Questionnaire Instructions

The questionnaire below includes some of the most asked questions for Worldcons, SMOFcons, and bids. Please email the completed answers to wsfs@discon3.org by Wednesday, December 8, 2021. The completed questionnaires will be posted on the DisCon III website www.discon3.org as they come in.

Please answer all the questions in line below. If a question doesn’t apply to your bid, please indicate with N/A.

There are four sections to the questionnaire. If the answer won’t be known until some future date, please provide an estimate of when you will be able to provide an answer. For example, for the question about room rates you might answer “These are expected to be agreed by [date]. Current internet rates are X per night room only for a double or twin and Y for single occupancy.” Take as much room as you need.
QUESTIONNAIRE

General

Name of Bid
Glasgow 2024

What dates are you bidding for?
8 - 12 August 2024

What is your proposed convention host city? Is your convention site in a city center location or a suburb? If a suburb, what are the transport options into the city center? How far is the site from the city center?

Our venue is the Scottish Event Campus, Glasgow (SEC). It is approx. 1000m from the city centre.

Glasgow SEC has strong relations with previous Worldcons - both Intersection (1995) and Interaction (2005) were held here. They also have a good relationship with the
City, City Council and fans in the local area. Satellite, the Scottish ‘natcon’, is held in the Crowne Plaza hotel, which adjoins the convention centre.

Since our last Worldcon, the SEC have updated their 3000-seat auditorium (The Armadillo) with better acoustics and seating. There are now eight hotels on site with a total of 1500 rooms. The new adjoining events arena (The Hydro) has further conference rooms and breakout spaces which could be used for parties / launches, or for overflow programme spaces. The SEC recently announced a £200 million development plan, which is due to commence soon.

**What are your main facilities? How far are your hotels from your main venue?**

Map of SEC campus:  
https://www.sec.co.uk/organise-an-event/capacities-dimensions

Room halls and dimensions map:  
https://www.sec.co.uk/assets/doc/SEC_Capacities_2018_MAP_TABLE-fb0dc6bc8.pdf

The Crowne Plaza hotel is attached to the SEC, and we have already agreed that this will be our party hotel, as well as hosting the fan bar.

The area around the SEC (now called ‘The Campus’), has seen rapid development over the last two years, including the addition of two more hotels (and another two being built). There are now 6 on site hotels to fit a range of prices with the furthest 400m away from the SEC entrance. At present there are 2000 rooms via AirBnB operating throughout the city.

We have not decided which combination of Halls 3-5 is a best fit yet, however would be looking to use the rest of the building and the Armadillo. We will not be using the Hydro auditorium (it is too large), but may consider some of the rooms in the building for programme and party spaces, should we require them. In addition, we have spoken to the Science Centre (200m across the river) about use of some of their spaces - an additional 5 small auditoriums (including a Planetarium) and several large open spaces within the museum. We will consider these options in the event of needing overflow.
Who is your bid chair? Who is on your committee? What experience do they have in general? In running Worldcons?

Bid Chair

Esther MacCallum-Stewart

Vice Chair

Marguerite Smith

Committee

Events
Vincent Docherty

Exhibits
John Dodd, DH no. 2. TBA

Facilities
Mark Meenan

IT Infrastructure
Paul Taylor
Project Manager - Fionna O'Sullivan

Logistics
Phil Dyson, Brian Nisbet
DDH - Nigel Furlong, Bella Storey-Cosgrave

Programme
Ian Stockdale, DH No. 2 TBA

Promotions
Matt Calvert, Meg MacDonald

Publications
Sara Felix

Registration
TBA

Staff Support
Timeline - Bobbi Armbruster
Facilitation - Rivka Gates
Death of e-mails - Ben Yalow

Treasurer
Steve Cooper
Volunteers
Shana Worthen, DDH TBA

WSFS
Nicholas Whyte
DDH - Kat Jones

Chair’s Advisory Group – Bobbi Armbruster, James Bacon, Vincent Docherty, Ben Yalow

The bid team includes four previous Worldcon chairs, including one Chair of the previous Glasgow events, and several Eastercon/Satellite chairs. We also have a number of new faces within the group to promote new ideas and growth within the organisation. The team have a wide range of experience volunteering for Worldcons and other conventions, and we are recruiting locally to make sure that Glasgow fandom is an essential part of our bid.

