regarding their yearly business plans. These partners gave particular focus in 2008 to joint membership/attendee strategies for IAAPA Attractions Expo and educational

programs in Argentina and Brazil.

Summer activities included staff participation in a national safety seminar in Brazil, organized through IAAPA's on-site Training-on-Demand program, and in this year's Spanish-language Institute for Executive Education at the IAE Business School of Austral University in Buenos Aires, Argentina.

In mid-autumn, IAAPA executives journeyed to Bogotá to join ACOLAP—the Colombian attractions association—for the official signing of the country's new ride safety law, after which they attended the founding ceremonies of the Venezuelan Association of Parks and Attractions (AVAPA).

IAAPA has also worked this year with the officers of all Latin American associations on next steps for implementing the ASTM F-24 ride safety standards now that they've been translated into Spanish.

In Europe during 2008, the association's executive director of European operations, Andreas Andersen, met with numerous national industry groups and developed expanded services to strengthen existing GA partnerships, as well as identify current needs and future possibilities.

Also this year, IAAPA continued to discuss the formation of a Middle East industry group with operators in the United Arab Emirates. The association supplemented this outreach by welcoming nearly 100 attendees to the first IAAPA Middle East Safety Conference in Dubai in February.

In October, IAAPA chair Bob Masterson and executive staff attended the annual conference of Travel Alberta in Canada. Masterson served as a keynote speaker, and the association sponsored a breakfast and maintained a presence throughout the event, all of which provided a great opportunity to expose attractions professionals in the province to the benefits of IAAPA membership. The association also continued discussions with Travel Alberta and Attractions Ontario on possible collaboration.

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IAAPA Department Activities

MEMBERSHIP AND MARKETING SERVICES

IAAPA President and CEO Charles Bray delivered several additional speeches during the year in support of the association's international efforts, including remarks at the TDIM (Tourism Development Projects and Investment Market) conference in Dubai in January, the Institute for Executive Education at Wharton in February, and the Russian Association of Amusement Parks and Attractions' (RAAPA) annual show in Moscow in April. In May, Executive Director for Global Affairs Clark Robinson traveled to Australia's famous Gold Coast to address this year's AALARA event.

Latest Survey Helps IAAPA Satisfy Members' Current and Future Needs

No matter how reasonably priced the dues or prestigious the reputation, the real value of a membership in any organization is how much you get out of it. IAAPA constantly pays heed to this fact and did so again this year by conducting a comprehensive Product and Service Survey among its members to determine the best way to deliver and maximize the benefits they receive.

The questionnaire garnered a broad response rate, with ample representation of all membership types and world regions. Replies provided feedback on several topics: communications, government relations, safety initiatives, expos, products and services, professional development and education, and future goals. Respondents also offered key insights about how their level of involvement with IAAPA is connected to their professional needs.

Amidst a flurry of useful data, some of the most interesting revelations emerged from this latter allegiance section, which indicated the importance members place on IAAPA delivering as many products and services straight to their desktop or mailbox as possible, with a focus on industry safety, up-to-date information, and professional recognition.

In that same spirit of always striving to help its members thrive and grow, this year IAAPA hired industry veteran Ben Jones of RECreation Inc. to serve as the association's new FEC specialist, supplying outreach, support, and assistance to IAAPA's family entertainment

center community. In this role, he provides direct service to members as determined by IAAPA staff and the FEC committee, and advises the association on new programs and products for this segment of the membership.

Member Recognition Gets Better and Better

Two of the association's best-known member awards programs made some noteworthy news in 2008.

The IAAPA Brass Ring Awards went completely digital this year, in terms of both the submissions for judging and the display of winning entries. Honoring creativity and excellence in industry marketing and public relations, the program accepted PDF files from its print entrants, CDs or DVDs from its TV and radio competitors, and PowerPoint presentations in its campaign categories.

Paul Pei, chair of the marketing committee, described the changes as "long overdue and an exciting step forward. Digital file formats are so much easier to use, tell more vivid stories, and should encourage more applicants." All winning entries have been posted at www.IAAPA.org in print, audio, and video formats.

The association's Big E Awards also reached a significant milestone in 2008, celebrating 10 years of recognizing the best in live entertainment and show production in the global attractions industry. "The Big E Awards have grown steadily in the past decade, with an ever-increasing number of entries and participating facilities, and we're thrilled to have reached its 10th anniversary," said Paul Couch, chair of the entertainment committee.

To mark the occasion, the awards program at November's IAAPA Attractions Expo opened with a birthday bash featuring video introductions from entertainers Dolly Parton, Joey Fatone, and several other music stars, as well as live costumed characters from the Broadway shows "Wicked" and "Grease."

IAAPA Attractions Expo was also a perfect occasion to celebrate the association's 90th anniversary. To commemorate the milestone, IAAPA handed out "thank you" surprises to exhibitors and attendees at random. These random gifts included Starbucks gift cards and free IAAPA merchandise.



