



## BURKE SHIRE COUNCIL

### 2005-2009 CORPORATE PLAN

*Adopted by the Burke Shire Council on 18 August 2005 (resolution 03.050818)*

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## Contents

	Page
Introduction and General Information	3
Overview	4
Assessment of Local and Regional Issues and External and Internal Factors	5
Consultation Process used in Preparation of Plan	6
Statement of Strategic Direction	7
Statement of Objectives About Issues Affecting the Burke Shire	7
Strategies for Achieving the Objectives	8-18
1000 Finance Program	8
2200 Administration Program	9
3000 Development Program	10
4000 Engineering Services Program	11-12
5000 Environmental Services Program	13
5500 Community and Cultural Program	14-15
6000 Refuse Management Program	16
6300 Sewerage Utility Program	17
6400 Water Utility Program	18

## Introduction and General Information

The Burke Shire is located in North West Queensland on the Gulf of Carpentaria. It has a continuing reliance on the pastoral industry and associated service areas. In recent times, this reliance has been supported with the advent of mining within the shire and the steady increase of tourism across the whole region.

History in Burke is like no other. It is rich in the romance and ambitions that built up around it. The great explorers add to a canvas crowded with adventurers, ruffians, visionaries and villains that helped to establish what they believed might become the great port city of the North. Gregory, Landsborough, Baynes, Burke & Wills, Walker, McDonald, Leichhardt, Buchanan, Uhr and Phillips have all passed through the Shire. A vision of trade with Asia was established with the advent of a meatworks. Australia's first link with the overseas telegraph was originally suggested to come through Burke Shire and it was Burke Shire again that was suggested as the terminus for the projected North/South Intercontinental railway.

Burke Shire was declared on 31 January 1885. In 1866 Landsborough took up appointment as Magistrate at which time a Police Inspector and Commissioner for Crown Lands were transferred. Despite the virulent fever that was decimating the population, the principle town of Burketown was surveyed and blocks of land found buyers. Soon afterwards the town was evacuated across to Sweers Island to prevent further deaths

Today the character of the shire remains predominately rural with the key issues facing the Local Government reflecting the remote location – roads, electricity and telecommunications.

⇒ Fact File

Name: Burke Shire Council

Location: North-West Queensland on the Gulf of Carpentaria

Area: 41,082 square kilometres

Population: 550 persons (approximately)

Features:	Major Rivers:	Leichhardt, Albert, Nicholson & Gregory
	National & State Parks:	Lawn Hill National Park
	Arterial Roads:	Wills Developmental Road, The Savannah Way
	Major Industry:	Cattle, Mining, Tourism & Fishing

Councillors:	Mayor:	Mrs Annie Clarke
	Deputy Mayor:	Mr Ernie Camp
	Councillors:	Mr Ken Booth
		Mr Mark Clemments
		Mrs Irene Marshall
		Mr Bill Olive

Senior Officers:	Chief Executive Officer	Mr Craig Turnour
	Works & Project Manager	Mr Garry Jeffries
	Office Manager	Ms Sandy Hansen

## OVERVIEW

Section 504 (1) of the *Local Government Act 1993* (the “Act”) requires that a local government must, from time to time, prepare and, by resolution, adopt a Corporate Plan. Section 505 (2) of the Act provides that the specified period for a corporate plan must be at least 4 years.

In addition to the requirements of the *Local Government Act 1993*, the *Local Government Finance Standard 1994* further provides the following in respect of Corporate and Plans:-

### ⇒ Requirements of a Corporate Plan

The Corporate Plan is prepared and adopted to provide an effective means of defining, achieving and reviewing Council’s objectives. These objectives relate to the short, medium or long term direction through an integrated response to the present and future needs of the community. The Corporate Plan must include an assessment of local and regional issues, strategic direction statement and objectives addressing the identified issues. Strategies for achieving the stated objectives must also be included.

### ⇒ Assessment of Local and Regional Issues

The assessment of local and regional issues outlines the broad areas of local government involvement and its response to identified issues. External and internal factors affecting Council’s area and the responses to issues can be further explored including consideration of the scope of regional co-operation in addressing relevant issues. The role of local government in arts and cultural development, environmental management, community development and human services, housing policy, infrastructure development, population change and economic development should be identified and explored. The assessment should not be limited to the timeframe of the Corporate Plan but take in to account foreseeable future issues of relevance.

