

The cover features a vibrant pink background with a large, stylized circular graphic on the left. This graphic consists of concentric, overlapping curved lines in various shades of pink, creating a sense of motion. In the center of this graphic is a silhouette of a horse's head and neck, facing right. The overall design is modern and energetic.

IAAPA 2006 YEAR IN REVIEW

NEW BEGINNINGS



A global trade association is only as good as its people, programs, and plans. These are the overall elements that provide members with a sense of constant value and forward movement, even as particular aspects of each area adapt to changing circumstances and fresh opportunities. This is the essence of today's IAAPA—an organization that, in 2006, embraced “new beginnings” on many fronts while maintaining its fundamental strengths in a worldwide amusement industry positioned for continued growth in 2007 and beyond.

A Message from the Chair



It was a great year for IAAPA. We continue to be the steady force in these changing and sometimes challenging times.

In 2006, we consolidated our relationships with our global alliance partners around the world. This has led to a much closer relationship with our members and bodes well for the future. The IAAPA Asian Expo

was held for the first time in China and was a resounding success. Vienna again hosted 2006 EAS, and the show will take place in Seville in 2007.

IAAPA Attractions Expo 2006 in Atlanta was also very successful. Our commitment was to put on an exciting, invigorating, and excellent event. More than 130 educational seminars were conducted, including new specialty tracks. Networking events were exceptional and very well attended, and the trade show hit our expectations. Consensus from exhibitors and attendees was this was a very good show.

IAAPA also had a great 2006 developing additional services. Communication is vital in our business and has been improved with the "News Flash" e-mail blast and an improved FUNWORLD magazine. The government relations team had many successes on Capitol Hill, and our educational opportunities are continually being refined to meet the needs of our members.

I am proud of the work our association accomplished in 2006. By listening to our members and strategically planning our efforts, we continually move IAAPA forward. It was a great year and a great ride for me, and it was a pleasure working with such a professional staff and board. It also was great meeting so many new people from around the world. Thanks to all for your help and friendship.

Rob Norris, Chairman of the Board 2006

A Message from the President and CEO



Having now completed my first full year of service as your president and CEO, I want to thank you for the trust and confidence you have placed in me as the day-to-day staff leader of this wonderful organization. I also

want to express my deepest appreciation to my predecessor, Clark Robinson, for his long-lasting achievements, his unassuming guidance, and, most of all, his steadfast friendship. I know with your help, insights, and energy, all of us will keep working together to take IAAPA and the worldwide amusement industry to even greater heights.

I can say this with assurance because of the passionate commitment, powerful ideas, and generous spirit you have shared with me over the past two and a half years. Based on such selfless contributions, this association enjoys a proud legacy of accomplishment for its members, and as we continue exploring future opportunities, I feel quite certain that IAAPA's best days are still ahead.

So get involved, convey your views, volunteer your expertise, and help us collectively achieve what we could not do alone. That is the true character of this organization and this industry. I look forward to serving you in the coming year and wish everyone a successful 2007.

Charlie Bray, IAAPA President and CEO



A Presidential Transition

On February 1, 2006, the association's presidential torch was passed from J. Clark Robinson to Charlie Bray in a seamless transfer that indicates a promising future for IAAPA and its worldwide membership.

When Clark Robinson accepted the position of IAAPA president and CEO in June 2002, he made it clear that a succession plan would be put in place and that his tenure wouldn't last more than five years.

Unsurprising to those who know Robinson, he met his deadline with nearly 18 months to spare.

A new era began for the association on February 1, 2006, a little more than three and a half years after taking the reins of IAAPA, Robinson passed them to CFO Charlie Bray. Also unsurprising for Robinson, he began his new job that very same day, as the organization's executive director of global affairs, reaching out to industry professionals, facilities, and partners around the world.

"IAAPA has made tremendous progress under Clark's leadership," stated Rob Norris, chair of the board of directors. "He played a vital role in the development of a strategic plan to guide the association in planning and program development and has strengthened our governance, our board, and our committees. This organization and this industry owe Clark a great debt of gratitude for his decades of service to IAAPA."

No one has been more appreciative of that debt and legacy than Bray, who was hired as IAAPA's first chief financial officer in June 2004. Following a year and a half of immersing himself in the details of the association's operations and the various aspects of the global amusement business, he was unanimously confirmed by IAAPA's board in November 2005 as incoming president and CEO.

Bray jumped into his new role with an energy and steady hand that come from more than 30 years of association experience, including stints as president at two other non-profit groups, as well as various financial and accounting work in the private and academic sectors.

Throughout the year, IAAPA has continued to raise the level and variety of its member services, an increase attributable in part to Bray's passionate belief in the association's ability to help fulfill the industry's basic human need for building relationships and discussing experiences through trade shows and other shared communities.

"I knew that at some point in my life, I wanted the opportunity to lead an organization with the scope of this association," he states. "It is a pinnacle in my career."

May that pinnacle encompass many years to come.



IAAPA Department Activities

IAAPA's board focuses on larger strategic plans, and the membership naturally raises a host of individual concerns and ideas. It falls to the association's departments and committees to meld these two very different sources of guidance into a cohesive, forward-thinking program of valuable member services. Once again, IAAPA staff and committee volunteers successfully met the challenge in 2006.

COMMUNICATIONS SERVICES

Innovations from FUNWORLD, media outreach, a Ticket For Fun event, and the News Flash e-mail service. In November, industry veteran David Mandt arrived to head up the association's busy communications department.