IAAPA Department Activities

IAAPA EUROPEAN OPERATIONS

With a new executive director for the association's European office and a steady stream of new products and services, it would appear the sky's the limit for IAAPA members in the region.

Andersen Takes the Reins in Expanded European Office

On February 1, attractions industry veteran Andreas Veilstrup Andersen became IAAPA's executive director of European operations, having most recently served as chief operating officer for Tivoli Gardens in Denmark.

Working closely with the association's European Advisory Committee, he heads up IAAPA's efforts to expand and enhance its programs and services in Europe, and is responsible for overseeing European government relations, communications, membership development, and education, as well as the Euro Attractions Show (EAS).

One of the key elements of this year's European business plan was to better publicize IAAPA's increased offerings by strengthening its dialogue with the region's national associations. Andersen hit the ground running and met with a host of members and industry groups throughout the continent during 2008.

"I've always looked at IAAPA as being a very professional organization, and really the only one that could advance the attractions industry's agenda internationally," states Andersen. "We need a stronger voice in Europe, and my hope is that I can contribute to that process. Attractions face the same issues all over Europe, and therefore I think there is definitely a need for that stronger presence."

The office also launched a web portal—www.IAAPA.org/Europe—and the digital IAAPA Europe Newsletter to keep the association's European members up-to-date on such region-specific topics as the Euro Attractions Show (EAS), European Union (EU) government relations, government relations, and the latest safety data.

European membership grew 7 percent and was driven by the staff securing the major corporate groups as members combined with a strong retention rate.

Ride Safety Reporting in Europe Becomes a Reality

Over the past few years, IAAPA's European office has worked with the association's government relations department and Europarks to implement comprehensive ride safety reporting throughout Europe, for better documentation of the industry's regional safety record.

Following the official adoption of a system in 2007 and the subsequent initial collection of data, the first European Ride Safety Report was issued in cooperation with Europarks in March of this year. Based on a system similar to one introduced for IAAPA's U.S. facility members back in 2001—with annual reporting that is completely anonymous—the report revealed an outstanding safety record consistent with that found in the U.S. study and thus served as a useful background document in discussions with legislators, media, and other public audiences.

Work on the 2009 edition has already begun, and with the report form now available in several languages, a further rise in the number of respondents and quality of data is expected. RPA, the U.K.-based consulting firm assigned to collect and analyze the data, has distributed an updated and simplified version of the report form, and both the European office and Europarks are taking a very active role in ensuring those forms are received, completed, and returned.

The www.IAAPA.org/Europe web portal has been updated with a number of fact sheets on safety topics, including the above reporting data, European ride legislation and standards, and the region's waterpark and playground safety standards. These fact sheets proved very valuable in communicating with the media, as staff responded to approximately 50 press inquires during the summer season from journalists in the UK, Germany, and Italy and across Scandinavia.

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IAAPA Department Activities

IAAPA EUROPEAN OPERATIONS

Region's Attractions Industry Increases Its Activity in Brussels

Part of IAAPA's expanded services in Europe is a more active and comprehensive involvement with the EU decision-making process in Brussels.

In view of this plan, a decision was reached in the spring to keep the European office in Brussels, close to the EU legislative bodies, since more and more national proposals in the region's countries derive their precedence from an EU law, regulation, or directive.

During the year, a great deal of work was invested in drafting a white paper covering the political and legislative issues of importance to the European attractions sector. This document will be continuously updated and serves as a roadmap for IAAPA's government relations activities in Europe, as well as a

basis for dialogue with national industry associations throughout the continent.

The white paper has provided good initial guidance for EU tourism adviser Nick Markson, who works with various international leisure organizations and has been engaged to support the association's government relations activities in Brussels. When the European Commission launched an online lobbying register in June 2008, the European office entered its details, making IAAPA an official part of the EU's policy-formulation and decision-making processes.

All of these actions have helped to improve and refine the office's monitoring of EU legislative initiatives, the results of which are shared regularly with IAAPA's European membership.



IAAPA Department Activities

GOVERNMENT RELATIONS AND SAFETY SERVICES

The legislative and regulatory issues facing the attractions industry can often be complex and daunting, but the government relations department continues to excel at navigating this environment on behalf of IAAPA's membership.

IAAPA Takes a Global Approach to Increasing Accessibility

The attractions industry is constantly striving to make its rides and facilities as accessible as possible to patrons with disabilities, and a primary focus for the association in the past few years has been interacting with the U.S. Department of Justice (DOJ) as it works to turn the U.S. Access Board's final rule for recreation into official, enforceable regulations.

The department has still not produced its recreational regulations because it has incorporated this work into a massive update of the entire set of employment and public access provisions in the Americans with Disabilities Act (ADA) Accessibility Guidelines (ADAAG). While this delay has been frustrating, it has also allowed IAAPA to work with the DOJ to address any remaining items not fully resolved in the board's final rule, as well as several specific issues surrounding miniature golf facilities.

