



# Cities policy responses

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This note is developed by the OECD Centre for Entrepreneurship, SMEs, Regions and Cities (CFE) in collaboration with the OECD Working Party for Urban Policy and the OECD Champion Mayors Initiative for Inclusive Growth. The note provides examples of measures taken by cities to respond to the current coronavirus epidemic, clustered around six categories: i) communication and awareness raising, ii) workplace and commuting; iii) social distance; iv) vulnerable groups; v) local service delivery; and vi) support to business. Annex A provides more detailed information on these city initiatives. This is a working document, which will be updated every 2-3 weeks<sup>1</sup>. Future versions of this note will feature policy analysis and recommendations.

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## Background

The COVID-19 pandemic brings with it the third and greatest economic, financial and social shock of the 21st century, after 9/11 and the global financial crisis of 2008. This shock brings a halt in production in affected countries, hitting supply chains across the world, a steep drop in consumption together with a collapse in confidence and, finally, a sharp decline in services that reflects the consequences of lockdowns and social distancing, especially in urban settings. Stringent measures being applied, albeit essential to contain the virus, are thrusting our economies into an unprecedented “deep freeze” state, from which emergence will not be straightforward or automatic. The most urgent priority is to minimise the loss of life and health. However, the pandemic has also set in motion a major economic crisis. In many places, ambitious initial responses are underway, but only a combined, co-ordinated effort across all levels of government and stakeholders will meet the challenge. International co-operation has become even more relevant than ever and, in this regard, cities have an important role to play.

## Impact of the corona virus crisis on cities

More than half of the global population live in cities, and this share is expected to rise to 70% by 2050. Cities may be better equipped than the rest of their country to respond to the COVID-19 crisis due to their well-developed health care facilities. However, cities are densely populated places where people live and gather, thus at risk of spreading the virus due to the close proximity among residents and challenges to implement social distancing. Large and secondary cities, in particular, often act as hubs for transnational business and movement, with the potential to amplify the pandemic through increased human contact. For example, in Japan, it is reported that a winter festival (Sapporo) and a live-music clubhouse (Osaka) became clusters from which COVID-19 spread to a large crowd.<sup>2</sup> Several religious gatherings in cities have also proved ripe for spreading the virus from Kuala Lumpur<sup>3</sup> (Malaysia) to Daegu<sup>4</sup> (Korea).

In addition, cities marked with inequalities and a high concentration of urban poor are potentially more vulnerable than those that are better resourced, less crowded and more equal. According to scholars, pandemics often emerge from the edge of cities since viral outbreaks are frequently incubated and transmitted via peri-urban communities and transportation corridors at the outskirts of cities before they spread into the downtown core.<sup>5</sup>

Pollution levels, which are higher in cities, are also known to cause lung and heart damage and are responsible for at least 7 million early deaths a year.<sup>6</sup> Residents with pre-existing respiratory conditions, such as asthma or chronic bronchitis, can be more vulnerable to COVID-19. This may have a more serious impact on city dwellers and those exposed to toxic fumes, than on others.<sup>7</sup>

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<sup>2</sup> <https://www.straitstimes.com/asia/east-asia/japan-identifies-15-clusters-as-covid-19-cases-mount>

<sup>3</sup> <https://www.abc.net.au/news/2020-03-19/coronavirus-spread-from-malaysian-event-to-multiple-countries/12066092>

<sup>4</sup> <https://www.vox.com/2020/2/22/21148477/coronavirus-south-korea-shincheonji-church-jesus>

<sup>5</sup> <https://www.weforum.org/agenda/2020/03/how-should-cities-prepare-for-coronavirus-pandemics/>

<sup>6</sup> <https://www.who.int/health-topics/air-pollution>

<sup>7</sup> <https://www.theguardian.com/world/live/2020/mar/17/coronavirus-live-news-updates-uk-us-australia-europe-france-italy-who-self-isolation-travel-bans-borders-latest-update?page=with:block-5e70a3248f085e564ad8592c#liveblog-navigation>