IAAPA Welcomes David Mandt as Vice President of Communications

On November 1, 2006, David Mandt, a long-time communications and marketing professional in the amusement industry, joined IAAPA as vice president of communications.

A graduate of the University of North Carolina–Chapel Hill, Mandt began his career in the industry directing traffic at Carowinds Theme Park in Charlotte, North Carolina. Over the next 25 years, he held a series of public relations, marketing, and communications positions at Carowinds, Kings Entertainment, various Paramount Parks facilities, and the latter's corporate office. He most recently was vice president of advertising and corporate communications for Paramount Parks.

Mandt has been an active member of IAAPA during his career, having served terms on the association's marketing and communications committees, as well as speaking at several IAAPA Attractions Expo seminars.



Extensive Media Relations Efforts Lead to Positive Coverage

Throughout the year, IAAPA's communications staff talked to journalists around the country and around the world, spreading the industry's message. Topics ranged from park trends to attendance figures to safety issues to new attractions, and some of the major outlets in just the U.S. included "Good Morning America," Reuters, New York Daily News, "The Today Show," USA Today, and The Associated Press.

A profile of Charlie Bray and his new role as IAAPA president/CEO was also featured in Roll Call, the newspaper of Capitol Hill.

The department's proactive outreach included the distribution of 340 media kits to consumer and trade journalists who specialize in the amusement industry, travel writing, and family features. The kits included information on IAAPA's consumer web site (www.TicketForFun.com), industry trends, and story ideas.

In addition to regular releases delivered during the year to a comprehensive trade and consumer media list, two consumer releases were delivered to a wide range of U.S. daily and weekly papers via the North American Precis Syndicate news service.

Media efforts on behalf of the association's three trade shows kept growing as well. Continuing the success of "Kids Test IAAPA" at the IAAPA Attractions Expo 2005, a "Kids Test EAS" was implemented at the Euro Attractions Show 2006 and garnered significant positive coverage. For IAAPA Asian Expo 2006, staff partnered with Edelman Shanghai to conduct a media campaign that generated 32 stories across all media with a total ad value equivalency of \$160,000. Capitalizing on a new kid-based "IAAPA Junior Explorers" feature and many good story ideas procured from exhibitors, the department facilitated another substantial round of positive trade and consumer stories about the latest industry news at IAAPA



Attractions Expo 2006 in Atlanta. The team confirmed several key television placements for IAAPA Attractions Expo 2006, including national and international reports from CNN Español, CNN Headline News, Russia's NTV, and several local channels such as "Good Day Atlanta" on Fox and WXIA-TV on NBC. Print placements included a 1/3-page feature in the New York Times, a brief in USA Today, and four placements in the Atlanta Journal-Constitution that were picked up by the Miami Herald and the Detroit Free Press. In the online arena, the Thrill Network conducted a report from the Expo for its "In the Loop" podcast, and several web sites picked up on IAAPA news during and after the Expo.

Web-Based Services Keep Members & Media Connected 24/7

As the association continued to raise the level and variety of its online services, members from around the world took advantage of these on-demand tools.

Members-only resources on IAAPA's web site include the comprehensive Industry Resource Guide, webcast archives, past issues of the "Carousel of Capitals" government relations e-newsletter, and a new, more user-friendly Industry Article database. Members could also update their profile in just minutes to help tailor

their membership experience and ensure the correct contacts continue to receive IAAPA publications and communications.

Those communications included a few additional new services this year: a daily IAAPA "News Flash" e-mail delivered to all members with summaries of industry news and two specialty monthly e-newsletters, FEC Connect and Waterparks Connect, to provide these segments with focused news, best practices, and product information.

This emphasis on an enhanced 24/7 IAAPA presence encompassed reporters as well, with a new online media kit featuring industry safety information, fast facts, a photo gallery, and varied story ideas.



FUNWORLD Increases Its Interactive Outreach

Over the past year, IAAPA's FUNWORLD staff solicited an increasing amount of reader and constituency feedback and ideas, resulting in a timely and interesting publication month after month.

This outreach included member ideas and pictures for feature articles on such topics as tweens, internal marketing, and safety messages. It also took the form of regular requests for member contributions to the magazine's "Portfolio, Etc." page (which contains a captioned photo from a recent facility event), as well as the implementation of three new departments—"Conservation Closeup," "M&S Minute," and "Day in



the Life," which are slated to debut in 2007.

The quest for increased member interaction also resulted in numerous trips into the field for on-site reports and an August piece on "New Rides and Attractions 2006," where FUNWORLD staff strapped in and held on to deliver the magazine's second annual (and vastly expanded) review of this year's attractions that changed the face of the industry.



Ticket For Fun Takes Center Stage

In 2006, www.TicketForFun.com, IAAPA's growing consumer web site, continued to increase its appeal to consumers and industry members alike.

The site is the ultimate travel resource for families looking for amusement parks and attractions, with its worldwide "FunFinder" directory of more than 1,200 IAAPA member theme parks, family entertainment

centers, museums, aquariums, and other amusement facilities. In many cases, the directory connects users with an attraction's online ticketing system.

"With the emergence of more savvy and technologically oriented consumers, Ticket For Fun was designed to offer visitors useful information as well as entertain them with information about the parks and attractions industry," stated Bray.