### ⇒ Consultation Process used in preparation of plan

The Corporate Plan must identify the process of consultation undertaken in the preparation of the plan. This may include notice of a proposal to prepare a Corporate Plan, inviting submissions regarding the preparation of the plan; consideration of submissions received in preparation of the draft plan; invitation for submissions relating to the draft; consideration of submissions received in preparation of the final plan. The consultation process is not restricted and as such will be determined by individual local government authorities.

Council’s current Corporate Plan relates to the period 2001 to 2005. This Plan has now been reviewed in full and the following pages represent the 2005-2009 Corporate Plan following this review and public consultation.

## Assessment of Local and Regional Issues and External and Internal Factors

Due to the small population of Burke Shire, the Council maintains an active role across many facets of the community. The population varies during the distinct wet and dry seasons, with an increasing number of people choosing to spend the dry winter months within Burke Shire. Council regularly donates time, resources and expertise to local community groups, especially during the lead up to events within the Shire. Community events such as the celebrations for the Centenary of Federation and the regional Tourism and Business Awards command a large amount of time and resources. Council also has an active involvement in the development of arts through the local RADF committee and support for local artists and hobbyists.

A number of projects funded through the North West Community Benefits Grants Scheme, including the construction of hot baths and boardwalk at the hot water bore in Burketown and development of tourism and directional signage throughout the Shire will better promote the assets of the Shire to residents and travellers. The development of the Pasmenco Century Mine within the Shire has provided numerous opportunities for local employment and industry growth. It is envisaged that further mining development in the area will increase activity within the Shire, although the cattle industry is the economic backbone of the Shire. The sale of land in both principal townships has been successful with a number of Council owned vacant blocks of land being sold and interest in future land sales being generated.

The development of improved infrastructure is of primary concern to Council. The involvement of Council in maintaining a road network which receives extensive damage every wet season is extremely high, to the point where the majority of the workforce and sub-contractors are employed to maintain an inadequate road system. The lack of commitment shown by both State and Federal governments through financial assistance for the upgrades of general infrastructure is ultimately borne by Council. The sealing of the streets in Burketown in 1999 has greatly improved access around the town during the wet season. The improvement of water and sewerage services in Burketown is ongoing and the development of essential services including electricity, water and sewerage in Gregory is continuously raised at regional and state levels of government. It is envisaged that the rural properties may also have electricity connections as a result of future negotiations. The development of improved housing and access to public housing is also of particular concern, especially given the seasonal population increase. Land tenure issues including Native Title and increasing demand on local resources continue to be a factor in the development of the area.

The management of the unique environment in which general Council activities are undertaken is also of primary importance. The over fishing of local rivers and tributaries is an issue of relevance as inactive enforcement and management is constantly criticised. The conservation and interpretation of various wetland areas and the management of complex river systems is conducted regionally, although Council has been proactive in this field through the employment of a Ranger based in Burketown and a Caretaker based in Gregory. These two employees are charged with the general preservation of the environment and upholding the aesthetic appeal of public areas and principal townships within the Shire.

Council maintains a partnership with other Local Government Authorities in the region. This co-operative partnership takes the form of working with neighbouring local authorities as required, involvement with the Gulf Regional Planning Advisory Committee on the Gulf Regional Development Plan and a member of the North West Queensland Regional Road Group. Council is also evaluating the effectiveness of current marketing techniques.

## Consultation Process used in the Preparation of the Plan

The consultation process undertaken in the development of the Corporate Plan included:-

- (a) Notice of intention to survey residents;
- (b) Community Issues and Needs Survey – March 2005;
- (c) Collation and consideration of survey results;
- (d) Preparation of the draft Corporate Plan;
- (e) Notice inviting inspection and submissions regarding the draft Corporate Plan;
- (f) Consideration of submissions received about the draft Corporate Plan; and
- (g) Preparation of the Corporate Plan 2005-2009.

## Statement of Strategic Direction

The Council of the Burke Shire will increase the quality of life across the wider community through the pursuit of excellence in local governance and efficient and sustainable practice in addressing the issues affecting the Burke Shire.