## Policy responses to the COVID-19 crisis in cities

As COVID-19 continues to spread through cities around the world, with devastating impact on local communities and the wellbeing of residents, local governments have also been at the frontline of combating the outbreak. Most national governments are taking the lead to minimise the spread of the virus, and cities are complementing these measures to respond to COVID-19 policy challenges on the ground. In many countries, the role of cities has been two-fold:

- They have been implementation vehicles of nation-wide measures such as the confinement, thanks to their enforcement capacity (e.g. municipal police) or their local prerogatives (e.g. closure of public parks and gardens); and
- They have been experimenting more bottom-up, innovative responses while resorting to technology or other resources and building on their unique proximity to citizens (e.g. special attention to vulnerable groups).

The OECD is collecting policy responses in cities experiencing the outbreak to help other cities prepare for the spread of the virus. Based on desk research and selected contributions by focal points of the OECD Champion Mayors for Inclusive Growth Initiative<sup>8</sup>, this note explores how cities around the world, in close co-ordination with national governments, are working to protect their residents, halt the spread of the virus and protect their local economies during these unprecedented times.

The examples collected from several dozen cities (accessible in Annex A) are clustered into **six categories of policy responses**, which have been deployed at varying degrees depending on the level of advancement of the pandemic:

- Communication and awareness raising
- Workplace practices and commuting patterns
- Social distance and confinement
- Targeted measures for vulnerable groups
- Local service delivery, notably water and waste
- Support to business and economic recovery

A few observations derive from a quick analysis of identified policy responses, which can be further developed to draw lessons and enhance cities resilience and capacity to recover from shocks.

- **Cities are not equal in their capacity to respond to the COVID-19 crisis**, across and within countries. This uneven capacity depends on various factors including the allocation of public service delivery (e.g. health care tends to be more centralised), population size (cities of a smaller size seem to have paid greater attention to inclusion), regulatory frameworks, fiscal capacity or the infrastructure in place.
- Cities are undertaking a **wide range of responses**, from immediate measures to provide information, protect their citizens (e.g. hygiene), minimise social contacts and support businesses (e.g. finance) to measures designed to address a longer-term impact (e.g. workplace reforms);
- COVID-19 provides a unique opportunity to **upscale innovation and the use of online/digital tools** in cities. From many examples, internet and smart phone applications are playing a critical role for communication, awareness-raising, teleworking but also learning and skills development;
- Although most actions focus on short-term crisis management, some **cities are already looking beyond the crisis** to the recovery efforts that will be required after the COVID-19 outbreak.

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<sup>8</sup> <http://www.oecd-inclusive.com/champion-mayors/>

- Regardless of the levels of decentralisation, there is always a need for **cities to work with national governments** to ensure an effective implementation of nation-wide measures, or develop place-based responses in line with national frameworks and initiatives.
- City responses need to be interpreted and considered in light of the early or late **stage of the pandemics** in their country. In all cases, lessons learned can be enlightening to better cope with future, reduce their impact and plan for recovery.

### **Public communication and awareness raising**

In times of crisis, trust in institutions and their transparency in communicating with the public is even more essential than usual. In particular, health emergencies spark anxiety and uncertainty in communities and may lead to or exacerbate mental health issues. Periods of confinement and self-isolation also risk triggering feelings of loneliness and depression.

In the face of COVID-19, several Mayors and local administrations have developed **innovative ways to inform, reassure and communicate with the public**. Through public information programmes, websites, posters, advertisements and social media, cities are tapping into a vast array of outreach possibilities. Local leaders are calling on all residents to play their part in limiting the spread of the disease and relentlessly relay simple essential measures, such as hand washing for 20 seconds and coughing into an elbow, which can significantly slow infection rates. They are also sharing real time information on the stage of the pandemics in their cities through online portables, digital platforms or open data. In many cases, Mayors in person lead the charge to reassure their residents with a range of creative options from engaging with public figures or cartoonists, to using social media to address live questions.