Our full staff document can be seen here:

https://glasgow2024.org/committee/

*If known, who will be the chair of the convention? What experience do they have?*

This will be announced when we file the paperwork in 2022.

*Have you agreed to participate in Pass-Along Funds? Would you be willing to increase the percentage from 50% to 70% of surplus?*

Yes, if possible, we will participate in pass-along. We have made no decision as to whether we intend to increase our pass-along beyond the standard 50% as this is too early to decide. Pass-along is very important to us as a bid.
Travel

What is the typical current airfare to your closest airport from world cities such as London, Boston, Los Angeles, Tokyo, Melbourne, etc.?

We are providing fares for August 2022, to best mimic the summertime costs of travel to Glasgow. Estimates were created by checking fare comparison sites and selecting the “best” fares (not the cheapest) from the named city to Glasgow. Dates used were the 2nd - 9th August 2022, to represent people arriving before the convention and departing after.

Given the circumstances, not all airlines may have estimates up, and things are more changeable than usual.

<table>
<thead>
<tr>
<th>City</th>
<th>£</th>
<th>Local currency (exchange rate 7 Dec.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston</td>
<td>£ 663 (1 stop)</td>
<td>878 USD</td>
</tr>
<tr>
<td>Chicago</td>
<td>£ 620 (1 stop)</td>
<td>821 USD</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>£ 837 (1 stop)</td>
<td>1108 USD</td>
</tr>
<tr>
<td>New York</td>
<td>£ 620</td>
<td>821 USD</td>
</tr>
<tr>
<td>Dublin</td>
<td>£ 46</td>
<td>64 EUR</td>
</tr>
<tr>
<td>London</td>
<td>£ 54</td>
<td>54 GBP</td>
</tr>
<tr>
<td>Helsinki</td>
<td>£ 137 (1 stop)</td>
<td>161 EUR</td>
</tr>
<tr>
<td>Melbourne</td>
<td>£ 1,075 (1 stop)</td>
<td>1,997 AUD</td>
</tr>
<tr>
<td>Tokyo</td>
<td>£ 904 (1 stop)</td>
<td>135,895 JPY</td>
</tr>
<tr>
<td>Wellington</td>
<td>£ 1,489 (2 stops)</td>
<td>2,904 NZD</td>
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</tbody>
</table>
Do international flights, as well as domestic, fly into your local airport? Which airlines? If not, where is the closest international airport? Are direct flights from the cities above flown into your local airport?

Glasgow is an international airport with numerous connections to both eastbound and westbound flights. There are also frequent flights to Dublin (which offers preclearance for travellers to the US), London Heathrow and Amsterdam Schipol.

A direct destination map can be seen here, with destinations including:


How far is your convention site from the nearest airport/train station and what is the likely cost of getting to the hotels by both public transport and taxi from that airport/train station?

Dedicated train station: Exhibition Centre Station
Nearest International Airport: Glasgow International
Nearest Main Station: Glasgow Central (direct trains to London, Manchester, Edinburgh, Stafford).
Taxi From Airport £15
Taxi From Glasgow Central Station £6
Facilities

**What hotel(s) are being used for the convention? How many rooms, what type, do they accommodate accessibility needs, etc.?**

The Glasgow SEC campus now has 8 hotels on site and we will negotiate with these, should we win. We have already discussed room allocations in the [Crowne Plaza](#), which is attached to the convention centre.

Hotels on site:

- Campanile Hotel
- Crowne Plaza
- Hilton Garden Inn
- Premier Inn SEC, Pacific Quay
- Radisson Red
- Marriott Moxy
- Marriott Courtyard
- Radisson Blu

There are 8308 hotel rooms available within 2 miles of the SEC, with eight hotels on site. At present there are 2000 rooms via AirBnb operating throughout the city.

The Crowne Plaza Hotel is attached to the SEC, and we have already agreed that this will be our party hotel, as well as hosting the fan bar.

The area around the SEC (now called ‘The Campus’), has seen rapid development over the last two years, including the addition of two more hotels (and another two being built). There are now 8 on site hotels to fit a range of prices with the furthest 400m away from the SEC entrance.

The newly built Radisson Red (200m distance) contains artwork and murals in each of the 174 rooms by local comic book artist Frank Quitely, emphasising the SEC’s commitment to geek and fan culture. The hotel also contains a rooftop bar which overlooks the SEC campus and is suitable for private events / parties.
Frank Quitely’s work with the Radisson Red

Several of the hotels on The Campus have party spaces or food/bar areas that can be booked out.