To that end, the site was further developed in 2006 to encompass more facility listings, more online games, and more association and facility releases. As IAAPA reached out to member parks and attractions for their latest news and events, these facilities increasingly recognized that TicketForFun.com provides another great way to reach consumers. With more than 2 million hits annually, that reach is certainly big and getting bigger.

EDUCATION, PROFESSIONAL DEVELOPMENT, AND TRAINING SERVICES

One of the key reasons to join IAAPA for many members is its emphasis on industry learning. From new webcasts to valuable expo seminars to groundbreaking studies, the association's education department certainly delivered on that promise this past year.

Educational Programs at EAS and IAAPA Asian Expo Better Than Ever

With a year or more of attendee feedback to guide them, the educational staff for the 2006 Euro Attractions Show and IAAPA Asian Expo developed a program in each case that was more focused and localized than ever before. And the results—more participants and widespread praise.

The educational sessions and panel discussions at EAS featured more operator perspective than in years past, with 25 speakers representing 14 amusement facilities. "This was a European program for European operators. It had a home turf feel," said IAAPA Vice President of Education Services Pam Magnani. "We wanted to get more people on the job so we could provide a peer-to-peer learning experience."

A two-day program of seminars was offered, along





with a three-day professional development program and a specially designed tour to the Schönbrunn Palace. Average attendance at each seminar was higher than in 2005, with a gross attendance of 526 participants.

Among the standouts of the IAAPA Asian Expo 2006 education program was a seminar for exhibitors entitled "Doing Business in China," presented by Mark Driscoll, president of Leisure Quest International, on the nuts and bolts of succeeding in the Chinese market, including tips on negotiations and business costs. CAAPA hosted a similar session, in Chinese, on entering the Chinese amusement sector, but with a particular focus on navigating its safety regulations.

The Leaders' Luncheons, held in a seminar room on the trade show floor, were also very successful. In the Wednesday session, IAAPA Chair Rob Norris and Second Vice Chair Bob Masterson shared their thoughts on the challenges and issues facing the amusement and attractions business. Leading themed entertainment designers and master planners Wolf Vierich of The Vitala Group and Rob Wyatt of BRC Imagination Arts presented their views Thursday on incorporating cultural factors when designing different projects around the globe.

The Institutionalization of IAAPA Learning

As the industry's only weeklong senior executive training course, the Amusement Industry Institute Program (AIIP) is but a single example of the one-of-a-kind experience and advantage that IAAPA members have come to expect from the association.

The 14th annual AIIP was held January 22-26 at Cornell University under the guidance of its world-renowned faculty, with lectures and casework on marketing, strategic planning, managerial development, and more. The 2006 course had 23 registrants from 16 different amusement facilities, including attendees from England, the Philippines, Sweden, Colombia, Singapore, France, and Norway. More than 60 percent of these participants were either general managers or in facility operations.

Two months later, a successful second edition of the Amusement Industry Institute in Argentina was held March 28-31 in Buenos Aires, again with the instrumental assistance of IAAPA board member Marcelo Periales. Forty-five industry professionals from eight countries attended the four-day program, conducted with the academic support of the Austral University International Business School, rated as the top business school in South America. The program was jointly organized by the Latin American Association of Amusement Parks (ALAP) and IAAPA.

Webcasts Extend the IAAPA Educational Experience

Over the past year, the association continued to utilize the flexible and interactive format that educational webcasts provide and members appreciate.

On May 9, a training session on "Five Easy Steps to Get Your Employees to Deliver the Best Guest Service Experience Ever" was presented by renowned speaker



and trainer Ruby Newell-Legner. During the program, Newell-Legner covered such topics as setting and monitoring specific guest relations standards, leading employees with the right attitude, and making training fun. An estimated 65 viewers took part in the session, and each received a complimentary copy of Newell-Legner's digital training manual, "How to Develop an Effective Employee Training Program."

Later in the year, a series of webcasts offered learning opportunities expressly for manufacturer and supplier members to help them secure more business while exhibiting at IAAPA Attractions Expo 2006 in Atlanta. Topics included Maximizing Trade Show Results, Lead Generation and Sales Promotion, Intellectual Property Rights, and Doing Business in China. The webcasts could be purchased individually or as a group of four and were well received by those companies that took advantage of this new member service.

New Educational Formats Offered at IAAPA Attractions Expo

The association offered a new FEC Specialty Track and two seminars with a new exclusive show floor element at this year's IAAPA Attractions Expo in Atlanta.

Thanks to a lot of hard work from the FEC committee, family entertainment center members had about 30 hours of targeted sessions, roundtable events, and tours waiting for them at the show, not to mention the countless networking opportunities. The program was larger in both size and content than at previous conferences.

Pam Magnani, IAAPA vice president of education services, described the revamping of the program as "a great opportunity for FEC owners at all levels to improve their understanding and knowledge of the business. FECs comprise more than one-third of the total IAAPA membership and a similar proportion of the attendance at the expo, so this is a huge constituency for us."

The educational program focused on a broad range of topics relevant to the FEC community, such as staff recruitment, improving revenues during down time, legal issues, Internet marketing, and how to sell your



facility. The track also included a behind-the-scenes visit to Atlanta's newest state-of-the-art FEC, Maxx Fun, the annual Birthday University program, and an exclusive tour of the trade show floor's inflatable operators, giving members dedicated face time with these important vendors.

This tour was one of two that used a new format marrying education and show floor visits. The second was coordinated by the financial management and information technology committee, which took attendees on a trade show floor tour to highlight point-of-sale system vendors. The many companies and attendees who took part in these innovative sessions found them quite valuable and worth further development for use in future shows.

