

Fraser Coast Regional Events Strategy Consultant Brief

REQUEST FOR PROPOSAL | 2028-2032 | Regional Events Strategy

Submission Close: 5pm, Thursday 15 October 2026

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Version: Final

Item	Detail
Issued by	Fraser Coast Regional Council is the project owner and Fraser Coast Tourism & Events Ltd is the project sponsor and delivery partner. Final governance, approval, reporting and implementation responsibilities are to be confirmed through the project inception process.
Project type	Consultant brief / Request for Proposal
Indicative project budget	\$40,000-\$50,000 excluding GST, inclusive of professional fees, travel, stakeholder engagement, presentations and production of all final deliverables unless otherwise identified in the proposal.
Strategy horizon	2028-2032, with a long-term outlook to 2036 and 2045, including preparation for Brisbane 2032 legacy opportunities and alignment with Fraser Coast Futures 2036 and Destination 2045
Primary focus	Regional events strategy, event acquisition, event development, visitor-centric events, event funding, governance, measurement and implementation
Submission deadline	5pm, Thursday 15 October 2026

Purpose of this brief

Fraser Coast Tourism & Events Ltd (FCTE) and Fraser Coast Regional Council (FCRC) seek proposals from suitably qualified consultants to prepare a practical, evidence-based and implementation-oriented Fraser Coast Regional Events Strategy 2028-2032. The Strategy must position events as a deliberate visitor economy lever for the Fraser Coast, strengthen the region's events identity, guide event investment and acquisition, clarify the respective roles of both FCTE and FCRC and provide a clear pathway for coordinated delivery by FCTE, FCRC, Tourism and Events Queensland, Traditional Owners, event organisers, businesses and community partners.

The Strategy will provide Council and FCTE with a clear basis for deciding which events to attract, grow, maintain or discontinue; how public investment and support should be prioritised; who is accountable for delivery; and how economic, tourism, community and legacy outcomes will be measured. Recommendations must be realistic within the region's infrastructure, market capacity and resourcing constraints.

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1. Background and strategic context

Fraser Coast Tourism & Events Ltd (FCTE) is the Regional Tourism Organisation for the Fraser Coast region, with responsibility for leading destination marketing, industry engagement, visitor servicing, event development and tourism partnerships across the destination.

Fraser Coast Regional Council (FCRC) is the local government authority for the Fraser Coast region, with responsibility for civic leadership, regional planning, community services, infrastructure, economic development, arts and culture, sport and recreation, public spaces, venues, approvals and the stewardship of many of the public assets and places that support events, tourism and community life.

FCTE and FCRC work together to support the regional economy by aligning destination marketing, event development, visitor servicing, infrastructure planning, industry engagement and community outcomes. This partnership recognises that events are not only a tourism activity, but a regional economic development lever that can increase visitation, stimulate local business activity, strengthen community pride, activate public

places, support investment confidence and create legacy benefits across Hervey Bay, Maryborough, K'gari and the wider Fraser Coast.

The Fraser Coast is one of Queensland's distinctive nature, marine and heritage destinations. Its visitor economy is anchored by World Heritage-listed K'gari, the Great Sandy Marine Park, the Great Sandy Biosphere, the world's first Whale Heritage Site, access to the Southern Great Barrier Reef, Maryborough's heritage story and a growing portfolio of regional events and visitor experiences.

The current Fraser Coast Regional Events Strategy 2025-2027 provides a transitional framework for the region's events portfolio. It identifies the need to maximise the economic and social benefits from events, enhance the region's reputation as event-friendly and build Fraser Coast's identity as an events destination. The next strategy must move from broad intent to focused implementation, setting clear priorities for event acquisition, event development, funding, measurement, governance and legacy outcomes.

The new Regional Events Strategy should complement Fraser Coast Futures 2036 and the Fraser Coast Destination Management and Development Plan and act as a practical events workstream for delivering visitor economy outcomes. It should provide clear direction on the types of events the region should attract, grow, consolidate, leverage and measure, while balancing community value with destination growth.