#### **Box 1. Examples of public communication on COVID-19 in cities**

- **Tokyo (Japan)** has created a **one-stop database** on the real-time coronavirus situation including the number of infected people, their status, characteristics (age, gender), number of inquiries to the call centre, number of people using subways, etc. The city also provide as **open-data** the website's source code, so that other municipalities and institutions can use the data and replicate similar webpages.<sup>9</sup>
- The region of **Piedmont (Italy)** has provided a **toll-free number** to receive citizens' reports with flu symptoms or respiratory problems and the autonomous Province of **Trento** developed an **institutional application** as a one-stop shop for all guidelines, insights, reference sites, updates, decrees and ordinances, collected only from certified and reliable sources.<sup>10</sup>
- **San Francisco (US)** has ensured that **multi-lingual posters** provided by public health officials with tips about protecting against COVID-19 are displayed in public spaces, ensuring as wide a community outreach as possible.<sup>11</sup>
- **Düsseldorf (Germany)** has opened a **24/7 information line** on Coronavirus and included a **live-ticker** on its homepage counting infections. In early March, the Mayor addressed the population in a **video message** while calling on citizens to protect people at risk, particularly the sick and the elderly.<sup>12</sup>

<sup>9</sup> <https://stpcovid19.metro.tokyo.lg.jp/>

<sup>10</sup> <https://treCovid.apss.tn.it/app/tabs/home>

<sup>11</sup> <https://www.sfdph.org/dph/alerts/coronavirus.asp>

<sup>12</sup> <https://www.duesseldorf.de/international/information-on-the-corona-virus/?L=0>

- In **Bratislava (Slovak Republic)**, the Mayor commissioned a famous **local cartoonist** to visually represent how residents can keep safe. The Mayor also regularly hosts **live Facebook sessions** to answer questions from citizens, and prepared a **video** with actors and public figures, motivating citizens to be responsible.<sup>13</sup>
- **Philadelphia** and **New York City (US)** have made **Covid Text Alerts** available for residents who sign up to this service with a special number.<sup>14</sup>
- The **Edinburgh (UK)** municipal website relays the **testing process** to residents who may have access questions.<sup>15</sup>
- The city of **Cape Town (South Africa)** website provides detailed fact sheets on the virus.<sup>16</sup>
- In **Sydney (Australia)**, public health information has been distributed at the **City's community centres**, libraries and childcare centres.<sup>17</sup>
- The **Mayor of Bristol (UK)** addressed the city via **video**, providing a calming presence, giving factual updates and reassuring residents.<sup>18</sup>
- **Buenos Aires (Argentina)** created a **digital platform**, which provides recommendations on how to best avoid contagion.<sup>19</sup>
- The city of **Sao Paulo (Brazil)** is digitally monitoring confirmed or suspected cases through **telemedicine** and launched an **application for self-isolated patients**.<sup>20</sup>
- **Paris (France)** is using **Covidom**, a digital application to monitor self-isolated patients.<sup>21</sup>
- In **Lima (Peru)**, the first Metropolitan Council Session was held through **video conference** with real time voting.<sup>22</sup>

### ***Adjusting workplace practices and commuting patterns***

In line with the emergency measures adopted by national governments, cities are supporting the implementation policies related to **teleworking or flexible working hours**, as well as urging local businesses to support these initiatives. Depending on the stage of advancement of the pandemics, cities endeavour to enforce the measures related to social distancing, travelling to and from work, and confinement. In countries subject to confinement, many city governments had initially encouraged their staff to work from home before full teleworking regime was required for the country at large.

Proximity of commuters in **public transport** plays a pivotal role in the spread of COVID-19. This risk is particularly high in cities, where commuters are often packed into busy trains or buses at peak times. In line with national directives to limit commuting, many cities and metropolitan regions have progressively

<sup>13</sup> <https://www.youtube.com/watch?v=JBmb-wZDPuM>.