In June, the DOJ announced a formal Notice of Proposed Rulemaking on the new ADAAG. IAAPA testified at a public hearing in July—FEC Committee chairman Tim Sorge spoke about the potential impact of the rules on the miniature golf sector, and government relations manager Stephanie Thienel addressed the concerns of the attractions industry as a whole.

IAAPA staff will continue to work with various members in further educating both the Access Board and DOJ about the unique aspects of our form of entertainment. These efforts will hopefully lead to workable recreational provisions in the department's forthcoming enforcement regulations for U.S. attractions.

In the meantime, the association stands ready to assist its worldwide membership in achieving the goal of increased access on an individual, national, and international basis. To that end, IAAPA President and CEO Charles Bray traveled to Moscow in early April to address IAAPA's annual conference on the American experience in expanding access to its amusement parks and rides as Russia considered how best to advance the

application of its own national disabilities law within the attractions sector.

Sharing Our Safety Message with Legislators and the Public

A December 2007 compromise that envisioned a hearing during 2008 on U.S. Congressman Ed Markey's proposal to federally regulate fixed-site rides wasn't acted on this year thanks in part to the continued efforts of IAAPA's government relations (GR) team to educate members of Congress on why such additional oversight is unnecessary.

During the year, the association's GR staff and outside counsel at Williams & Jensen provided briefings to various members of Congress, worked with IAAPA's communications department in responding to Representative Markey's high-profile press conference on his bill in mid-May, and prepared witness testimony and other material should a hearing materialize. This groundwork will come in handy when the issue arises in 2009.

In addition, this year the government relations department spearheaded a new initiative to showcase the industry's safety record and commitment to lawmakers and the public by holding an inaugural "Attractions Safety Awareness Week" during the first week of June.

The campaign took a multifaceted educational approach to informing legislators and the public about attractions safety practices. IAAPA created an online toolkit as a guide for its members to utilize in determining the level and specifics of their participation during the week.

An imaginative example of member involvement took place at Seabreeze Amusement Park in Rochester, New York, which invited the New York State Department of Labor (NYSDOL) to film a state inspection of the park's rides. New York Commissioner of Labor Patricia Smith kicked off the New York ride season by addressing the media at Seabreeze on May 22, and NYSDOL also posted the film on its web site.

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IAAPA Department Activities

GOVERNMENT RELATIONS AND SAFETY SERVICES

Industry Safety Gets a Worldwide Roadmap

IAAPA has identified the Annual Ride Safety Report program as the best method for demonstrating the industry's safety record before the public, the government, and the media.

Subsequently, early in 2008 IAAPA staff completed the basic elements of an Attractions Industry Safety Roadmap that will guide the association's work with each of its Global Alliance partners, additional national organizations, and other industry leaders to achieve four successive stages of safe operation and ultimately reach the common goal of worldwide ride-safety reporting.

Throughout the year, IAAPA collaborated with these Global Alliance and other partners to determine their respective status with regard to each stage and then develop next steps in every region. Moreover, the association established or continued several specific initiatives that fit within the roadmap's framework.

In late February, the first IAAPA Middle East Safety Conference took place in Dubai, UAE. Nearly 100 attendees gathered to hear from industry experts such as Premier Rides' Jim Seay and Universal's Steve Blum on best safety practices in ride design, testing, operations, and maintenance, as well as the present state of international safety standards. Additionally, the Brazilian attractions group, ADIBRA, utilized IAAPA's on-site Training-on-Demand program to organize a well-attended safety seminar in June for industry professionals nationwide. The session also served as a useful stepping-stone toward realizing the association's aim of holding a regional safety conference in Latin America in 2009.

In mid-October, IAAPA joined ACOLAP, the Colombian attractions association, in celebrating the enactment of a new ride safety law that ACOLAP helped shape to adequately address industry issues. The daylong program included an educational session for the country's operators on the details of the law, followed by remarks from IAAPA vice presidents Ana Elisa Benavent and Randy Davis congratulating ACOLAP on its achievement and offering the association's continued support of ACOLAP's safety efforts via its training services, standards harmonization, and the Safety Roadmap.

The current process of drafting implementation regulations for Colombia's new ride safety law should be greatly assisted by this year's translation of the ASTM F-24 standards for amusement rides and devices into Spanish, which came as a result of a request by IAAPA and ALAP, the Latin American attractions association. This was a fitting tribute to the F-24 committee's 30th anniversary in 2008, and during the IAAPA Attractions Expo in mid-November, the group held meetings with officers of ALAP and its subsidiary national associations to plan the next steps in adopting the ASTM standards throughout the region.

November's Orlando show also played host to the final face-to-face session of the year for the IAAPA Safety Standards Harmonization Group. Meetings of this body are held at each of the association's three yearly expos, encompassing standards officials from around the world whose aim is to eventually produce and implement a set of universal ride safety criteria. Task groups on acceleration, restraints, risk assessment, and control systems held meetings and gathered broader input from the entire group.