1.1 Additional context to be considered

- The current Regional Events Strategy identifies opportunities to revitalise and grow signature events, consolidate resources, build a forward two-year calendar, attract best-fit sporting and business events, gather attendee statistics and strengthen event organiser capability.
- The 2022 Regional Events Strategy Review and Action Plan identified a need for clearer roles between FCTE and Fraser Coast Regional Council, more transparent expenditure and resourcing, a defined event acquisition pathway, stronger event measurement and more strategic governance through the Fraser Coast Events Advisory Committee.
- Events should be positioned as a core regional economic development tool, capable of driving visitation, expenditure, business participation, place activation and destination profile while also strengthening local pride, community connection and positive sentiment toward the Fraser Coast as a place to live, visit and invest.
- The Destination Management and Development Plan brief identifies events and seasonality as a key regional issue, including the opportunity for visitor-centric major events, shoulder-season growth, packaging, yield, length of stay and alignment with the TEQ regional events framework.
- The future Strategy must respond to Destination 2045, Brisbane 2032 opportunities, the region's Nature, Heritage and Reef positioning, community expectations, infrastructure constraints and the need to rebuild industry engagement and confidence.

2. Project purpose

FCTE and FCRC seek to appoint a consultant or consultant team to prepare the Fraser Coast Regional Events Strategy 2028-2032 and a detailed Implementation Roadmap. Together, these documents must provide an evidence-based basis for decisions about event acquisition, development, funding, support, infrastructure, governance and evaluation. They must clearly distinguish the respective responsibilities of FCTE, Council and delivery partners and provide a practical framework that can be implemented within realistic financial, organisational and market constraints.

- Increase overnight visitation, visitor expenditure, dispersal, yield and length of stay generated by events.
- Strengthen the Fraser Coast's events identity as a regional economic and community development platform, not only as a tourism activity, by recognising the role of events in liveability, local pride, business activation, investment confidence, cultural expression and destination reputation.

- Identify destination, signature, major, regional, sporting, cultural, and business event opportunities that suit the region's assets and capacity.
- Establish a clear event hierarchy that distinguishes between destination, signature, major, sporting, business, cultural, regional and community events, including the purpose, investment rationale and expected outcomes for each category.
- Create a clear event acquisition and development framework, including target event types, decision criteria, roles and resourcing requirements.
- Recommend a practical events funding and support model that balances visitor economy outcomes, community benefit and transparent decision-making.
- Improve event data, ROI measurement, attendee insights, reporting and performance evaluation.
- Suggest measurable targets and success indicators for the Strategy, including visitor economy, community, governance, investment, resourcing, capability, implementation and reporting outcomes.
- Position the Fraser Coast to contribute to and benefit from Fraser Coast Futures 2036, Destination 2045 and Brisbane 2032 Olympic and Paralympic Games opportunities.
- Provide a clear implementation pathway with responsibilities, timeframes, partnerships, risks, dependencies and indicative cost categories.

3. Fraser Coast Futures 2036, Destination 2045, Brisbane 2032 and regional integration requirements

The Strategy must demonstrate how Fraser Coast Futures 2036, Destination 2045 and Brisbane 2032 are translated into practical regional event priorities, governance arrangements, acquisition targets, funding decisions, infrastructure priorities, business engagement opportunities and performance measures.

Alignment area	Requirement for the Fraser Coast Events Strategy
Vision and goals	Define a regional events vision that contributes to Queensland's visitor economy ambitions while reflecting Fraser Coast's economic, community, visitor and industry priorities.
Regional identity and competitive positioning	Assess event concepts and acquisition targets against the Fraser Coast's destination strengths, community identity, economic priorities and market capacity. This should include, but not be limited to, marine, heritage, First Nations cultural, nature-based, sporting, lifestyle, family, arts, creative and business experiences. Recommendations must identify which propositions have credible market demand and can be delivered without diluting the region's distinctive positioning.
Events and Brisbane 2032	Identify how Fraser Coast can use events to support pre/post-Games visitor pathways, Maryborough's 2032 opportunity, training activity, legacy visitation and regional dispersal.
Shoulder-season and yield	Prioritise events that stimulate visitation outside peak periods, encourage overnight stays and increase local business participation.
Industry capability	Recommend actions to improve event organiser capability, event data collection, volunteer support, business leveraging, accessibility, sustainability and digital promotion.