<sup>14</sup> <https://www1.nyc.gov/>

<sup>15</sup> <https://www.edinburgh.gov.uk/coronavirus>

<sup>16</sup> <https://www.westerncape.gov.za/department-of-health/coronavirus>

<sup>17</sup> <https://news.cityofsydney.nsw.gov.au/announcements/coronavirus-how-were-responding>

<sup>18</sup> <https://thebristolmayor.com/2020/03/17/bristols-response-to-coronavirus-update-17-03-20/>

<sup>19</sup> <https://www.buenosaires.gob.ar/coronavirus>

<sup>20</sup> <http://www.saopaulo.sp.gov.br/ultimas-noticias/governo-de-sao-paulo-anuncia-novas-medidas-de-combate-ao-coronavirus/>

<sup>21</sup> <https://www.nouveal.com/covidom-le-suivi-des-patients-porteurs-du-covid-19>

<sup>22</sup> <https://sites.google.com/munlima.gob.pe/coronavirus-lima>

moved towards **reduced services** and local governments have urged individuals to limit non-essential travel and put in place hygiene measures in transports, such as disinfection.

## Box 2. Examples of policy responses to adjust workplace practices and commuting patterns in cities

### Adjusting workplace practices

- One of the cities hit hardest and earliest by COVID-19, **Milan (Italy)** began encouraging residents to work from home from February 24<sup>th</sup> before the national confinement was put in place<sup>23</sup> Like the rest of Italy, Milan is now in full confinement.
- **Tokyo (Japan)** Metropolitan Government is promoting among municipal staff to do teleworking four times a week and encouraging private companies to introduce flexible working hours.<sup>24</sup>
- In **San Jose (US)**, municipal employees have been encouraged to telework to set an example for city residents.<sup>25</sup>
- The City of **Moscow (Russian Federation)** has advised workplaces to take employees temperatures and prevent those with signs of illness (fever, cough or difficulty breathing) from coming to work and send such employees home for medical treatment.<sup>26</sup>
- The Mayor of **Rio de Janeiro (Brazil)** has encouraged alternative work shift shifts; suggesting that the industry sector should start the first shift at 6 am, trade at 8 am, and the service sector at 10 am, in order to avoid overcrowding in transport. Whenever possible, working from home should be the preference. The municipal public sector is adopting the same principle of scale and work at home.<sup>27</sup>

### Commuting patterns

- **Fukuoka (Japan)** is publishing information on subway **congestion levels** by time slot on the city's website.<sup>28</sup>
- Public transport stations and vehicles in **San Francisco (US)** have **sanitizer** available and are more frequently cleaned.<sup>29</sup>
- In **Venice (Italy)**, canal boats went through extraordinary **disinfection** in the early stage of the pandemic.
- **Napoli (Italy)** ensured suitable preventive measures to protect employees and users, by cleaning and disinfecting passenger compartments of trains and buses and visibly displaying to the user the appropriate **disinfection** certification.<sup>30</sup>

<sup>23</sup> <https://www.yesmilano.it/en/articles/coronavirus-useful-info-events-and-locations-milano>

<sup>24</sup> <https://stopcovid19.metro.tokyo.lg.jp/en>

<sup>25</sup> <https://www.sanjoseca.gov/news-stories/news/emergency-notifications>

<sup>26</sup> [https://www.mos.ru/city/projects/covid-19/?adfox&utm\\_place=893819&utm\\_ban=3540544&ues=1](https://www.mos.ru/city/projects/covid-19/?adfox&utm_place=893819&utm_ban=3540544&ues=1)

<sup>27</sup> <http://prefeitura.rio/cidade/coronavirus-prefeitura-anuncia-medidas-de-prevencao-na-cidade-contra-a-doenca/>

<sup>28</sup> <https://translate-city.fukuoka-lg.jp.i-server.com/LUCFOC/ns/tl.cgi/https%3a//www.city.fukuoka.lg.jp/hofuku/hokenyobo/health/kansen/nCorV.html?SLANG=ja&TLANG=en&XMODE=0&XCHARSET=utf-8&XJSID=0>

