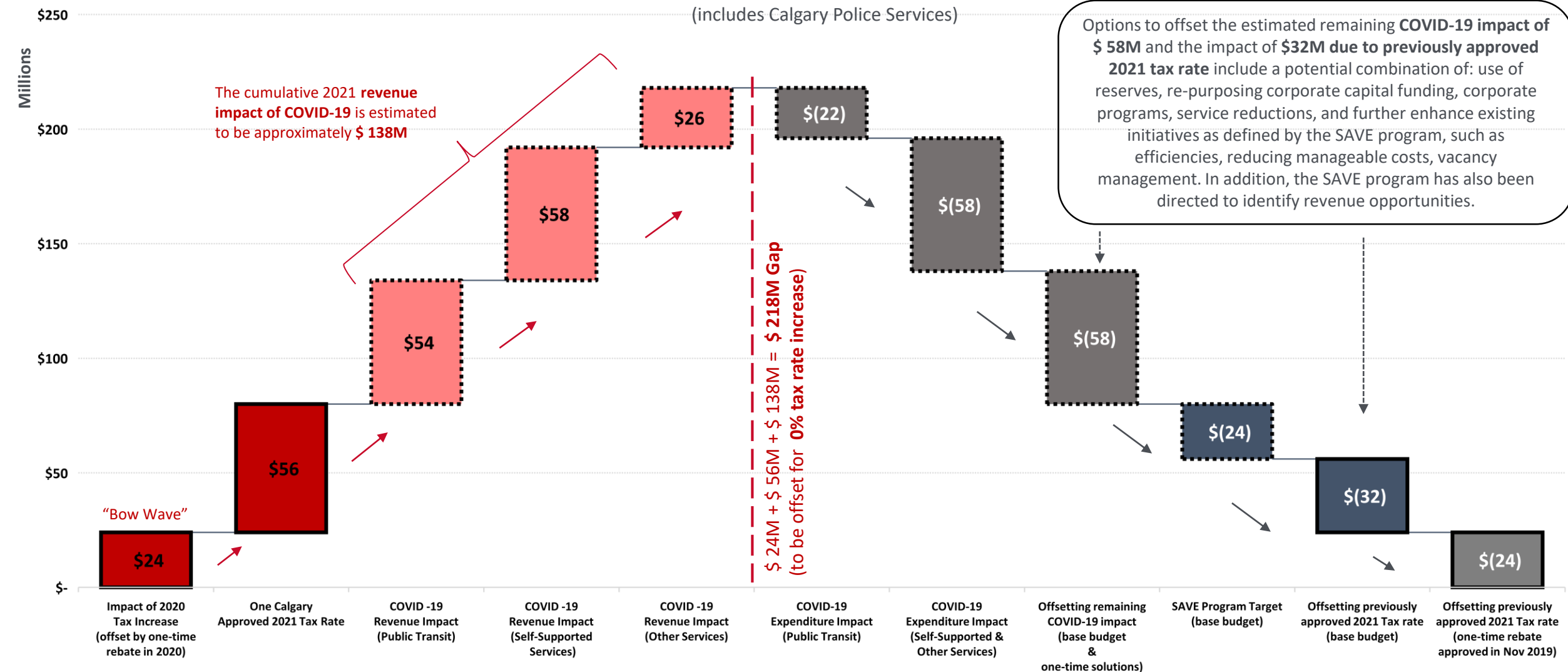


## 2021 Total Operating Budget Gap to 0% - \$ 218M

(includes Calgary Police Services)



*Note: COVID-19 estimates subject to high degree of uncertainty, depending primarily on evolving transit ridership. More information and further analysis is needed to determine the extent and duration of the financial impact.*