Alignment area	Requirement for the Fraser Coast Events Strategy
Investment and partnerships	Identify funding pathways and partnership models across FCTE, Fraser Coast Regional Council, TEQ, State Government, Traditional Owners, event organisers, industry and private proponents.

4. Regional issues and opportunities to be addressed

Theme	Minimum issues for consultant analysis
Events portfolio and identity	Assess the current mix of events and recommend a clear portfolio position for the Fraser Coast, including which events should be grown, maintained, leveraged, repositioned, consolidated, retired or actively acquired.
Event acquisition	Define a proactive acquisition pathway, target event types, decision criteria, roles, governance, resourcing and opportunity pipeline.
Signature/Major events	Assess opportunities to strengthen, consolidate, grow or reposition existing signature events and identify potential new signature event opportunities.
Seasonality and dispersal	Identify events that can drive visitation in shoulder periods, midweek periods and across the broader Fraser Coast, including Hervey Bay, Maryborough, K'gari and coastal villages.
Event infrastructure and venues	Review event venues, sporting infrastructure, outdoor spaces, transport access, accommodation capacity, precinct readiness and enabling infrastructure. Identify priority gaps and investment opportunities linked to future event attraction, event growth and Brisbane 2032 legacy planning, and assess each against demonstrated demand, likely utilisation, delivery constraints, indicative cost category, alternative solutions and alignment with existing Council asset and infrastructure plans.
Governance and roles	Clarify roles between FCTE, Fraser Coast Regional Council, advisory structures, TEQ, event organisers and partners, including decision-making and accountability.
Funding and support	Review event funding, sponsorship and in-kind support models and recommend transparent criteria for visitor economy, community, social and reputational outcomes.
Data and measurement	Recommend practical, proportionate methods for capturing attendance, visitor origin, incremental visitation, visitor expenditure, overnight stays, geographic dispersal, local procurement, business participation, media and destination value, community benefit and return on investment.
Community and cultural outcomes	Ensure events support regional identity, community pride, volunteer participation, accessibility, inclusion and culturally respectful engagement with Traditional Owners, including exploration of First Nations cultural tourism and event opportunities.
Business leveraging and packaging	Identify how events can be leveraged through accommodation, tours, food and beverage, retail, transport, visitor servicing and bookable experiences.

Theme	Minimum issues for consultant analysis
Workforce and volunteer capacity	Assess event workforce, supplier, contractor and volunteer capacity across the region, including risks to event sustainability and opportunities to build local capability.
Climate, resilience and event risk	Consider climate resilience, extreme weather, insurance, emergency management, accessibility, environmental sustainability and regulatory risks that may affect event feasibility and long-term delivery.

5. Required events development workstreams

The Strategy must include dedicated workstreams that move beyond general event promotion and provide a practical pipeline of events that can be grown, attracted, supported, packaged, funded, measured and promoted.

Workstream	Required focus
Event portfolio audit	Audit existing and potential events across agreed event categories and assess each event against strategic fit, visitor economy impact, community benefit, feasibility, infrastructure requirements, risk, leverage potential and long-term legacy, including whether it remains worthwhile to support or pursue.
Event acquisition framework	Identify best-fit events and recommend a staged acquisition pathway, prospect list, pitch requirements, governance and approval process. The framework should include a practical event prospect pipeline and decision pathway for identifying, assessing, bidding for and securing new events.
Event infrastructure and investment framework	Identify priority event infrastructure, venue, precinct, accommodation, transport and enabling investment needs, including links to Brisbane 2032 legacy opportunities, sports tourism, future event attraction and existing infrastructure planning.
Signature event development	Recommend which existing or future events have the potential to become signature events and what investment, governance or creative repositioning would be required.
Funding and assessment model	Develop a weighted event assessment matrix, funding principles, support categories and decision-making process, including consideration of whether separate funding streams or assessment pathways are required for destination events, business events, sporting events and community events
Event leveraging plan	Recommend how FCTE, Council and industry can package and promote events to drive longer stays, spend, dispersal and repeat visitation.
Data and evaluation model	Develop practical templates and methodology for event reporting, ROI, attendee insights and post-event review. Develop practical templates and a tiered methodology for event reporting, return on investment, attendee insights and post-event review. Minimum data standards for funded or supported events must be proportionate to the level of public investment and event scale and should cover attendance, visitor origin, incremental spend, overnight stays, local business participation, accessibility, sustainability and community sentiment.