Putting "Summer" Back in Summer Vacation

The work of "taking back the summer" in the United States never ends. In 2008, the association and many of its members continued to partner with Tina Bruno of the Coalition for a Traditional School Calendar to reserve more of June, July, and August for families' travel plans rather than school schedules.

Summer is the prime season for vacations and first jobs, a natural combination that benefits not only families and teenagers, but also the tourism sector, summer camps, and teachers' continuing education. Moreover, at a time of tightening school budgets and rising energy costs, it makes even more sense than usual to spend those funds on educating students, not air-conditioning classrooms.

Armed with an ever-increasing array of academic and economic data in support of later school start dates, the coalition worked with grassroots groups in 11 states around the United States this year, including new

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IAAPA Department Activities

GOVERNMENT RELATIONS AND SAFETY SERVICES

organizations in Mississippi, California, Ohio, and Colorado (with Connecticut soon to come). In addition, significant progress on the issue took place in Alabama, Kentucky, Tennessee, and Indiana, while efforts to save or restore a more traditional school year were successful in Florida, Virginia, and Utah.

These groups garnered a great deal of both local and national media coverage, which ultimately helped draw more than 6,000 new supporters nationwide to the “Save Our Summers” cause.

Fostering Legislative Relationships in D.C. and Across the Country

Having a good working relationship with local, state, and federal officials is critical for any industry, including the attractions sector. IAAPA’s government relations staff worked hard in 2008 to maintain and extend the collaborative environment that’s been established in recent years.

The association’s fourth Legislative Summit in Washington, D.C., this past March was a success. Opened to all IAAPA members for the first time, the two-day event provided each of them with opportunities to take part in the policy-making process for the good of the attractions industry.

The 30 IAAPA members in attendance heard from various members of Congress and administration officials, got an insider’s look at the upcoming elections, and conducted more than 50 meetings with legislators and their staffs. During their discussions, they were able to alert these decision makers to issues important to the attractions industry, including reinstatement of the H-2B returning worker exemption, passage of the Travel Promotion Act, and opposition to Representative Markey’s proposal to add federal regulation of fixed-site rides to the existing state oversight system.

The association’s government relations department is also committed to working with state and regional groups to further their own respective legislative goals and

relationships by attending regular meetings of these organizations and by assisting with specific issues as they arise.

During the year, IAAPA government relations staff worked with the California Attractions and Parks Association (CAPA) in California on proposed state regulations for wave pools, provided support to the New England Association of Amusement Parks and Attractions (NEAAPA) in New England as Massachusetts considered revisions to its amusement rides law. The department also partnered with members in Oklahoma to improve draft state rules for ride operator training.

In addition, government relations staff addressed the annual meetings of attractions organizations in Florida, Pennsylvania, New England, and Texas in 2008, participating in panels or conducting presentations at each to increase member awareness of, and engagement in, the legislative and regulatory issues facing the industry.

During the year, IAAPA and the World Waterpark Association (WWA) worked with Congress and the U.S. Consumer Product Safety Commission (CPSC) to address the challenges faced by the waterpark industry in complying with the Virginia Graeme Baker Pool and Spa Safety Act, a measure meant to prevent drowning due to pool drain entrapment. The act went into effect on Dec. 19, 2008. Interpreting the law in a strict manner, the CPSC included waterpark facilities under the act. The industry expressed its disagreement with this interpretation, as well as concerns about the ready supply of compliant pool drain covers, as the drain covers currently available create additional unintended safety risks due to the unique design and configuration of most waterparks. In light of these issues and the industry’s existing anti-entrapment features and practices, IAAPA and WWA sought (and continue to seek) clarification that the act and its ANSI/ASME standard do not apply to water attractions, proposing instead to incorporate the draft ASTM F-24 standard on water attractions in the act once it is finalized.



IAAPA Department Activities

EXHIBITIONS,
CONFERENCES, AND
MEETINGS SERVICES

No matter the time of year or geographic location, the exhibitions department is simply unmatched when it comes to connecting buyers and sellers in the 21st century attractions market.

Orlando Hosts a Terrific IAAPA Attractions Expo

In 2008, 23,800 industry professionals from 100 nations participated in IAAPA Attractions Expo, the world's largest conference and trade show for the \$24 billion amusement park and attractions business. The Expo took place in mid-November at the Orange County Convention Center (OCCC) in Orlando and exemplified its theme of "Success in Every Direction" as the association celebrated its 90th anniversary in grand style with programs and pins bearing a special logo, several random giveaways in batches of 90, a prime spot in the opening Kickoff Event, and an assortment of other activities.

"Considering the state of the global economy and that this was our second consecutive year in Orlando, we are pleasantly surprised the attendance level is only 10 percent smaller than at last year's show, which was one of our biggest events in the past 10 years," said IAAPA President and Chief Executive Officer Charles Bray.

The number of first-time buyers increased 35 percent, as did the number of buyers from zoos, aquariums, museums, and science centers. They came to see the latest industry offerings throughout a vast and vibrant trade show floor that featured 1,154 companies encompassing 482,550 net square feet of exhibit space, filling the North and South halls of the OCCC.