<sup>29</sup> [https://www.sfdph.org/dph/alerts/files/Updated-DPH-Recommendations\\_COVID-19-English-03062020.pdf](https://www.sfdph.org/dph/alerts/files/Updated-DPH-Recommendations_COVID-19-English-03062020.pdf)

<sup>30</sup> <http://www.comune.napoli.it/coronavirus>

- In **Moscow (Russian Federation)**, random **temperature checks** are conducted at the entrance to the metro through a non-contact method.<sup>31</sup>
- In **Madrid (Spain)**, metros are equipped with **automatically opening doors** in 64% of trains to prevent direct contact.<sup>32</sup>
- **Bratislava (Slovak Republic)** has made it compulsory to wear a **protective facemask** when travelling on public transport. The transport authority has also banned entering or exiting through the front doors closest to the driver. Doors open automatically, so passengers don't need to push any buttons.<sup>33</sup>

### ***From enhancing social distancing to confinement***

In response to the risk of COVID-19 infections, cities across the world have worked closely with their national governments (e.g. in France, Italy, Spain, among others) to **limit all gatherings and commercial activities** with the exception of essential activities such as supermarkets, pharmacies, banks, insurance and the postal service, before gradually shifting to overall confinement. Cities have also **cancelled or postponed events** and **closed most city facilities**. There has been a series of measures to **close schools**, reschedule semesters and postpone examinations, often accompanied with the provision of **online learning tools** and **educational applications** free of charge. Cultural facilities such as museums, concert halls and cinemas have been shut down. Sporting events have been called off and grounds closed. Where large gatherings could not be cancelled or postponed (e.g. voting for municipal elections in France), they have ensured the provision of hand washing facilities/sanitizer, and are cleaning venues frequently. Many cities have worked to **secure supplies of masks and sanitiser gel**.

#### **Box 3. Examples of policy responses on minimising contact in cities**

- **Daegu Metropolitan City (Korea)** launched '**drive-thru**' **COVID-19 testing** facilities to cope with the fast rise in demand for tests. These facilities allow medical staff to test citizens directly in their car. The test is much quicker and safer for patients than visiting a hospital or a health centre. The test takes about 10 minutes, and the results are sent via text message within three days.
- The cities of **Milan (Italy)** and **Paris (France)** closed all **public parks** to limit group outings and support the implementation of nation-wide measures related to the confinement.<sup>34</sup>
- The City of **Austin (US)** cancelled the annual South by Southwest, a film and music festival that was scheduled to take place on March 13-22. The event usually attracts over 400K participants and its economic impact on the Austin economy totalled an estimate of USD 355.9 million in 2019.<sup>35</sup>

<sup>31</sup> [https://www.mos.ru/city/projects/covid-19/?adfox&utm\\_place=893819&utm\\_ban=3540544&ues=1](https://www.mos.ru/city/projects/covid-19/?adfox&utm_place=893819&utm_ban=3540544&ues=1)

<sup>32</sup> <https://www.madrid.es/portales/munimadrid/es/Inicio/El-Ayuntamiento/Medidas-especiales-por-el-coronavirus-SARS-CoV-2/?vgnnextfmt=default&vgnnextchannel=2f7abc18998c0710VgnVCM2000001f4a900aRCRD>

<sup>33</sup> <http://zvladneme.to/>

<sup>34</sup> <https://www.nytimes.com/reuters/2020/03/16/world/europe/16reuters-health-coronavirus-france-parks.html>

<sup>35</sup> [http://www.austintexas.gov/sites/default/files/files/COVID-19%20Declaration\(2\).pdf](http://www.austintexas.gov/sites/default/files/files/COVID-19%20Declaration(2).pdf)

- **Buenos Aires (Argentina)** City Hall announced a decree suspending **recreational, social and cultural activities** for more than 200 people, for an initial period of 30 days.<sup>36</sup>
- **Fukuoka (Japan)** is providing **educational movies** for children who stay at home due to the closure of public schools.<sup>37</sup>
- **Moscow (Russian Federation)** is using the "**Moscow Electronic School**" so that pupils can follow their studies online.<sup>38</sup>
- The first round of municipal elections in **France** on 15 March 2020 was conducted to the highest of hygiene standards. Masks were provided, voters were requested to disinfect their hands upon entrance, keep one metre apart from other voters and use their own pens when signing their name.<sup>39</sup> The second round of elections, which was initially scheduled for March 22nd, has been postponed to June.