## Statement of Objectives About Issues Affecting the Burke Shire

Through strong leadership and sound, open and responsible local government, the Council of the Burke Shire aims to

- ❑ Maintain a sound and sustainable economic base through enhanced rural efficiency, diversification of industry and encouragement of tourism;
- ❑ Improve access to services and facilities for residents and visitors;
- ❑ Conserve the identity of the shire through the protection and accurate interpretation of the history, heritage and the environment;
- ❑ Encourage and foster pride in the community through the celebration of achievements of the shire and its residents and the enhancement of the aesthetic appeal of townships and their surrounds;
- ❑ Respect the views and ideals of the residents;
- ❑ Foster community spirit and an appreciation of the functions of local government;
- ❑ Enhance the social, physical and economic environment for all residents; and
- ❑ Foster an environment in which opportunities for enterprise development can be initiated.

## Strategies for Achieving the Objectives of the Burke Shire Corporate Plan

### **1000 Finance**

The Finance program relates specifically to the management of all cash, obtained through financial assistance grants, rates and charges. The maintenance of a base level of finance so as to provide a satisfactory level of service to the community is the primary objective of this program.

#### *1000 Rates and Charges*

Rates and Charges are the main income stream for all local governments. The objective of this program is to minimise rate increases but at the same time raise a level of income to maintain a satisfactory level of services. This will be achieved through analysis and evaluation of revenue and expenditure and maintenance of consistent increases.

#### *1100 Financial Assistance Grants*

The Financial Assistance Grant allows Council to effectively provide a higher level of service considering a low rate base. The objective of this program is to maximise the grant that is received each year. This will be achieved through completion of the annual return in accordance with the specific guidelines and conditions of the grant.

## **2200 Administration**

The Administration program relates specifically to the overall management of the organisation. The provision of resources to administer a satisfactory level of general operations throughout Council is the primary objective of this program.

### *2200 General*

General administration relates to non-specific components involved in the management of affairs. The objective of the program is to minimise expenditure through improved efficiency of procedures. This will be achieved through the analysis and definition of procedures; consolidation of inefficient procedures and development of new procedures utilising the advantages of technology.

### *2300 Indirect Expenditure – On costs*

Indirect Expenditure relates to incurred expenditure not specifically allocated to other programs or function. The objective of this program is to minimise expenditure through efficient procedures and concise planning. This will be achieved through the definition of procedures and the effective use of benchmarking in all operations.

### *2500 Interest – Investments*

Interest on investments relates to the interest generated from the investment of surplus funds. The objective of this program is to maximise returns on all investments. This will be achieved through periodically evaluating the performance of investments as determined by industry benchmarks and monitoring cash flows in order to invest surplus funds.

### **3000 Development**

The Development program relates specifically to the forward progress of the Shire. The facilitation of sustainable development within the Shire is the primary objective of this program.

#### *3400 Building, Planning & Developmental Services*

Integrated Planning relates to the inclusion of Shire interests within all local and regional planning. The objective of this program is the development of sustainable and consistent planning documentation. This will be achieved through the completion of the Burke Shire Planning Scheme; active involvement in the Gulf Regional Planning Advisory Committee and implementation of the Gulf Regional Development Plan through the Implementation Coordination Group.

Building Administration relates to the management of the built environment. The objective of this program is the facilitation of sustainable growth of the built environment within the Shire in accordance to relevant legislation. This will be achieved through the provision of clear advice and assistance to all development applications; encouragement of private enterprise in physical development and the preparation of incentives for private enterprise development. Economic Development relates to the minimisation of economic leakage through the revitalisation of communities. The objective of this program is to explore and facilitate opportunities for business expansion and employment in the Burke Shire. This will be achieved through the provision of services and support to the business community to assist them in becoming more competitive and informed; implementation and further development of the Burke Shire Council Corporate and Operational Plans and research into projects which may improve the quality of life for Burke Shire communities.

#### *3500 Shire Promotion*

Shire Promotion relates to the promotion of the Shire assets and opportunities to visitors, investors and residents. The objective of this program is the equitable representation of Shire interests and assets in general promotion. This will be achieved through identification of promotional assets; evaluation of promotional materials and medium utilising manual feedback and exploring and promoting opportunities for investment.