Workstream	Required focus
Governance and implementation	Recommend a practical Council and FCTE operating model that defines strategic oversight, advisory and decision-making roles, delegations, lead and support responsibilities, reporting cadence, escalation pathways, risk ownership and accountability for implementation. The model must distinguish matters that can be managed operationally from those requiring executive, Board or Council consideration.

6. Scope of work and methodology

Phase	Minimum requirements	Output
1. Inception	Project inception, governance, consultation approach, data access, source document review and an alignment map covering Fraser Coast Futures 2036, Destination 2045, Brisbane 2032 and the Destination Management Plan (DMP).	Project Plan, Consultation Plan and detailed project timeline
2. Research and Situation Analysis	Review the current strategy, previous review action plan, event performance data, funding arrangements, visitor trends, infrastructure, accommodation, seasonality and benchmark destinations. Include lessons learned from the 2020-2024 Strategy and the 2025-27 bridging period, including but not limited to including incomplete actions, implementation challenges, resourcing issues, unresolved governance matters and implications for the new Strategy.	Situation Analysis Report
3. Stakeholder and Community Engagement	Targeted engagement with FCTE, Fraser Coast Regional Council, TEQ, Traditional Owners, event organisers, venues, tourism businesses, chambers, accommodation, sporting, cultural and community stakeholders.	Consultation Outcomes Report
4. Portfolio, Acquisition and Opportunity Testing	Map, gap-test and prioritise existing and potential events across the agreed categories. The analysis must identify a realistic shortlist of opportunities, supported by evidence of market demand, strategic fit, likely visitor and regional economic outcomes, infrastructure and accommodation capacity, indicative investment requirements, delivery capability, governance implications, risk and likely return on investment. It must distinguish near-term opportunities from longer-term or aspirational prospects.	Events Portfolio and Opportunity Paper
5. Draft Strategy	Prepare the draft Regional Events Strategy with vision, objectives, event classification, strategic priorities, funding framework, acquisition pathway, measurement tools and implementation roadmap.	Draft Fraser Coast Regional Events Strategy 2028-2032
6. Final Strategy and Implementation Pack	Revise the documents following review and prepare Board, Council, partner and stakeholder-use outputs. ie. decision-making templates, reporting tools and priority action plans.	Final Strategy, Executive Summary, Strategy on a Page and Implementation Pack

Phase	Minimum requirements	Output

It is an expectation that the consultant suitably reference all background research and benchmarking.

Where requirements overlap, the Scope of Work and Methodology defines the minimum activities, and the Required Deliverables section defines the final outputs. Appendices A and B are indicative starting points to be validated and refined by the consultant. If the proposed budget or timeframe cannot support all requirements to an appropriate standard, proponents should identify recommended priorities, exclusions and optional components in their proposal.

6.1 Project timing and milestones

Proponents must provide a detailed project timetable showing the proposed sequencing and timing of consultation, draft review, governance approvals and finalisation, and must clearly identify any assumptions about the availability of Council, FCTE or other stakeholders.

7. Consultation requirements

The consultant must provide a detailed stakeholder engagement plan designed to build ownership across government, industry and community stakeholders while avoiding consultation fatigue. Engagement must be practical, targeted and focused on decisions, priorities and implementation commitments.

Stakeholder group	Suggested participants
Project Owner	Fraser Coast Regional Council, including relevant Executive Leadership Team members, Councillors/elected representatives where appropriate, and internal Council teams responsible for economic development, tourism, events, community development, sport and recreation, arts and culture, venues, parks, infrastructure, planning, property, communications, governance, grants, procurement, emergency management, approvals and risk.
Project Partners – Project Sponsor	FCTE Board and Executive, TEQ, DETSI and relevant State Government agencies.
Traditional Owners	Butchulla representatives and other relevant cultural stakeholders, subject to appropriate engagement protocols.
Event organisers and venues	Major event organisers, community event committees, venue operators, sporting associations, cultural organisations and event suppliers.
Events approvals, operations and risk stakeholders	Council officers and relevant agencies involved in event permits, traffic management, public safety, environmental health, waste, emergency management, insurance, accessibility and compliance.
Tourism industry	Accommodation, conference venues, attractions, tours, transport, marine operators, whale tourism, food and beverage, retail, visitor servicing and experience providers.
Community and business	Chambers, CBD and precinct stakeholders, local businesses, residents, volunteer groups, community organisations and groups interested in local benefit.