### ***Targeted measures for vulnerable groups***

In recognising that the COVID-19 epidemic is likely to hit vulnerable communities the hardest, cities have taken measures to **mitigate the impact on fragile members of society**. Cities are particularly well positioned to play this role, as they are closer to citizens and can better understand local needs. Vulnerable groups include those who may be physically and economically more exposed to the pandemic. The elderly, those with pre-existing health conditions and those without shelter or homes to isolate in, are more prone to contracting the illness and developing serious symptoms.

City administrations are working to protect those who are most disadvantaged with **targeted social policies** to help the elderly, the sick and the homeless. In some instances, **public spaces and services** have been requisitioned to help in the efforts to fight COVID-19.

While COVID-19 deepens inequality, inequality is also likely to worsen its spread. Research suggests that those in lower economic strata are more likely to catch the disease.<sup>40</sup> Measures such as **postponing rental payments** and **starting or expanding food banks** are allowing cities to provide some relief.

<sup>36</sup> <https://www.buenosaires.gob.ar/coronavirus>

<sup>37</sup> <https://translate-city-fukuoka-lg-jp-i-server.com/LUCFOC/ns/tl.cgi/https%3a//www.city.fukuoka.lg.jp/hofuku/hokenyobo/health/kansen/nCorV.html?SLANG=ja&TLANG=en&XMODE=0&XCHARSET=utf-8&XJSID=0>

<sup>38</sup> [https://www.mos.ru/city/projects/covid-19/?adfox&utm\\_place=893819&utm\\_ban=3540544&ues=1](https://www.mos.ru/city/projects/covid-19/?adfox&utm_place=893819&utm_ban=3540544&ues=1)

<sup>39</sup> <https://france3-regions.francetvinfo.fr/provence-alpes-cote-d-azur/bouches-du-rhone/marseille/municipales-2020-bureaux-vote-ouverts-marseille-consignes-securite-non-respectees-1800090.html>

<sup>40</sup> <https://www.nytimes.com/2020/03/15/world/europe/coronavirus-inequality.html>

#### Box 4. Examples of cities policy responses to protect vulnerable members of society

- **Bilbao (Spain)** is collaborating with citizens to protect vulnerable members of the community, especially the elderly. Citizens are asked to contact **Municipal Social Services** if they identify local situations of loneliness, difficulties in meeting basic needs or lack of family or social support. Additional spaces have been organized for care of the homeless, migrants or unaccompanied minors.<sup>41</sup> Municipal sport halls are fitted with beds to provide social accommodation, if necessary.
- **Montréal (Canada)** announced measures to support the homeless such as improving shelter services, **chemical toilets, sanitary products, food assistance** and continuing winter measures. The City is working with several partners to find spaces that could become homeless shelters.<sup>42</sup>
- **Bratislava (Slovak Republic)** has established a dedicated free of charge **Senior Citizens phone line** to serve the most vulnerable with delivering food, medication or providing social contact.<sup>43</sup>
- **Dusseldorf (Germany)** rehoused refugees and is now using a refugee centre as a quarantine station.<sup>44</sup>
- **Oakland (US)** has expanded sanitation services for unsheltered residents.<sup>45</sup>
- Like the rest of France, **Toulouse** has forbidden all visits to retirement and elderly homes. Restaurants and cafeterias for the elderly have been closed, but a delivery service has been enacted to provide meals directly to the homes of elderly residents.<sup>46</sup>
- In many French municipalities (often of small size), such as **Angerville** in the region Ile de France, municipal agents **call citizens above 65 year-old** three times a week in case they might need basic support.<sup>47</sup> The city of **Paris** has also been **mapping fragile and isolated populations**<sup>48</sup> and opened two centres for homeless people who may be contaminated but do not require hospitalisation.<sup>49</sup>
- **San Francisco (US)** has declared a **moratorium on residential evictions** related to financial impacts caused by COVID-19 to prevent any resident from being evicted due to a loss of income