Providing Access to Valuable Information

In 2006, association members had access to an ever-widening array of detailed industry information.

IAAPA again partnered with PricewaterhouseCoopers to make the latest edition of its Global Entertainment and Media Outlook available to members at a substantial discount. The





2006-2010 version can be ordered online through the IAAPA bookstore for 20 percent off the regular price. The 500-page study provides in-depth global analyses and five-year growth projections for 14 industry segments, including a chapter on theme and amusement parks. A hard copy or PDF of the report can be purchased in three formats: the full 500 pages, individual chapters, or a summary of the 14 industry sectors.

The association also partnered with the Travel Industry Association of America (TIA) to offer its authoritative and timely research on travel and tourism trends. These products include *The 2006 Outlook for Travel and Tourism*; *Leisure Travel Planning: How Consumers Make Travel Decisions*; and *Emerging International Tourism Markets: Trends and Insights*. A



total of five TIA studies are available initially, and members can purchase them at IAAPA expos or online through the IAAPA bookstore at the TIA member rate—an average savings of 40 percent.

IAAPA and TIA teamed up as well this year on an initial report of *The Economic Impact of Domestic and Overseas Travelers Who Visit Amusement/Theme Parks and Other Attractions in the U.S.* The results of this study demonstrate the importance of amusement/theme parks and other attractions as valuable products for America's tourism industry and its wider economy. U.S. members will find this report useful in understanding and communicating the significant role they play within the local economy and beyond.

EXHIBITIONS, CONFERENCES, AND MEETINGS SERVICES

The year opened with the Euro Attractions Show and ended with the IAAPA Attractions Expo. In between, the association's conventions staff experienced an exciting and rewarding 2006.

Vienna Hosts an Impressive EAS 2006

Euro Attractions Show 2006 closed its doors on February 5 with positive buzz and good sentiment. Co-organized by IAAPA and the European Association for the Amusement Supplier Industry (EAASI), the event drew nearly 4,000 attendees from 66 countries.

"The motto and essence of this year's EAS was clearly 'outstanding quality.' We had quality attendees, quality buyers, and a quality educational program," said Mats Wedin, CEO of Liseberg in Sweden and IAAPA's first vice chair.

That was the general sentiment on the show floor, which housed 220 exhibitors on 7,100 square meters (about 77,000 square feet) of

space. Overall, exhibitors said the quality of buyers attending EAS was of a high level, especially for EAS first timers.

There was much more to this trade show than just the exhibit halls, however, as IAAPA and EAASI strove to provide opportunities for exhibitors and attendees to broaden their horizons through a strong educational program and quality networking events.

The EAS Welcome Reception on the show's opening night allowed for impromptu meetings over hors d'oeuvres and drinks for more than 1,000 attendees, while the EAS Gala at the Vienna Rathaus on Saturday night dazzled more than 650 guests with its combination of exquisite dining, dancing, and music.



After two years in Vienna, the Euro Attractions Show moves to Seville, Spain, in 2007, followed by new European cities in successive years.

IAAPA Asian Expo 2006 Exceeds Expectations

IAAPA Asian Expo 2006 was the largest ever, drawing more than 3,300 registered attendees from 66 countries, signifying a resounding success for the three-day event held at the Shanghai New International Expo Centre.

The expo maintained its title of Asia's largest amusement and attractions show, hosting 128 exhibitors in more than 2,520 net square meters of space, a 13 percent increase from 2005.

"The show floor was vibrant," said Charlie Bray, IAAPA president and CEO. "Coming to mainland China was a solid decision, and we have great opportunities in future years to continue expanding this show."

On the heels of continued improvement in the global economic outlook, the expo witnessed an increase in the number of qualified buyers and business deals. An overall sentiment of success and the event's true international mix were the talk of the show floor.

The IAAPA Asian Expo moves to Bangkok, Thailand, in 2007, followed by new Asian cities thereafter.

An Italian Summer Meeting Spectacular

Two of the largest amusement parks in Italy—Mirabilandia in Ravenna and Gardaland in Verona—played host to 247 industry guests at the 2006 IAAPA Summer Meeting in mid-September.

Opportunities for networking, socializing, touring, and dining filled the schedule of activities. The Welcome Reception took place at the five-star Grand Hotel Rimini, an architecturally stunning building erected in 1908 and now designated a national monument.



Attendees then enjoyed an exclusive tour of Mirabilandia theme park, home to the largest children's play area in Italy and "Katun," the No. 1 inverted roller coaster in Europe.

In addition, the Zamperla factory in beautiful Vincenza welcomed attendees for an inside look at Italy's largest ride manufacturer, as well as an afternoon of regional food, wine, and entertainment.

Gardaland in Verona provided an outstanding finish to the annual event, with its in-depth facility tour and a fantastic Broadway Celebration closing event in the new Gardaland Theatre.

What a Show! IAAPA Attractions Expo 2006

Attendees returned to Atlanta in 2006 in great numbers and found an IAAPA Attractions Expo that lived up to all expectations.

Nearly 22,000 people from 89 nations attended the IAAPA Attractions Expo 2006 Annual Conference and





Trade Show at the Georgia World Congress Center Nov. 15-18, 2006. Total attendance for the trade show was similar to that of the successful 2005 show, also held in Atlanta. More than 1,050 companies and organizations exhibited on the trade show floor representing everything from roller coaster designers and candy companies to sun tan system suppliers, waterpark architects, and video game manufacturers. The number of attendees from Southeast Asia increased 61 percent at the 2006 show versus 2005 while attendance from casino/gaming-related companies increased 20 percent.