Earlier in the year, IAAPA's blog had achieved another organizational first with live coverage of exhibitors selecting their booth locations on the show floor. The aim was to allow exhibitors to "watch" and follow along while the exhibitions team worked closely with the space allocation committee to place booths, thereby hopefully gaining a better understanding of how the process works. FUNWORLD Senior Editor Jeremy Schoolfield provided real-time updates and also answered many common questions that arose.

Back in Orlando, the positive feelings generated on the well-organized show floor carried over to the Expo's popular networking events, which included more than

780 attendees at the Opening Reception, 300 participants enjoying the IAAPA Gala and its beach music tribute to incoming chair Darrell Metzger, and a sellout crowd of 360 listening to Merlin Entertainments Group Chief Executive Officer Nick Varney at the General Managers' and Owners' Breakfast.

In 2009, IAAPA Attractions Expo will take place for the first time in Las Vegas, November 16-20, providing attendees and exhibitors with all that the city has to offer as a global themed entertainment destination.

A Successful EAS in France

During the year's first Euro Attractions Show (EAS) in Nice, France, facility operators and showmen from 75 countries traveled to the majestic French Riviera in January to learn from industry experts during a diverse educational program, make contacts at various social events, and spend quality time on a show floor that featured a number of new products and services.

With the EAS transitioning from a midwinter to a mid-autumn event by holding two shows in 2008, the ultimate numbers for Nice were hard to pinpoint beforehand, but the Expo proved strong and successful on all fronts, as it received support and involvement from more than 25 global attractions associations.

Nearly 250 exhibiting companies highlighted their latest offerings on a show floor of 7,787 square meters, including the largest outdoor exhibit area in the history of the EAS. A total of 5,910 people attended the three-day event, and many exhibitors said the quality of buyers was outstanding.

Attendees capped off the show with excellent networking and social events. The Welcome Reception provided varied entertainment for its 1,300 guests, while the Fairmont Hotel in Monte Carlo played host to the Gala, where a crowd of 615 enjoyed dinner, jazz, and mesmerizing Cirque-style entertainment.

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IAAPA Department Activities

EXHIBITIONS,
CONFERENCES, AND
MEETINGS SERVICES

Second EAS in Munich Sets the Stage for Show's Move to Fall Schedule

This year was a time of transition for the Euro Attractions Show (EAS), as it began the shift from a winter to a fall time slot by holding two events in one year. The year's second EAS took place in Munich, Germany, in early October. All in all, it proved to be a sizable expo and a solid stepping-stone for moving the show to a single event in the autumn, beginning in 2009.

With 8,050 square meters of exhibit space and just over 5,000 attendees, EAS 2008 Munich garnered a good deal of positive feedback from exhibitors and attendees. Buyers came from 64 countries and represented all major attractions and corporate chains in Europe. The trade show floor featured 250 exhibiting companies showcasing products and services in 99 categories.

More than 1,000 people participated in the Welcome Reception, and a sold-out crowd of 800 experienced the world-renowned Oktoberfest firsthand in a reserved section of the Paulaner tent. Attendees thoroughly enjoyed and took full advantage of these special events to network and socialize.

The EAS Education Committee and association staff put together an impressive array of professional development sessions, which were well received. Total attendance at the 15 seminars was 585. Participants toured local Munich attractions such as BMW Welt and Bavaria Filmstadt, learned about best practices in a variety of operational areas, and heard industry experts discuss the latest trends.

In addition, the inaugural EAS safety forum generated the highest attendance of any portion of the education program, with a curriculum focused on ride safety standards, ride reporting systems, and incident management.

EAS 2009 will be held at the RAI International Exhibition & Congress Centre in Amsterdam, the Netherlands, Sept. 30-Oct. 2.

Buyers and Exhibitors Like What They See at Asian Attractions Expo

The 2008 Asian Attractions Expo was held in mid-July at the Venetian Macau Resort and Hotel, a growing

international destination whose energy is emblematic of the region's attractions industry.

Almost 3,250 net square meters in size, the exhibit space was 30 percent larger than in 2007 and featured a record 167 companies showcasing their newest products and services. These exhibitors were extremely pleased with a "readiness to buy" demonstrated by the 2,638 industry professionals in attendance from more than 40 countries.

Charles Bray, IAAPA president and CEO, was equally encouraged. "Attendees at this year's Expo included decision makers from across Asia and—make no mistake—they were here to sign deals and build relationships."

Social functions were likewise successful. The Opening Reception drew more than 200 participants. The Young Professionals Reception and the presentation of the Asian Attractions Awards were also well attended.

In addition, an Asian Leaders focus group was held during the Expo. It engaged a group of 25 senior executives and led to the planned formation of an Asian Advisory Committee, which will examine how IAAPA can better serve the attractions industry in the region.

The 2009 edition of the Asian Attractions Expo will take place in Seoul, Korea, at the COEX Convention & Exhibition Center, June 10-12.