Economic Development relates to the minimisation of economic leakage through the revitalisation of communities. The objective of this program is to explore and facilitate opportunities for business expansion and employment in the Burke Shire. This will be achieved through the provision of services and support to the business community to assist them in becoming more competitive and informed; implementation and further development of the Burke Shire Council Corporate and Operational Plans and research into projects which may improve the quality of life for Burke Shire communities.

#### *7500 Co-Operative Programs*

Co-Operative Programs relates to the sharing of resources and expertise for increased effectiveness of Council operations. The objective of this program is to expand working relationships. This will be achieved through identification, evaluation and expansion of internal and external working relationships and promotion of co-operative program membership benefits to private enterprise.

## **4000 Engineering Services**

Engineering Services relates to the external assets and works associated with Local Government. The maintenance and improvement of general infrastructure is the primary objective of this program.

### *4010 Acquisition of Land for Public Works*

Acquisition of Land for Public Works allows Council to minimise forced delays. The objective of this program is to maintain adequate acquisition planning. This will be achieved through the development of procedures for the acquisition of land including appropriate timeframe planning and budgeting.

### *4300 Aerodromes – Burketown*

The Burketown airport is of considerable importance to the community, considering it is the only means of transport available during the wet season. The objective of this program is to improve and expand general operations. This will be achieved through the maintenance of minimum standards and maximum accessibility; continue annual contribution to the Airport Reconstruction Reserve and undertaking erosion mitigation works at the Albert River end of the airstrip.

### *4301 Aerodromes – Gregory*

The Gregory airport is also of considerable importance to the community, although access to the airport is intermittent during the wet season. The objective of this program is to improve and expand general operations. This will be achieved through the maintenance of minimum standards and maximum accessibility and the facilitation of improvements to the airport including access.

### *4350 Wharves and Boat Ramps*

Wharves and Boat Ramps provide access to the river systems and subsequently are important in social and recreational development. The objective of this program is to improve and expand general operations. This will be achieved through the redevelopment of the Albert River boat ramp; construction of a pontoon facility at Truganini Wharf and the exploration of opportunities for expansion of the facilities through feasibility planning.

### *4500 Plant and Equipment*

Plant and Equipment allows Council to conduct general works and operations. The objective of this program is to maintain and improve plant and equipment levels to adequately meet the requirements of Council. This will be achieved through the evaluation of life cycle and depreciation models; evaluation of plant replacement guidelines and maximising funds available for plant replacement.

### *4000 Roads – Maintenance*

Roads Maintenance relates to the general condition of the road and associated works. The objective of this program is to improve the accessibility timeframe. This will be achieved through the evaluation of road management guidelines and prioritisation of maintenance.

#### *4000 Roads – Capital Improvements*

Roads Improvement relates to surface improvements and associated works. The objective of this program is to progress the upgrade of the road system. This will be achieved through securing funding for upgrades; implementation of a long term road upgrade plan and continuing to ensure that roads remain a priority in local and regional planning documentation.

#### *4001 Bridges – Maintenance*

Bridge Maintenance relates to the general condition of bridges and associated works. The objective of this program is to improve the accessibility timeframe. This will be achieved through the evaluation of bridge management guidelines and prioritisation of maintenance.

#### *4001 Bridges – Capital Improvements*

Bridge Improvement relates to surface improvements and associated works. The objective of this program is to progress the upgrade of bridges. This will be achieved through securing funding for upgrades; implementation of a long term bridge upgrade plan and continuing an annual contribution to the Bridge Replacement Reserve.

## **5000 Environmental Services**

The Environmental Services program relates to the management of the environment in which general operations are conducted. To improve and ensure the environmental accountability of Council's operations is the primary objective of this program.

### *5000 Animal Control*

Animal Control ensures that domestic and wild animals have minimal interaction and do not pose a threat to public safety. The objective of this program is to improve enforcement and control procedures. This will be achieved through the enforcement of licensing for domestic animals; adequate training and licensing for enforcement officers and a revision of local laws to simplify the process of enforcement.

### *5100 Environmental Health*

Environmental Health relates to the general health and standard of living across the community. The objective of this program is to maintain a high standard of community health. This will be achieved through the facilitation of improved service delivery from local and regional health agencies and ensuring a high standard of compliance in health inspections.