<sup>41</sup> [www.bilbao.eus](http://www.bilbao.eus)

<sup>42</sup> <https://montreal.ca/en/news/city-taking-measures-to-support-homeless-residents>

<sup>43</sup> <http://zvladneme.to/>

<sup>44</sup> <https://www.duesseldorf.de/international/information-on-the-corona-virus/?L=0>

<sup>45</sup> <https://www.oaklandca.gov/news/2020/new-coronavirus-covid-19-update>

<sup>46</sup> <https://www.toulouse.fr/web/sante/-/covid19-mesures-mairie-de-toulouse-toulouse-metropole-et-le-centre-communal-d-action-sociale>

<sup>47</sup> <http://www.leparisien.fr/essonne-91/covid-19-en-essonne-a-angerville-la-mairie-chouchoute-ses-aines-isoles-19-03-2020-8283858.php>

<sup>48</sup> <https://www.latribune.fr/regions/ile-de-france/paris-veut-recenser-les-personnes-fragiles-et-isolees-et-maintenir-les-marches-842582.html>

<sup>49</sup> <https://www.paris.fr/pages/coronavirus-7545>

from business closure, loss of hours or wages, layoffs, or out-of-pocket medical costs caused by the COVID-19<sup>50</sup>

- **Yokohama (Japan)**, distributed half a million-stored **surgical masks** to the elderly and child welfare institutions.<sup>51</sup>
- **New York City (US)** has declared **facemasks, hand sanitizer and disinfectant** wipes temporarily in short supply to prevent stores from overcharging citizens. It is also temporarily illegal to drastically increase prices, which helps ensure access for those with lower incomes.<sup>52</sup>
- **Vienna (Austria)** converted an exhibition hall into a **large-scale care room**. The room is on offer for people with mild COVID-19 symptoms who do not need to go to hospital, but who have difficulty caring for themselves at home. The care centre will provide food and basic medical care.<sup>53</sup>
- **San Jose (US)** is identifying individuals who are aged 50+ with chronic conditions, who need to be sheltered or isolated, as well as expanding **shelter capacity** and keeping usually seasonal homeless shelters open.<sup>54</sup>
- **Ljubljana (Slovenia)** organised **home food delivery** (by city bus drivers) for children from at risk families and elderly citizens. The Ljubljana Health Centre has ensured **psychosocial support** via phone or email for anyone potentially struggling with the current epidemiological situation. Ljubljana is also offering empty and disinfected **hotel accommodation** to staff from the University Medical Centre who commute from other towns, so they do not need to drive home every day.<sup>55</sup>
- **Lima (Peru)** has developed an **online voluntary register** for elderly citizens, as well as a **telephone line** to provide information regarding COVID-19 prevention measures and medical and psychological counselling. Alongside civil society organizations and volunteers, Lima is coordinating the **delivery of food and essential goods** to the most vulnerable groups. The Municipality has also begun conditioning a historical building for the **relocation and protection** of those without a home.<sup>56</sup>

### ***Ensuring the continuity of local public services***

Cities are making sure people are connected to basic services, such as water supply, even in situations where supply is not continuative for structural and contingent reasons. Many cities and utilities have agreed to **suspend utility shutoffs for residents who are unable to afford their bills**, as local leaders scramble to tackle the complex public health threats posed by the coronavirus pandemic. This is especially important considering the main and most important preventative measure to combat the spread of the virus is handwashing and overall general hygiene.