**Access**

It is a legal requirement that hotels contain a number of accessible rooms, including but not limited to roll-in showers, grab bars, bathrooms suitable for wheelchair users and power sockets for mobility charging. We will be investigating these with our bid team closer to the time / as contracts are agreed.

*What are your hotel room rates? Do these rates include breakfast? Do they include internet access in the room? How firm are these rates? What additional taxes and fees are there?*

Rates will be negotiated closer to the event, although at this point we have started to speak with the local hotels and city council.

A standard room rate in Scotland includes tax.

Internet is included in room rates – this is standard across Scotland.

Breakfast is standard in Scottish hotels, and breakfasts are large! Most hotels supply breakfast buffets. The Hilton Garden Inn on site has a sustainable food waste policy on less busy days, where food can be ordered from the countertop instead. This is increasingly typical of initiatives across the city - for example the Radisson Red in the city centre also requests that you ask for cooked food.

*What does parking cost at your main hotels?*

Parking is generally metered in the town centre by hour.

The newly built Hydro Carpark on site is famous for its extremely ugly exterior design and known locally as ‘The Cheesegrater’. It is approx 200m from the SEC entrance.
At time of writing, the Cheesegrater Rates are:

0-1 hour - £5.00
1-12 hours - £10.00
12-13 hours - £15.00
13-24 hours - £20.00

The Cheesegrater at the SEC, a masterpiece of culinary-carparking fusion.

What is the distance from the nearest door of your main hotel(s) to the closest entrance of the convention site? What are the transportation options for those who prefer not to walk or who have mobility difficulties?

Here is a summary of the points:

- The Crowne Plaza is attached to the convention centre.
- Scooter and wheelchair rental are available from the SEC to be used on site.
- The Exhibition Centre train stop is wheelchair accessible, with most stops along the route having an elevator available between platforms and the entrance / exit if required.
- The SEC’s redevelopment plan includes plans to improve access to the train station.
- Buses have hydraulic doors that raise and lower for wheelchair users to board.
- Pavements around the SEC have slanted or low lips.
- It is a legal requirement for prams to give way to mobility devices on public transport.

**Where will your large events (i.e. Hugo Ceremony and Masquerade) be held?**

SEC: The Armadillo (3000 seats). The Armadillo has recently upgraded its sound and interior technology, and is working on more improvements - this will be ready for 2024. [https://www.sec.co.uk/organise-an-event/event-spaces/sec-armadillo](https://www.sec.co.uk/organise-an-event/event-spaces/sec-armadillo)

We have spoken to the venue about streaming around the venue. The SEC plan to integrate a wider capacity for this and are keeping us updated. As with many things in this document, we expect to see significant improvements in some areas post COP26 (held during November 2021 at the SEC).

**Please describe the restaurant scene near your site.**

There are various chains and eateries on site, including a restaurant and a bar.

**The Cyldebuilt Bar** is a new bar inside the SEC which also serves food. **La Rotunda** is a bar, restaurant and comedy club, 200m from the entrance to the SEC. It serves Italian food with a variety of vegetarian and gluten free options. There are restaurants in each hotel. There is a mini supermarket inside the SEC which sells snacks and sandwiches, and a supermarket about 500m from the venue (Sainsbury’s).

Glasgow has undergone a foodie revolution in the last few years and the centre of town now has a huge and often inexpensive range of excellent food, both local and international in flavour.

To the North of the venue is the Finnieston area, which has a thriving coffee and cafe scene, as well as several friendly pubs. Extending along the Byres Road are a huge selection of pubs, cafes and restaurants.
Here are some of our favourites across the city:

**The Ubiquitous Chip.** Hands down the best place for neeps, tatties (mashed turnips and potatoes) and haggis in town. Excellent bar food and a more expensive but equally good restaurant.

**Hanoi Bike Shop.** Incredible Vietnamese Street Food. Ask for the buffet and you will get 8-10 dishes from the daily menu which are all delicious. Always busy, but go for a pint across the road first in…

**Curlers Rest.** Great local pub, comfortable seating and friendly staff. Guest ales and beers, not too noisy. The food is also good.