In addition to attending the trade show, IAAPA members from around the globe participated in more than 130 educational and networking events. Attendance at the educational and networking events doubled when compared to the 2005 event. More than 5,800 people participated in seminars, workshops, and behind-the-scenes tours of area attractions.

Thursday morning provided its own blockbuster, as Six Flags Theme Parks President and CEO Mark Shapiro addressed the General Managers and Owners Breakfast. The former ESPN executive spoke about his plans for Six Flags, his vision of the leisure industry, and the challenges facing the amusement sector.

Five hundred leaders and their guests enjoyed a spectacular gala at the Georgia Aquarium and nearly 800 Expo participants kicked off the trade show at the Welcome Reception.

Another highlight took place Wednesday morning when the 2006 Kickoff Event updated IAAPA's classic What's New Theatre with a bold and dramatic new format, using powerful multimedia technologies to showcase successful projects, technologies, and trends of the past year, while offering a tantalizing peek into the future. The well-received program was produced by the Themed Entertainment Association (TEA), which represents the world's leading creators, developers, designers, and producers of compelling places and experiences.

In addition, the 2006 Expo marked the first of two successive years during which it will participate in the U.S. Commerce Department's International Buyer Program. This selective program is limited to 28 leading U.S. trade shows, which the department then promotes worldwide through its global network of embassies, consulates, and commercial centers.

All of this effort and excitement will hopefully allow the event to repeat the success of IAAPA Attractions Expo 2005, which was included this past year in Tradeshow Week magazine's 32nd annual edition of the Tradeshow Week 200. The 2005 expo placed 38th out of these 200 events, within the top 20 percent of

the largest trade shows in the United States. The rankings are based on total net square footage sold, number of exhibiting firms, and professional attendance.

Department Makes Two Well-Deserved Promotions

This past year IAAPA promoted veteran conventions staffers Diane Vidoni and Pete Barto, in

recognition of their hard work and trade show expertise.

Vidoni moved up to the position of director, conference and trade show operations. As a key member of the team that plans the annual IAAPA Attractions Expo and IAAPA Asian Expo, she manages show contractors, transportation, safety, insurance, pre-show exhibitor relations, shipping, and logistics. In 2004, just three years after joining IAAPA, Vidoni was recognized as one of the "Top 25 Association Tradeshow Managers" by Tradeshow Week magazine.

Barto took over the role of manager, trade show marketing and sales. In this new position, he oversees the entire marketing and sales program for IAAPA's Expos. During his successful first year with the association, Barto has already contributed a wealth of insight and ideas to the convention sales team. His trade show knowledge comes from years of experience as an exhibitor with Gutter Helmet Systems and from training and managing an exhibit sales force that participated in nearly 200 shows annually.

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GOVERNMENT RELATIONS SERVICES

No less than other industries, the global amusement sector requires a balanced regulatory and legislative environment to thrive. In 2006, the association continued to expand its government relations outreach to meet the needs of a growing and changing membership.

IAAPA's Legislative Summit an Educational First

For the second year in a row, U.S. association members made their collective voice heard on Capitol Hill.

Forty representatives from IAAPA's government relations, communications, and human resources committees, as well as from the board of directors, convened in Washington, D.C., in mid-March to discuss industry-related public policy issues during the association's second annual two-day Legislative Summit. Also in attendance were representatives from various state and regional associations.

The group heard from Al Martinez Fonts, assistant secretary at the U.S. Department of Homeland Security (DHS) and head of DHS Private Sector Coordination, on the concerns held by many attendees regarding U.S. visas. Other speakers included Stanley Colvin from the U.S. State Department, Sam Geduldig from the office of U.S. Rep. and Majority Whip Roy Blunt, and U.S. Rep. Albert Wynn.

They then visited Capitol Hill, where they split up and visited the offices of more than 40 members of both the House and the Senate to discuss a range of issues, including temporary guest workers, ADA 90-day notification, fixed-site ride regulation, and the changing passport policy on travelers between Canada, America, and Mexico.

Safety First

With the help of various partners throughout the year, IAAPA continued to raise the bar on industry safety through the extension of both its Incident Reporting Program and its Standards Harmonization group.

The association and the National Safety Council posted an update of the groundbreaking June 2003 issue of Injury Insights on their respective web sites, containing the Ride Injury Reporting data for 2003-05

and an analysis of that information.

This step, along with the internal and external promotion of the document's contents, is vital to the next phase of the reporting system's development: mandatory participation for all IAAPA members in the United States that operate qualified rides, beginning with 2006 data. Facilities that fail to comply with this requirement will become ineligible for membership.

The association's governing board voted in the spring of 2005 to take this strong stance in light of how crucial it is to accurately reflect a complete picture of safety in our industry and reinforce the fact that safety is our No. 1 priority.

In February, IAAPA was invited to make a presentation on its reporting system before the European Commission's Directorate for Health and Consumer Protection, which organized an international workshop on accident/injury data collection and risk assessment for nonfood products and services. This event also afforded the association a further opportunity to support Europarks' ongoing efforts to implement a similar ride incident reporting system in Europe.

Additionally, IAAPA has started working to spread the development of incident reporting systems even farther afield by presenting the idea of voluntary ride reporting to its Global Alliance partners, supplying general background materials and encouraging them to adopt this as a goal for their associations.