Stakeholder group	Suggested participants
Infrastructure and connectivity stakeholders	Sporting infrastructure managers, Hervey Bay Regional Airport, transport providers, hire car providers, event venues, access infrastructure stakeholders and precinct managers.
Investment and funding stakeholders	Grant bodies, governments, potential event investors, private proponents, sponsors, developers and relevant land or asset managers.

8. Required deliverables

The consultant must provide the following integrated deliverables:

- Project and Consultation Plan.
- Fraser Coast Futures 2036, Destination 2045, Brisbane 2032 and DMP Alignment Map.
- Situation Analysis Report.
- Consultation Outcomes Report.
- Strategic Directions Paper.
- Events Portfolio Audit and Opportunity Analysis.
- Event Classification Framework and Event Assessment Matrix.
- Event Acquisition Framework and Priority Prospect List.
- Signature Event Development Framework.
- Event Funding and Support Model.
- FCTE/Council Operating Model and Responsibility Matrix.
- Event Data, ROI and Evaluation Toolkit.
- Draft Fraser Coast Regional Events Strategy 2028-2032.
- Final Fraser Coast Regional Events Strategy 2028-2032.
- Executive Summary suitable for Board, Council and government audiences.
- Strategy on a Page aligned to Regional Identity and Competitive Positioning
- Implementation Roadmap with actions, lead roles, timing, partners, dependencies, risks and indicative cost categories.
- Presentation to FCTE, Council and/or the Project Control Group.

9. Implementation roadmap requirements

- Actions grouped by Event Acquisition, Signature Event Development, Event Funding, Event Infrastructure, Event Marketing and Leveraging, Industry Capability, Governance and Measurement.
- Timeframes for each action, including: immediate, short-term, medium-term and long-term actions to 2032, indicative sequencing, key milestones, decision points, review periods and dependencies.
- Responsibilities across FCTE, Fraser Coast Regional Council, State Government, Traditional Owners, industry, event organisers and private sector proponents, including a responsibility matrix that identifies lead, support, decision-making, reporting and review roles.
- Indicative cost categories and funding pathways rather than detailed project costings where outside scope.
- Resourcing requirements for each priority action, including whether delivery can occur within existing resources, requires reprioritisation, or depends on new funding, staffing or partner support.
- Dependencies, risks, regulatory barriers, enabling conditions and decision points.
- Performance indicators linked to Destination 2045, TVE, dispersal, visitor nights, yield, seasonality, community benefit, ROI and event capability.

- Review and update mechanisms to ensure the Strategy, responsibility matrix and implementation roadmap remain current if governance structures, staff responsibilities, funding arrangements or partner roles change.

10. Submission requirements

- Demonstrated understanding of the Fraser Coast visitor economy, events sector and project requirements.
- Proposed methodology and workplan, including how the consultant will integrate Fraser Coast Futures 2036, Destination 2045, Brisbane 2032, the DMP and existing events strategy material.
- Specific approach to event portfolio analysis, acquisition, signature event development, funding, measurement, governance and implementation.
- Stakeholder engagement plan.
- Project team, roles, qualifications and relevant experience.
- Comparable regional events strategy, visitor economy, destination management, event acquisition, sports tourism, cultural tourism or regional development projects.
- Detailed fee proposal and payment schedule.
- Project risks and mitigation approach.
- Proposed deliverable formats and presentation approach.
- Confirmation of availability, insurances and conflict of interest status.