**Bread Meats Bread.** This burger den is at the heart of the burger district - an area around the central station specialising in... burgers. There are several upmarket burger chains here. This one stands out from the crowd and has won multiple local burger awards.

**The Society Rooms.** We do not particularly recommend the food or the drink, because this is a Weatherspoons! But we do recommend the company, as this is where the monthly Scottish fan meet-up; ‘Resurgence of Trout’, is held. (If you want to know why it's called that, ask a local!).

**The Yarn Cake.** Do you love Cake? Do you love Yarn? Do you love both at once?!!! The Yarn Cake serves a series of delicious yarns for all budgets and scrumptious cakes for every size of tummy to go with them. Great company, knitting and scram!!
What arrangements will be made for evening socializing and party space? Do you have a corkage waiver?

Although Scotland does not have a culture of room parties or suites, we will be using rooms in the Crowne Plaza hotel for both our parties and the fan bar. We have a provisional agreement for corkage and forkage with the hotel. There is also a beautiful (and wheelchair accessible) bar space in the new Radisson Red hotel which overlooks the river, as well as several new eateries on site which would be suitable for private events.

Please describe the policies / laws regarding smoking in your hotel(s), convention center, and city.

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Crowne Plaza - no smoking. This list will be updated as we contract with other hotels.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEC</td>
<td>Total ban inside, with designated smoking areas away from buildings outside.</td>
</tr>
<tr>
<td>City</td>
<td>Total ban in public buildings, including bars, with smoking outside restricted to a designated distance away from buildings and doorways.</td>
</tr>
</tbody>
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Given the current pandemic, have you considered any arrangements have been made for social distancing and the health and safety of members? If you have, can you describe what your current plans are?

2024 is a way away, but we are conscious that this may be a vital part of conrunning from this point forward. Additionally, this is not just an ‘at con’ issue as it affects our public appearances as a Bid as well as any provision at the convention itself.

The SEC was set up as a ‘Nightingale’ overflow hospital for the National Health Service, although it was never needed as such before it was converted into a mass
vaccination centre. In 2021, the venue hosted the climate conference COP26, which also means that the site had to host a significant number of people with an eye to safety. This means that we are confident that we can work with the venue to understand social distancing and other requirements, with a specific awareness of the venue itself.

We have corresponded with staff throughout this difficult time and thank them for their incredible work here.

Although conventions have largely been cancelled or have gone online in the past two years, we are making plans for the safety of our members and staff at future events and at fan tables.

We will abide by local governance at a minimum - for example in the wearing of masks, social distancing and handwashing/sanitising where guidance is provided - and may have our own additional guidance we deem appropriate.
What type of weather can we expect during your convention? What is the average temperature during that time of year?

The average temperature is 15 degrees Celsius, or 59 degrees Fahrenheit. Glasgow can be a wee bit nippy and Glaswegians like to make jokes about the rare appearance of 'the burning ball in the sky'. Pack a jumper. Also, it will rain, and when it does, it's usually heavy. Maybe also pack wellies so you can play in puddles.

https://www.metoffice.gov.uk/public/weather/climate/
https://www.metoffice.gov.uk/public/weather/climate/gcuy0ce1v

If you require a super duper up-to-date app about weather, we also recommend Dark Sky, especially as Glasgow's weather can be quite changeable:
https://darksky.net/app

What are some of the main tourist attractions of your city?

Glasgow was the City of Culture in 2014, and used this year to really develop its cultural scene. This continues today with a huge emphasis on the local and regional importance of arts, creativity and performance. Glasgow also has numerous quirky museums and places to visit, and of course, there’s lots of whisky, including a distillery attached to the SEC.

Since Worldcon has been to Glasgow before, here are some well known, and less well known places to visit.

- **Hunterian Museum**. The Hunterian has held everything from T-Rex’s to unprinted pages from Art Spiegalmann’s Maus, and has strong local ties to Glasgow’s comic book and art scene.
- **Glasgow Central Railway Station** holds regular tours under the station and beyond. Hard hats provided!
- **Alasdair Gray’s mural in Òran Mór** is publically available and absolutely stunning.
- **The Scottish Ballet** is world renowned.
- **The Sharmarka Kinetic Theatre** is a permanent exhibition of glorious scrap sculptures, set to music, by Eduard Bersudsky.
- **The Science Museum** is a 500m walk from the SEC / Crowne Plaza. It is full of science!
- **The Riverside Museum** is a 600m walk from the SEC / Crowne Plaza. It is full of Glasgow History and the Scottish Transport Museum!
- But wait, what’s this in between the Riverside Museum and the SEC?!! Drop into the **Clydeside Distillery** on the way!
- There’s a **Harry Potter shop** by the main station (and they may or may not confirm that Hogwarts is in the Highlands).
- You can go on tours to see **locations from Outlander**, look for **Nessy** or catch the **Caledonian sleeper to London**.
- The Tunnock’s factory is often oversubscribed, but **tours** are available if you are lucky! (and if you are not lucky, here’s **ten Facts about Tunnock’s** to keep you going)