The IAAPA Safety Standards Harmonization group made significant progress in 2006 as well.

Early in the year, the group decided to increase the number of topics to be considered at its gatherings. Restraints, risk assessment, and control systems were considered in meetings held in Vienna, Austria, in conjunction with the Euro Attractions Show and formed the basis for subsequent discussions.



In assessing overall current procedures, the group agreed to continue collecting the best thinking from experts and distill it into documents, which members could then use to revise their own standards accordingly.

IAAPA Maintains Focus on Accessibility

Maximizing accessibility to its rides and attractions is important to the industry, and in 2006 the association's work on such rules for mini golf and a national award for the Access to Fun program both demonstrated its continuing commitment to the cause.

Early in the year, the FEC committee convened a subcommittee to work with IAAPA's government relations staff to address the concerns of FEC operators regarding the application of the Americans with Disabilities Act (ADA) to miniature golf, as the relevant accessibility guidelines developed by the U.S. Access Board contain considerable ambiguity.

Input from a range of members and meetings with the access board throughout the year resulted in the development of much-needed technical assistance material in the form of a Frequently Asked Questions document. The process has included feedback from the U.S. Department of Justice as well, due to its role in enforcing the final rules.

Also in 2006, IAAPA received a national "Associations Advance America" award from the American Society of Association Executives for its work with the access board on the 2005 Access to Fun design contest. This annual award recognizes organizations who have demonstrated a unique willingness to improve American society through their volunteer programs.

The Access to Fun contest challenged engineers in the academic and private sectors to design a means of safely loading and unloading disabled passengers to and from a log flume-style ride. Designs were judged

by a panel of industry experts on numerous criteria, including safety, durability, and cost efficiency.

Students from the University of Kansas School of Engineering submitted the winning design and received a monetary award while displaying their prototype at IAAPA Attractions Expo 2005 in Atlanta.

Progress Made in Reclaiming Summer

The effort to push back public school start dates gained more momentum around the United States in 2006, as South Carolina, Texas, and Florida enacted laws to strictly limit school districts from starting classes before a certain date.

The amusement industry has been a supporter of legislation to prevent earlier school start dates because of the effect it has on the crucial August family travel season, as well on operators' ability to retain high school employees.

Others affected by the early start dates include summer camps, foreign exchange student programs, teachers trying to take continuing education courses, and recreation and tourism interests.

Tina Bruno, executive director of Time to Learn, a Texas-based coalition that assists groups nationwide with passing school-start-date legislation, said, "Ten states have laws on the books now, and we're currently working with or starting grassroots organizations in seven states."

An increased level of news coverage surrounding the issue has helped greatly this past year. National pieces about the parental backlash to early-August school start dates appeared on "The Today Show," and "NBC Nightly News," and were reported by The Wall Street Journal, The Washington Post, and the Associated Press. More than 200 articles were published in local papers.





IAAPA Makes Its Voice Heard in Washington

The association successfully gave voice to member concerns in 2006 regarding rules for waterpark lifeguards and legislation for travel visas.

In January, the efforts led by IAAPA to expand the allowable work of 15-year-old lifeguards reached a gratifying conclusion. The U.S. Department of Labor (DOL) clarified its recent enforcement position to allow “trained and certified 15-year-olds to work as lifeguards at most facilities in a waterpark.” The only location in which they may not work is at the top of a water slide tower. This clarification represented a large expansion of permissible employment for 15-year-old lifeguards at a waterpark, and the details are now contained within DOL Fact Sheet 60.

IAAPA led a coalition that included the World Waterpark Association, the National Recreation and Park Association, the American Red Cross, Ellis and Associates, NASCO, and the Starfish Aquatics Institute. The association utilized the relationship it had developed with DOL as a result of its partnership in the department’s YouthRules! program and initiated a series of meetings, site visits, and member inputs in August 2005.

In a second successful coalition effort, IAAPA joined

other associations in the travel and tourism industry to convince the U.S. Congress to extend the implementation of certain travel document provisions of the Western Hemisphere Travel Initiative (WHTI) until June 1, 2009.

At stake was the possible loss of millions of dollars in travel-related spending, along with thousands of travel and tourism jobs and the goodwill of America’s neighbors. In addition to its participation in many coalition meetings and extensive lobbying on the issue, IAAPA created a draft letter of support for the changes, which U.S. members could personalize and share with their respective elected representatives.

IAAPA and the entire travel and tourism industry have supported the requirements of WHTI due to its benefits to traveler and national security, while maintaining that a reasonable implementation timeline must be followed so that the envisioned PASS Card can be developed and travelers can be fully informed of the requirements to enter the United States.

The changes made by Congress to WHTI are very good news. They will allow the U.S. to implement an efficient and secure border crossing procedure without damaging North American commerce and tourism.

IAAPA EUROPE

IAAPA Europe occupies a unique and crucial place within the association’s daily operations and long-term plans. With new member services and an aggressive travel schedule, the Brussels-based team fulfilled its role and more in 2006.

Strengthening the Partnership

As a result of the association’s Alliance agreement with Europarks, the IAAPA European Advisory Committee was formed. This committee recommends directions and strategies on programs and services for European members in accordance with the IAAPA strategic and business plans. The group works directly with Jeff Bertus, vice president, IAAPA Europe.