### *5250 Pest Control*

Pest Control relates to the control of environmental pests. The objective of this program is to develop and promote procedures for the control of pests. This will be achieved through the evaluation of control procedures; the provision of adequate training for staff entrusted with the control of pests and the adoption of a Pest Management Plan.

### *5300 Cemeteries*

Cemeteries provide an insight in to the history and economics of a location. The object of this program is to ensure protection and preservation of grave sites and cemetery surrounds. This will be achieved through the regular maintenance of cemetery grounds and surrounds; detailed grave identification and location and construction of appropriate interpretive facilities at the cemetery locations.

### *5400 Protection of the Environment*

This program relates directly to the conservation and preservation of the natural environment. The object of this program is to adopt environmental protection guidelines and practices. This will be achieved through the identification and protection of environmentally significant areas; the development of planning guidelines targeting future development and expansion in areas of environmental significance and evaluation of Council practices under environmental protection guidelines.

### *5400 Ranger*

The Ranger is a member of staff charged with maintaining and improving environmental protection. The objective of this program is the maintenance of an effective Ranger service. This will be achieved through the improved allocation of resources specific to the Ranger's identified needs.

## **5500 Community and Cultural**

The Community and Cultural program relates specifically to the social and cultural wellbeing of the residents and visitors within the Shire. The instillation of confidence and pride in the community through participation and support is the primary objective of this program.

### *5500 Emergency Services*

Emergency Services is of particular importance due to local flooding and storms throughout the wet season and proximity to waterways, ocean and uninhabited land. The objective of this program is to support emergency services in their activities. This will be achieved through the implementation of appropriate emergency services management plans and the support for improved training and rescue facilities and equipment.

### *5540 Public Halls*

Public Halls provide facilities for use by community groups, external parties and Council. The objective of this program is to facilitate the development of increased public space. This will be achieved through ensuring adequate resources are maintained for the general maintenance and upgrading of public facilities and space.

### *5550 Museums and Information Centres*

Museums and Information Centres provide residents and visitors with information regarding the historical and promotional assets of the Shire. The objective of this program is to promote the development and operation of Museums and Information Centres within the Shire. This will be achieved through the implementation of the specific information resources.

### *5570 RADF Activities*

The Regional Arts Development Fund provides grants to local community groups for arts specific projects. The objective of this program is to support the development of arts. This will be achieved through the support of RADF and their general activities.

### *5600 Council and Community Housing*

Council and Community Housing relates to the adequate housing of staff and the general community. The objective of this program is to facilitate the development of public and private housing. This will be achieved through the evaluating and addressing the need for public housing and maintaining Council houses under a scheduled maintenance plan.

### *5700 Libraries*

The Library provides a service to the local community through a variety of literature and sporting equipment. The objective of this program is to improve and expand general library facilities and equipment. This will be achieved through the allocation of appropriate resources to the current library.

### *5750 Television and Radio Facilities*

Television and Radio Facilities relates to the service provided to the community over these particular mediums of communication. The objective of this program is to improve and

expand services available to the community. This will be achieved through adoption of new technologies so as to improve and expand current services.

#### *5800 Parks, Gardens and Reserves*

Parks, Gardens and Reserves relates to the identified public land areas and their general aesthetic appeal. The objective of this program is to enhance the aesthetic appeal of the townships and their surrounds. This will be achieved through the development of planning guidelines for environmental enhancement including tree planting programs and aesthetic maintenance; extension of parks within the principal townships; enhancement of the aesthetic appeal at town and shire entry points; development of environmental management planning guidelines with regard to business development and encourage community groups to support the general enhancement of public areas.

#### *5850 Fish Restocking*

Fish Restocking relates to the enhancement of natural resources through restocking programs for the benefit of residents and visitors. The objective of this program is to support the improvement of fish restocking programs. This will be achieved through the consistent financial support of fish restocking programs and evaluation of feasible restocking programs including the closure of local river system to commercial fishers.

#### *5950 Donations and Charities*

The object of this program is to support local community groups and regional charities. This will be achieved through encouraging community group involvement for the purpose of fundraising in events within Burke Shire and support of community groups and regional charities through resource sharing and financial assistance.