**Are you planning to have any membership discounts for certain demographic groups, such as young adults, military, or seniors?**

Yes, we are considering how to integrate several initiatives as well as exploring the possibility of a First Worldcon membership (shamelessly poaching the idea from Helsinki and Dublin).

**What is your vision for your Worldcon? How do you plan to make it happen?**

We want our Worldcon to be exciting, fun and playful; to reach out to our communities and welcome them to a space which celebrates everything wonderful about Science Fiction and Fantasy. We want what all Worldcons do - to unite fans in a fantastic week of revelling in the best we have to offer, to hear voices speak of ideas, plans and dreams, and to surprise you, a little (or a lot!). We want to make excitement around our brilliant members, new and old. We want you to have a great time, and to look to our futures with hope. Most importantly, we want to include you.
Although we are still a bid, creating our Worldcon is a process that has already begun. Across social media we have been making excitement and reaching out wherever we can, running online events and staffing a host of fan tables at virtual conventions around the world.

Our Brains Trust has worked throughout this year on aspects such as our Code of Conduct, and how it needs to adapt to our current environment, website presentation and outreach. We are also working on initiatives that promote inclusion and diversity, and consider how we need to move forwards.

Behind the scenes, we have pivoted our infrastructure to dovetail current online systems such as Discord, in order to become adept at using it, should we need to.

**What challenges do you face in achieving your vision?**

We are very lucky we have built a team who believe in our values of inclusion and elevation. This makes it easier to work together to generate solutions when we face obstacles.

Are the things we’re trying to do expensive? We figure out new fundraising options and realign our budget allocations.

Do we need to offer space and time to marginalised or traditionally-excluded communities? We reach out to build trust and rapport and offer groups space on our platform because we believe they are other facets of our community.

Some of the challenges come from those who fear we want to change everything, that we’ll run a convention without making it a Worldcon. However, our long collective history with Worldcons help ameliorate some of these fears, reminding concerned individuals that we’re running a bid precisely because we love Worldcon and want to ensure it’s welcoming to more.

Of course, there are also the practical concerns. COVID-19 is still affecting everyone, including us as we build team morale and momentum toward the vote in 2022. The UK is still taking steps backward by allowing more public transphobia in our media, meaning that people may have valid concerns about travelling here. That’s for those who don’t need visas, or who can get them relatively easily - there are more who are excluded by government policies, socioeconomic realities, carers’ duties, accessibility failures, and so on.
What we can do is continue to work toward our vision. We reach out to learn from those who have done aspects before or better, do our best to avoid mistakes made by us or by prior events, and stand firm in our principles.

What is a notable aspect of your local fan culture and how do you plan to incorporate it into your Worldcon?

Just one? We’re going to cheat...

In light of recent events, and the ongoing importance of making our community diverse, inclusive and welcoming, we have committed to a policy of diversity and inclusion. We are working with local groups and communities to make this happen, and have committed to a policy of recruitment that includes as many voices as possible.

Our preliminary statement in response to major events in 2020 can be seen here:


This is an ongoing action by ourselves as we must not simply speak, but should act towards this statement. Our first collaboration in this respect is a joint piece of work between Glasgow University’s fantasy department which aims to showcase BAME*, LGBTQI+ and other underrepresented Scottish voices through a series of online discussions and interviews, which will be broadcast on our social media. The work will also be represented at Worldcon, should we become successful. An archive of this work will be publicly accessible online.

Our national convention, Satellite, has an ongoing remit to showcase Scottish Science and Scientific achievements. We are working closely with Satellite to make this an important element of our bid, and forward into the convention, if we become seated.

*BAME is an acronym for Black, Asian, and Minority Ethnic.
Do you have a code of conduct? If so, is it available online and if so, where?