Lamberto Fresnillo of Parques Reunidos was selected to chair the committee, whose other members are Ulla

Harrison, Starparks; Colin Dawson, BALPPA; Horst Ruhe, Maurer Söhne; and Aldo Vigevani, Gardaland. The committee first met during EAS 2006 and has been involved in Europarks’ ongoing effort to implement a member-based ride incident reporting system similar to the existing program for IAAPA’s U.S. facilities.

Education in the Netherlands

In early November, IAAPA Europe assisted the Dutch Parks Association—de Club van Elf—and the Dutch



Hotel and Restaurant Association in presenting a education conference entitled "Young at Heart" to discuss issues of importance to the next generation of amusement park and attraction consumers. All IAAPA members in the Netherlands were invited, and the program drew more than 150 attendees.

The event featured a panel of youngsters, young designers, and younger operators, whose collective presentation was structured to foster interaction with the audience of industry professionals. Together, they engaged in a vigorous discussion of whether the visions and developments that are being supported today will still be viable and relevant to the upcoming "Generation Einstein," a group that is clever, social, interactive, and willing to work.

Putting Global Alliances into Practice in Europe

Working in cooperation with the association's membership department and Executive Director of Global Affairs Clark Robinson, IAAPA Europe has been nurturing the Global Alliance (GA) agreements with our European partners, under the umbrella of the Europarks Federation.

Association staff has been working with these groups to draft business plans, develop new member benefits, and determine what other kinds of cooperative projects and programs are possible.

In mid-June, an agreement was signed with BELGOPARKS, the Belgian Association of Amusement Parks. This signing marked the eighth GA agreement in Europe, adding to those already established with the national parks and attractions associations in Britain, Denmark, France, Germany, Spain, Sweden, and the Netherlands.

Completion of a GA agreement with the Finnish

Parks Association is expected soon, and the signing of letters of cooperation with the two Russian amusement associations, RAAPA and APLIA, in April has created a solid basis for full-scale GA agreements in the future.

Member Service, in the Office and on the Road

For the first time, IAAPA members in Europe were afforded the opportunity to pay membership dues in euros. IAAPA Europe was instrumental in setting up the bank accounts and procedures for making this new service successful and subsequently improving the retention rate for European members in 2006.

Also new this year, IAAPA Europe compiled and distributed to European members an occasional report entitled "Information from the Desks," detailing topics of industry interest issued from European Union institutions and trade associations.

And, as always, Jeff Bertus and other staff attended numerous conferences and meetings across the continent to further promote the association's mission, events, and programs. This crucial outreach included the annual BALPPA dinner, Interschau 2006, ATEI/Visitor Experience Show 2006, the annual BALPPA Summer Conference, TiLE 2006, Leisure Industry Week, VAC 2006, ENADA, and the annual conference of the Dutch Hotel and Restaurant Association.

This busy schedule also included Bertus' presentation on the European amusement industry at a seminar in March organized by the important Dutch national newspaper De Telegraaf, as well as the five well-attended breakfasts and meetings arranged by IAAPA Europe for European members at IAAPA Attractions Expo 2006.

In mid-June, an agreement was signed with BELGOPARKS, the Belgian Association of Amusement Parks. This signing marked the eighth GA agreement in Europe, adding to those already established with the national parks and attractions associations in Britain, Denmark, France, Germany, Spain, Sweden, and the Netherlands.



MEMBERSHIP AND MARKETING SERVICES

Over the past decade and a half, IAAPA's membership and marketing department has played an integral role in increasing the value of being part of the association, and 2006 was no different.

Focus on Family Entertainment Centers

In 2006, the association further stepped up efforts to support its family entertainment center (FEC) members by developing a more detailed services plan for this industry segment and then implementing such plan elements as a group liability insurance program.

The FEC committee, led by Tim Sorge of Swings-N-Things, met in January to begin preparing a comprehensive services plan. Following a significant amount of member feedback, the adopted plan focused on five main goals:

- Increase FEC representation in IAAPA governance and committees.
- Improve association communications and FEC visibility to FEC members.
- Increase the membership value for FEC members through affinity programs.
- Provide more FEC-specific educational programs, products, and services.
- Protect the FEC industry in government relations issues that are critical to this sector, particularly ADA rule making for miniature golf.

IAAPA subsequently began implementing several of these initiatives during the year. Some of these first steps have included the FEC Connect e-newsletter, an increased level of relevant FUNWORLD editorial content, a specialty education track at IAAPA Attractions Expo 2006, and progress in accessibility guidelines for mini golf (each covered elsewhere in this Year in Review), as well a group liability insurance program.

This new service is a result of the earlier FEC committee assessment process, during which it became clear an insurance program coordinated and supported by IAAPA was the best way to enhance safety within

the FEC sector while providing more attractive insurance premiums for those members (since they could only access such premium levels as a group rather than on an individual basis).

Thus was born **F.I.R.S.T.** (FEC Insurance, Risk Management, Service, and Training), an IAAPA-endorsed insurance program for family entertainment center members that is managed by American Specialty Insurance & Risk Services. The goals of the program are threefold:

- Improve safety, risk management, and loss prevention knowledge and practices among FEC operators by creating standard best practice guidelines, training, and resources.
- Provide accessibility for FEC operators to affordable quality liability insurance through a group liability insurance program.
- Bring stability to the FEC insurance market, especially during economic downturns.

FEC members will receive periodic notification as the next phases of the program are rolled out in 2007.