Summer Meeting Makes a Memorable Visit to Germany

The association's annual Summer Meeting took place September 27-29 during Oktoberfest in Munich, Germany. A number of the more than 140 attendees extended their stay to take advantage of additional business and networking opportunities at the year's second Euro Attractions Show, which opened in Munich on Sept. 30 (see Exhibitions, Conferences, and Meetings section on p. 8 for a report on this EAS event).

Highlighted by tours of the host area and terrific networking events, the meeting's intimate size was ideal for relationship building, and this year's trip to Munich was no exception.

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IAAPA Department Activities

EXHIBITIONS,
CONFERENCES, AND
MEETINGS SERVICES

Attendees had their choice of embarking on one or two of several fascinating excursions, including Mozart's home city of Salzburg, Austria; King Ludwig II's Castle Neuschwanstein (said to have inspired Disneyland's Sleeping Beauty Castle); the BMW Welt facility and the newly refurbished BMW Museum; the Allianz Arena soccer stadium; and Olympiapark, built for the 1972

Summer Olympics.

After-hours activities were just as enjoyable—an evening of traditional Oktoberfest festivities inside the exclusive Kuffler Wine tent, followed the next night by a tour and reception at ride manufacturer Maurer Söhne's 100-year-old warehouse, which was transformed into a slick lounge bar featuring music and a laser light show.



IAAPA Department Activities

EDUCATION,
PROFESSIONAL
DEVELOPMENT, AND
TRAINING SERVICES

Whoever said “ignorance is bliss” obviously didn’t work in the global attractions sector. Today’s industry professionals need the most up-to-date information and techniques to succeed, and the education department strives every day to deliver.

Improving the Way the Attractions Industry Does Business

The education department provided members with a number of valuable new products and services this past year.

The department released the second offering in the Skill Builder Training Series, entitled “Serving Guests with Disabilities in the Attractions Industry.” Utilizing the PowerPoint platform, it allows the presenter to customize the training session around a company’s individual policies, as well as laws specific to the geographic location of the attraction. Several case studies and an in-depth trainer’s guide are also included with the product.

IAAPA published its biannual international operations survey entitled “Managing Your Attractions for Profit.” Based on data from the 2007 season, the report covers a variety of topics, including food and beverage, merchandise, employee wages, visitation, and maintenance costs. This latest version of the survey garnered an increased response rate over years past, which provided an even more complete representation of industry trends and figures than previous editions.

The association also developed a plan for offering live “webinars,” or interactive online educational sessions, to members on a variety of issues, with the eventual goal of doing so on a monthly basis. In early November, industry veteran and consultant Michael Getlan led “Redemption 101” with 77 participants, focusing on three essential elements: merchandising, equipment, and best practices.

Expo Attendees Get a Great Education

From Nice to Macau to Munich to Orlando, the IAAPA Education Department once again delivered learning opportunities that were second to none at this year’s Expos.

More than 670 people participated in the high-quality

and uniquely European educational programs offered during the year’s first Euro Attractions Show in Nice, France. The program featured 11 sessions that were diverse in content area and format design, and included an engaging tour of Marineland—home to the only killer whales in captivity in Europe. Particularly popular sessions included “Ode to Joy: The State of the European Attractions Industry,” “Marketing 2.0,” and “Euro Teens.”

The educational seminars for the Asian Attractions Expo in Macau emphasized marketing and featured speakers from attractions throughout Asia, including keynote lunch sessions with Tom Mehrmann of Ocean Park and Eric Bello of the Venetian Hotel Group. Average attendance of 90 people per seminar represented a near-30 percent increase over 2007. A separate half-day safety institute was also well received and focused on risk management, incident reporting, and ride design standards.

EAS Munich’s education sessions were well attended and well received. The sessions were divided into three core content areas: Setting the Strategy; Attractions Safety Forum; and Growing Guest Satisfaction and Profit. The opening session featured speaker Joe Pine, author of “Authenticity: What Consumers Really Want.” In addition, Pine addressed a lunch audience for global alliance leaders and other invited guests. The safety forum saw the highest attendance.

A record 8,200 people participated in more than 125 educational sessions, roundtables, tours, and institutes at IAAPA Attractions Expo in Orlando. New offerings in 2008 included a waterpark specialty track, the replacement of the Attractions Management School with a series of one-day institute programs, and an improved Institute for Emerging Leaders, which included a greater emphasis on

continued



IAAPA Department Activities

EDUCATION,
PROFESSIONAL
DEVELOPMENT, AND
TRAINING SERVICES

case studies and networking. “A hunger for new ideas and best practices during these uncertain economic times contributed to this huge turnout,” noted John Henderson, vice president of education for IAAPA.

IAAPA's Institutes of Higher Learning

Twenty industry professionals attended the 16th annual IAAPA Institute for Executive Education for four days in early February, at The Wharton School on the campus of the University of Pennsylvania in Philadelphia, one of the top business schools in the world.