#### *5960 Electricity Supply to Gregory & Surrounding Properties*

Electricity Supply to Gregory and Surrounding Properties relates to the economic and social development of a community currently reliant on individual diesel generation. The object of this program is to achieve a reliable reticulated electricity supply for the community of Gregory and surrounding rural properties. This will be achieved through the progression of feasibility studies and lobbying efforts directed at relevant State and Federal Politicians and Departments.

#### *5970 Home & Community Care Program*

The object of this program is to provide a service to members of the public requiring assistance and activities to improve their quality of life. This will be achieved within the parameters of available funding so as to develop the program of services with the assistance of Queensland Health and the Federal Department of Human Services.

#### *5990 Vacant Council Properties*

Vacant Council Properties relates to the vacant land that Council owns within principal towns and the Shire. The objective of this program is to facilitate improvements and development of property. This will be achieved through evaluation of opportunities for sale of land and development of long term planning with respect to strategic land sales.

## **6000 Refuse Management**

The Refuse Management program relates specifically to the management of refuse generated through normal operations. Improved management of refuse services and infrastructure is the primary objective of this program.

### *1000 Rates and Charges*

Rates and Charges are the main income stream for all local governments. The objective of this program is to minimise rate increases. This will be achieved through analysis and evaluation of revenue and expenditure and maintenance of consistent increases.

### *6020 Collection and Disposal*

Collection and Disposal relates specifically to the process of rubbish and refuse collection and procedures for disposal. The objective of this program is to improve the efficiency of procedures in service delivery and disposal. This will be achieved through evaluation of the collection route; exploring the feasibility of implementing a recycling program within Burketown and adoption of guidelines for the efficient disposal of waste whilst minimising the negative aesthetics.

### *6030 Refuse Tip Maintenance*

Refuse Tip Maintenance relates specifically to the management of resources utilised in the disposal of waste. The object of this program is to develop environmentally sustainable use of the refuse tip facilities. This will be achieved through evaluating techniques utilised by refuse tips of similar size and age; application of processes utilised by similar refuse tips where appropriate and consultation with community and government with respect to environmentally sustainable refuse management.

## **6300 Sewerage Utility**

The Sewerage Utility program relates to the provision of sewerage services to principal townships. The improved management of sewerage services and infrastructure is the primary objective of this program.

### *1000 Rates and Charges*

Rates and Charges are the main income stream for all local governments. The objective of this program is to minimise rate increases. This will be achieved through analysis and evaluation of revenue and expenditure and maintenance of consistent increases.

### *6320 Operations and Maintenance*

Operations and Maintenance relates to the general operations of sewerage services. The objective of this program is to improve the efficiency of procedures. This will be achieved through evaluation of operational guidelines and infrastructure management; development of a maintenance schedule and replacement plan and implementation of a Total Management Plan.

### *6340 Capital Improvements*

Capital Improvements relates to the upgrade and improvement of infrastructure. The objective of this program is to implement the recommendations as per the Burketown Sewerage Scheme Planning Report (April 1999) and the Gregory Sewerage Scheme Planning Report (July 1999). This will be achieved through a staged implementation of the Planning Reports' recommendations; evaluation of progress and changes in predicted development and implementation of a Sewerage Infrastructure Reserve with annual budget contribution.

## **6400 Water Utility**

The Water Utility program relates to the provision of water services to principal townships. The improved management of water services and infrastructure is the primary objective of this program.

### *1000 Rates and Charges*

Rates and Charges are the main income stream for all local governments. The objective of this program is to minimise rate increases. This will be achieved through analysis and evaluation of revenue and expenditure and maintenance of consistent increases.

### *6420 Operations and Maintenance*

Operations and Maintenance relates to the general operations of water services. The objective of this program is to improve the efficiency of procedures. This will be achieved through evaluation of operational guidelines and infrastructure management; development of a maintenance schedule and replacement plan and implementation of a Total Management Plan.

### *6450 Capital Improvements*

Capital Improvements relates to the upgrade and improvement of infrastructure. The objective of this program is to implement the recommendations as per the Burketown Water Supply Planning Report (April 1999) and the Gregory Water Supply Planning Report (July 1999). This will be achieved through a staged implementation of the Planning Reports' recommendations; evaluation of progress and changes in predicted development and implementation of a Water Infrastructure Reserve with annual budget contribution.