11. Assessment criteria

Criteria	Weighting
Relevant experience and capability in regional events strategy, destination management, event acquisition, event funding, governance and implementation planning	20%
Understanding of Fraser Coast visitor economy, regional economy, community, events identity and place outcomes	20%
Strength of methodology, stakeholder engagement, evidence base, portfolio analysis and implementation approach	20%
Implementation, governance, FCTE/FCRC alignment, Destination 2045, Brisbane 2032, regional legacy outcomes, dispersal, visitor yield and event infrastructure	20%
Value for money and clarity of fee proposal	10%
Innovation, practicality and quality of proposed outputs, including usefulness for Council, FCTE, industry and community stakeholders	10%

12. Source documents to be provided to the consultant

- Fraser Coast Futures 2036.
- Fraser Coast Regional Events Strategy 2025-2027 - bridging document.
- Fraser Coast Regional Events Strategy 2020-2024.
- Fraser Coast Regional Events Strategy Review and Action Plan 2022.
- Fraser Coast Destination Management Plan 2023-2028.
- Fraser Coast Destination Management and Development Plan Consultant Brief and associated strategy material.
- FCTE Strategy on a Page 2026.

- Destination Management Plan - Destination 2045 Integration Guidance.
- Destination 2045: Delivering Queensland's Tourism Future.
- Towards Tourism 2032 and relevant TEQ materials.
- Summary of Key Themes and Next Steps - Fraser Coast Engagements 29 June 2026.
- TEQ Board and Executive Briefing: Fraser Coast Key Issues 2026.
- FCRC economic development, events, airport, planning and infrastructure documents relevant to the project.
- Available visitor data, campaign performance data, event data, visitor servicing data, funding data and industry engagement data.
- Relevant event, venue, accommodation, harbour, sporting, cultural and infrastructure studies that can be shared with the consultant.
- Yarra Ranges Tourism Events Strategy Consultant Brief as a benchmark example of scope, structure and deliverable expectations.

13. Contact and lodgement details

All submissions and clarification questions should be directed to:

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Submissions must be received by: 5pm, Thursday 15 October 2026. Offer validity period: proposals should remain valid for a minimum of 90 days from the submission deadline.

Appendix A: Suggested event classification framework

Category	Purpose	Indicative characteristics
Signature Events	Events that position the Fraser Coast in the minds of travellers and strongly align with the region's identity.	High destination alignment, visitor appeal, strong media/storytelling potential, capacity for overnight visitation and repeat growth.
Major Events	Events with significant visitor economy potential or strategic importance.	May include sporting, cultural, lifestyle, business or touring events with strong spend, dispersal or profile outcomes.
Regional Events	Events that attract regional visitors, contribute to local identity and build the event calendar.	Potential to grow, package with tourism experiences and support shoulder-season visitation.
Community Events	Events primarily focused on local participation, community wellbeing and place activation. The Strategy should	Important for liveability, pride, volunteerism and local identity; may still

Category	Purpose	Indicative characteristics
	define how these events interface with the regional events portfolio and whether they require separate funding, assessment or governance pathway.	have visitor potential where appropriately leveraged.
Business Events	Events that support conferences, meetings, forums, professional gatherings and industry development opportunities suited to Fraser Coast's current and future accommodation, venue and destination capacity.	Strong potential for midweek and shoulder-season visitation, professional networks, local business engagement, repeat visitation and economic development outcomes.
Sporting Events	Events that attract participants, officials, supporters and visitors through regional, state or national sporting competitions, participation events and sports-related programs.	Strong demand potential, links to sporting infrastructure, club and association capacity, youth participation, Brisbane 2032 legacy opportunities, accommodation demand, repeat hosting potential and clear requirements for assessment, support and investment.

Appendix B: Suggested event assessment principles

Assessment area	Indicative questions
Visitor economy impact	Will the event generate overnight visitation, visitor spend, dispersal, yield and shoulder-season demand?
Destination fit	Does the event reinforce Fraser Coast's positioning and build the region's events identity?
Community benefit	Does the event strengthen pride, wellbeing, inclusion, cultural respect and volunteer engagement?
Feasibility and capacity	Is the event achievable given venue, accommodation, transport, risk, staffing, budget and regulatory requirements?
Leverage potential	Can tourism operators, accommodation, food and beverage, retail and visitor servicing partners package and benefit from the event?
Sustainability and legacy	Can the event grow over time, build capability, improve infrastructure use and deliver lasting regional benefits?
Return on investment	Is the requested support proportionate to expected economic, social, reputational and strategic outcomes?