The IAAPA Institute provides attractions executives with world-class instruction in strategic thinking and a unique setting for networking with a wide-ranging set of industry peers. Attendees came from half a dozen countries and many types and sizes of facilities, as well as the manufacturer/supplier sector.

The “High Tech, High Touch” theme focused on the technologies behind the industry’s current revolution in

organizational management and customer service, and illustrated how companies can harness these forces to succeed in the attractions business of tomorrow.

With representation from eight Latin American countries and a record attendance of 47 attractions professionals, this year’s Spanish-language Institute for Executive Education took place at the IAE Business School of Austral University in Buenos Aires, Argentina, in early July. The four-day program was organized jointly by IAAPA, the Argentinean Association of Amusement Parks and Attractions (AAPA), and the Latin American Association of Parks and Attractions (ALAP).

Attendees interacted with faculty experts and one another on a variety of business topics and discussed future challenges facing an industry that is gaining in importance throughout Latin America. 2008 also marked the first year participants could gain credit toward earning a professional certificate in the attractions industry by attending four institute programs.



IAAPA Department Activities

COMMUNICATIONS SERVICES

Whether it's an early morning interview on attractions safety, a blog post on the newest association product, or an enlightening article on the latest industry trend, the communications department can—and does—handle it all.

Providing an Industry Voice to Reporters Near and Far

Media outlets around the globe look to IAAPA as a definitive and responsive source of attractions industry information and commentary, and the association's press office once again proved equal to the task.

Hundreds of phone calls and e-mails came in from TV and radio stations, trade magazines, consumer publications, and industry blogs. These inquiries covered attractions trends and economics to the latest industry offerings, and everything in between. Many focused on safety following U.S. Congressman Ed Markey's mid-May press conference touting his bill to extend federal regulation to fixed-site rides in the United States.

Drawing on various attractions experts and data, IAAPA's communications team provided a strong industry message to such media as the Associated Press, The Today Show, CNN, USA Today, Good Housekeeping, Gannett News Service, The Washington Post, and Good Morning America, as well as scores of other national, regional, local, and trade outlets.

IAAPA delivers the world's premier attractions expos, and the department also played an increasingly important role in this effort by facilitating media coverage that drove attendance during the year.

In January, the association's communications staff provided press releases, talking points, and reporter outreach for the Euro Attractions Show (EAS) in Nice, France. These efforts resulted in 77 registered journalists attending the show and numerous stories about the growth of the industry and of the EAS event itself.

The department then spearheaded positive coverage of July's Asian Attractions Expo in Macau by 25 press representatives, followed by 55 journalists attending the year's second EAS in Munich, Germany, in October, as

the event began its transition to a mid-autumn show.

More than 145 media personnel covered November's IAAPA Attractions Expo in Orlando. These efforts garnered stories seen by an estimated total of 26.6 million people, including pieces in the USA Today, Associated Press, Orlando Sentinel, St. Petersburg Times, and the PBS outlets in New York City and Orlando.

IAAPA's Web Presence—Always On, Always There

As the online world grows in importance and reach, the communications department has continually enhanced the content and services available through the association's web site, www.IAAPA.org.

During 2008, the Expo section of the site added a picture gallery, Show Daily content, Hall of Fame Inductee video clips, virtual trade show features, and various online application and nomination forms.

The site's educational program archives were also improved, with more handouts and PowerPoint presentations from previous expos and events. The home page now also contains a new and prominent safety tab to make it easier to find industry safety resources, statistics, and alerts.

The year also witnessed tremendous growth and advancement for IAAPA's blog, In the Queue. A permanent link was added to the IAAPA.org home page, which includes highlights of the newest post. In addition to the latest updates on association programs, attractions-related legislation, and other important topics, the blog has further increased its visitor traffic by incorporating member requests, Q&As with industry experts, and real-time coverage of such stories as the IAAPA Attractions Expo space allocation process and the combined Summer Meeting/EAS event in Munich.



IAAPA Department Activities

COMMUNICATIONS SERVICES

Member Services on the Web Take Another Leap Forward

With members in nearly every time zone around the globe, the association relies heavily on www.IAAPA.org to provide the assistance these companies need and expect to keep their businesses moving forward. To do this, all areas of the site—particularly the membership area—must offer cutting-edge applications, and the department kept pace with this technological demand in 2008.

On July 1, IAAPA launched a new Member Center, complete with enhanced services made possible through upgrades to its member database software. The center now offers many new features, such as an improved membership application process; online account creation; real-time management of company and personal profiles; login based on e-mail address; and automated login/password retrieval.

These advancements also include a new Membership Directory; an enhanced and now publicly available Buyers' Guide; improved online search capabilities for both the directory and the guide; a digital industry events calendar; and state-of-the-art interactive discussion forums for key member groups.

FUNWORLD Leads the Way in Industry Coverage and Commentary

The pages of FUNWORLD chronicled another year of change and evolution in the global attractions industry with its blend of crisp reporting, insightful analysis, and useful advice.