Our Code of Conduct for the Bid is on our website here:

https://glasgow2024.org/conduct

We expect all Bid Team members to abide by this, as well as those of any events that they are attending as representatives of Glasgow in 2024.

This policy will guide us towards the CoC that we will use if we should become a seated Worldcon. Our CoC is based on the one used by Dublin 2019, who regularly revised their CoC as their bid moved from bid to con, and to reflect changes in fandom, legal requirements and the law. We will be doing the same in order to produce a robust policy. Our brains trust is sourced from people both familiar with and new to our fandom, as well as those who can provide us with specific, important perspectives.

What do diversity and inclusion mean to you?

As a community, we want to create a respectful space that fans can enjoy and where they can share their love of fandom. However, it is important to go beyond being open (passive) into being welcoming (active). We want to invite in -- and design our event for not just those who are normally part of Worldcons, but those who often aren’t. This includes those who don’t know about Worldcon, those who haven’t attended previously, and those who have felt excluded.

We also want to ensure that our bid committee and (should we win) our con committee reflect Glasgow’s diversity, and beyond. We believe that it is crucial to engage with these aspects throughout our event from the initial stages.

How are you working toward your goals in these areas?

We have continued to host and sponsor a number of online events to highlight authors and creators from marginalised communities, such as working with the
Scottish BAME Writers Network, Shorelines of Infinity, and several local bookshops and publishers.

We have an ongoing collaboration with University of Glasgow’s Centre for Fantasy and the Fantastic, and will continue to build a years-spanning relationship with them, to reach established academics and new students. Our first initiative aims to develop the network above with an emphasis on local BAME and LGBTQI+ voices.

Our brains trust continues to work towards ideas and plans for the future and we will be integrating this as a fixed role on the Committee if we become seated.

We have a remit to recruit across communities with an eye to inclusivity in as many areas as we are able.

**What would concrete achievements look like in these areas?**

We are actively looking for new members for our bid committee from underrepresented communities, and also for volunteers to lead us in the best ways to reach out. All DHs have been encouraged to consider who they might mentor or recruit new or underrepresented groups - you can already see some of this in our committee announcement, but we are actively working to increase this.

With this in mind, concrete achievements would be visible by having a more diverse team and continuing our work with the wider pool of Worldcon fans (and those who might be Worldcon fans).

We will also continue our online events to highlight the expertise of individuals from underrepresented communities, showing their skills and knowledge across all of the topics we love -- and more we should learn about.

We will continue to pursue these goals should we win, aiming for a membership and group of participants which at least reflect the demographics of Glasgow itself.
What changes or challenges do you expect the current pandemic to present?

The long term financial impact on economies and individuals around the world, restrictions on transit and differing modes of communication and interaction are all things we need to consider, going forwards. 2024 is still a way away, but these must be considered now as we start to plan for the future. We need to be sensitive to these, as well as taking forward some of the incredibly exciting changes we have seen in convention running and communication over the last year.

Have you planned for a virtual component to your convention?

Yes, although it’s too early to specify the exact manner of the online component. This will depend on how the general landscape of convention attendance changes (or not) in the next year or two. We are volunteering for, participating in and watching virtual conventions around the world, often with different goals and structures, as part of this learning journey. These conventions have been hugely varied - from large scale events with thousands of people, to targeted events with one or two specific aims, to relaxacons with an emphasis on social events and interaction. We are learning quickly.

We have also been in contact with the SEC to discuss their plans for future development, as they are already preparing for hybridity in many of their events. Their development of resources both physical and virtual will play a key part in this.

Your members vote for Hugo Award Finalists who are then excited and wish to play a full part in the convention program. How do you plan to facilitate the Finalists’ input as recognized by your community?

Showcasing finalists - which may also feature aspects like exhibits, events, art displays and programme - is something that threads across the whole of a Worldcon. Whilst the visibility of participants is one aspect of this, from panels and other events such as
the art show to events on the main stages and activities that go beyond these, we need to work as a group to make sure that finalists are represented.

This celebration of finalists also needs to include elements such as making finalists who may be new to Worldcon aware of the possibilities available to them. Working within data privacy restrictions, communicating this to as many finalists as possible is a first step in engaging with and facilitating their needs. Planning a robust series of events, panels, displays, etc. in advance will also help us create an environment where finalists are able to showcase their exceptional achievements.