Turning Global Alliances into International Realities

Through the Global Alliances program launched in 2005, IAAPA created international partnership agreements with a number of key national, regional, and state amusement associations throughout the world. The main goal for the program in 2006 was to begin detailing those relationships to ensure their effectiveness.

Consequently, the association started developing measurable business plans for each alliance. These plans recognize the uniqueness and the individual potential of each geographic region and help IAAPA better focus on promoting the growth of the



amusement industry worldwide while strengthening local industries.

Some common goals of these plans include:

- improving communications to existing IAAPA members;
- advising IAAPA on how to better serve its non-U.S. members;
- bringing new members, attendees, and exhibitors into IAAPA;
- enhancing the menu of member program and product offerings; and
- partnering with IAAPA on public policy and public relations issues.

A Terrific Twosome

Ana Elisa Benavent, IAAPA's vice president of membership and marketing services, attained two very noteworthy achievements in 2006.

She earned the designation of Professional Certified Marketer (PCM) from the American Marketing Association. This select accreditation recognizes individuals who have the skills, knowledge, and commitment of professional marketers. To earn the PCM, candidates must present evidence of educational and professional achievement, commit to the ethical practice of marketing, and pass a challenging five-hour test of marketing knowledge.

Benavent also published a case study outlining IAAPA's Global Alliances program in the May issue of *Global Link*, a quarterly e-newsletter published by the American Society of Association Executives.

The article discussed in detail how IAAPA determined the need for such a program, how the association carefully selected its partners, and the challenges it faced during implementation.

New Member Needs Assessment Survey Shows the Way

IAAPA conducted a comprehensive Member Needs Assessment (MNA) survey during 2006 to gain detailed feedback on its products, events, and services straight from those who use them. The responses encompassed a good cross-section of membership types, job positions, and world regions, thus providing an enlightening snapshot of members' thoughts on the association's current offerings and how they'd like to see them evolve.

Questions covered a host of operational areas, including publications, government affairs, meetings and expos, products and services, educational formats, web sites, and future association goals. The survey also sought to assess the depth and breadth of members' relationships with IAAPA by using a series of allegiance questions, which explored respondents' level of involvement with the organization and their professional needs.

The association focused on listening to the ideas and concerns of its members, from the smallest FEC to the largest multinational corporation, then responding in a positive way to maintain and extend the value of that membership. The 2006 MNA has provided another opportunity for such a rich exchange, and IAAPA will be working hard in the coming months and years to put this feedback into practice.

IAAPA & GIVE KIDS THE WORLD—THE PARTNERSHIP CONTINUES

The association deepened its commitment to Give Kids The World (GKTW) in 2006, with a special World Passport program and outstanding fund-raising events at the IAAPA Attractions Expo, all during the Village's 20th anniversary year.

The year 2006 marked the 10th anniversary of the IAAPA-GKTW World Passport for Kids program. To provide additional special times when families return home, the program offers one day of free admission to

each participating facility for Wish children and their immediate families, redeemable during a one-year period. The 10th anniversary year of World Passport afforded an ideal opportunity to remind all member



parks and attractions that by taking part in this program, you open more than just your gates to these families—you open your heart.

The celebration of the IAAPA-GKTW partnership continued in November at IAAPA Attractions Expo 2006 in Atlanta, with the Fourth Annual GKTW Charity Golf Tournament on Monday at the Stone Mountain Golf Club's famous Lakemont course and the Second Annual GKTW Live Auction during the Friday Night Gala in the Oceans Ballroom at the new Georgia Aquarium. These two wonderful events provided relaxation, networking, fun, and, most of all, funds—\$141,000—all of which would not have been possible without the incredible generosity of IAAPA members.

Such support was only fitting, as GKTW rang in 20 years of operation in 2006. In celebration of this milestone, on March 7, the Village welcomed Wish children and families from all 50 states, Canada, and the United Kingdom, as well as countless special guests, for a special day.

The grand celebration actually

began the previous afternoon, when the children took part in the Magic Kingdom's pre-parade, "Share a Dream Come True," on Main Street USA at the Walt Disney World Resort. The following day's activities included the unveiling of the world's largest "gingerbread man" cookie and a GKTW version of the beloved children's board game CandyLand, a visit from actor and long-time GKTW supporter John Stamos, and an evening of dinner and dancing for families, partners, and sponsors.

The organization's 20th birthday party presented the perfect occasion to highlight a property expansion project at the Village that will more than double its capacity of family villas from 96 to 240, a major step in achieving its mission to fulfill the wishes of all children with life-threatening illnesses and their families from around the world. GKTW also achieved another milestone during its anniversary week, welcoming its 75,000th Wish family.

"It is a record-breaking week for us on many fronts," said Pamela Landwirth, president of Give Kids The World. "The fact that we've been able to serve 75,000 families in just 20 years is tremendous and would not have been possible without the bighearted generosity of all of our corporate sponsors and friends. ... With the planned expansion of the Village, we'll surely see that number increase to amazing levels in the years ahead."





IAAPA People

As IAAPA President & CEO Charlie Bray is fond of saying, "The power of bringing a group of people together for a common purpose should never be underestimated." The numerous achievements catalogued in these pages are testimony to the truth of that insight and to all those who served the association, and thus the industry, during this past year.

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Mario O. Mamon
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Edwin W. Wiesinger

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French Parks Association (SNELAC)

German Parks Association (VDFU)

Spanish Parks Association (AEPA)

Swedish Amusement Parks Association (SNF)



IAAPA