Early in the year, the magazine highlighted and celebrated long-time industry stalwarts with its first annual tribute to IAAPA member attractions and suppliers that have been operating for a century or more. The story, "100 and Counting," provided fitting praise of those companies and individuals who have navigated successes and challenges alike with creativity and perseverance.

The August issue contained the third annual "New Rides & Attractions" special section, bigger and better than ever at 23 pages, with reports from North America, China/Southeast Asia, Europe, the Middle East, and a few

places in between. This yearly compilation has become a leading go-to source for this particular aspect of industry data and is another testament to the outstanding work of the publication's staff and contributors.

The year ended with the introduction of a digital version of the magazine, available free each month to every member's computer screen as a complement to the print edition. The new offering is a direct copy of the printed issue, transferred into an online format that lets readers "flip" through the pages, easily bookmark and share articles, and click on live Internet and e-mail links. Digital FUNWORLD also allows for timelier delivery of its content to members throughout the world, increases its appeal to a techno-savvy younger generation, and provides advertisers with the ability to enhance their messages through video and other Internet-only add-ons.

Preserving the Past for Future Benefit

In light of its central role in the development of the U.S. attractions sector and the approach of its 100th anniversary in the not-too-distant future, IAAPA is particularly cognizant of the need to preserve the association's history. In 2005, IAAPA engaged the History Factory of Chantilly, Virginia, to help establish an internal archives program, and new treasures have been discovered as its holdings continue to be catalogued.

To provide oversight of these efforts, this year the board of directors expanded the role of the Hall of Fame committee to include not only the organization's archiving strategy, but its ongoing Oral History Project. The committee aims not only to further refine the mission and policies of IAAPA's archive, but to begin working with existing industry archives to develop a comprehensive industry program.

Specifically, the committee will work to identify archival depositories; clarify collecting missions to avoid overlapping efforts; and establish a uniform set of policies. Ultimately, the goal is to encourage IAAPA members to donate historical items to the approved archives to ensure proper documentation and preservation.



IAAPA Department Activities

IAAPA AND GIVE KIDS THE WORLD—MAKING A DIFFERENCE, ONE CHILD AT A TIME

Just like the industry it serves, IAAPA gives back to its community—the international community—by supporting the heartwarming and life-changing work of Give Kids The World, which welcomes thousands of children and their families from around the globe each year.

IAAPA's partnership with the Give Kids The World Village in Kissimmee, Florida, continued to flourish this year, as the association and its members demonstrated their commitment to helping children with life-threatening illnesses and their families enjoy six magical days at the Village and visiting Central Florida's world-famous attractions, all for free.

The association's high-profile activities on behalf of the Village during the IAAPA Attractions Expo each November are naturally the most well-known, but the attractions industry provides support year-round.

One way is through participation in IAAPA's World Passport for Kids program, where member attractions furnish additional special times when families return home by offering one day of free admission for Wish children and their immediate families, redeemable during a one-year period.

In July, the Village proudly unveiled one of its newest and most exciting additions—Matthew's Boundless Playground, the world's only life-sized version of the beloved children's game "Candy Land." Complete with bright colors, interactive play areas, a climbing wall, and whimsical delights around every corner, it was designed for all children, regardless of their physical abilities.

Many IAAPA members partnered with the Village to make this dream a reality, particularly ITEC Entertainment

Group, which donated its creative design and project management to help build this one-of-a-kind playground. Pizzazz Scenic Contractors, Sky Shades USA, Universal Orlando, Walt Disney World, and Walt Disney Imagineering also provided important assistance and resources.

Matthew's Boundless Playground marked an important milestone in the expansion of GKTW. The 70-acre facility continues to grow, and the opening of the playground was the first guest area to debut in the new Fairy Tale Forest. On Oct. 1, this section of the Village officially opened its first seven Wish family villas, which surround a new lake and castle. Construction of the next 14 villas is well under way, and completion is expected in 2009.

IAAPA raised \$102,000 for the Village at the November Expo in Orlando. The week started off in fine form, as 152 attractions industry professionals raised a record \$58,000 at the 6th Annual IAAPA Charity Golf Tournament on Mystic Dunes Golf Course in nearby Celebration. Another 150 or so attendees collected more than \$2,300 for their participation in the 2nd Annual 5K Fun Run and 1K Fun Walk, generously hosted by SeaWorld Orlando. During the IAAPA Gala on Thursday evening, live and silent auctions raised \$18,000 for the Village, and the winner of a red 2008 Saturn Sky convertible was announced after the weeklong raffle had generated an additional \$24,000.



IAAPA People

2008 IAAPA OFFICERS AND BOARD OF DIRECTORS

What plans are to projects, people are to organizations—a guiding force that's fundamental to any success. In 2008, IAAPA was privileged to draw on the “best and brightest” in the worldwide attractions industry, and the successes chronicled throughout these pages are a testament to their collective experience, judgment, and devotion.

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