<sup>50</sup> <https://sfmayor.org/article/mayor-london-breed-announces-moratorium-evictions-related-covid-19-pandemic>

<sup>51</sup> <https://www.city.yokohama.lg.jp/>

<sup>52</sup> <https://www1.nyc.gov/>

<sup>53</sup> <https://www.wien.gv.at/presse/2020/03/17/corona-virus-880-betten-in-betreuungseinrichtung-in-der-messe-wien-stehen-bereit>

<sup>54</sup> <https://www.sanjoseca.gov/news-stories/news/emergency-notifications>

<sup>55</sup> <https://www.ljubljana.si/sl/mestna-obcina/mestna-uprava-mu-mol/oddelki/oddelek-za-zdravje-in-socialno-varstvo/koronavirus-informacije-in-ukrepi/>

<sup>56</sup> <http://www.gob.pe/coronavirus>

**All cities guarantee waste collection**, but not necessarily separated for specific types of waste. In addition, some recycling centres have been closed. Public health agencies recommend that all waste that has been in contact with any self-isolated individual should be double-bagged and tied to prevent the spread of the coronavirus (e.g. in the UK).<sup>57</sup>

### Box 5. Examples of policy responses to enhance the continuity of water and solid waste services

- In **Detroit (US)**, water services are to be temporarily restored to thousands of households previously disconnected due to **unpaid bills** amid a public health outcry.<sup>58</sup>
- Seven states in the US – **Wisconsin, New York, Connecticut, New Jersey, Pennsylvania, Illinois and Louisiana** – have mandated a **halt to shutoffs**.<sup>59</sup>
- The local government of **Alora (Spain)** has **eliminated water charges** during the next quarter for those establishments that remain closed to the public because of the confinement established by the State.<sup>60</sup>
- In **France**, many cities are implementing measures to make sure people have running water in a time of heightened need for hygiene.<sup>61</sup>
- In **Parma (Italy)**, waste collection continues to work as usual except for those who are forced in quarantine at home. All **residual waste must be collected** following a protocol issued by the National Health Authority.<sup>62</sup>
- On-demand waste collection (bulky waste, garden waste, etc.) has been suspended until further notice in the cities of **Luxembourg**<sup>63</sup> and **Newark (US)**<sup>64</sup>. Recycling centres have been closed in order to avoid gatherings of people.
- In **Poland**, the five largest municipal solid waste managing organisations appealed to the government to warn about the **lack of regulations** in waste management sector in the case of a pandemic.<sup>65</sup>
- The city of **Kingston (Canada)** cancelled its Household Hazardous Waste service.<sup>66</sup>
- In **Lima (Peru)**, garbage collection has been guaranteed in the city centre and the municipality is providing aid to other local governments. Lima also seeks to guarantee the supply of drinking water to the most vulnerable areas of the city, beginning with the delivery of ten **cisterns** of drinking water.<sup>67</sup>

<sup>57</sup> <https://www.acrplus.org/en/municipal-waste-management-covid-19#italy>

<sup>58</sup> <https://amp.theguardian.com/cdn.ampproject.org/c/s/amp.theguardian.com/us-news/2020/mar/12/detroit-water-shutoffs-unpaid-bills-coronavirus>

<sup>59</sup> <https://www.theguardian.com/world/2020/mar/16/90-us-cities-and-states-suspend-water-shutoffs-to-tackle-coronavirus-pandemic>

<sup>60</sup> <https://www.20minutos.es/noticia/4191062/0/coronavirus-el-ayuntamiento-de-alora-elimina-la-tasa-de-basura-y-agua-a-los-comercios-cerrados-al-publico/>

<sup>61</sup> <http://www.eaudeparis.fr/nc/lespace-culture/actualites/actualite/news/coronavirus-leau-du-robinet-une-alliee-de-confiance/>

<sup>62</sup> <https://www.acrplus.org/en/municipal-waste-management-covid-19#italy>

<sup>63</sup> <https://www.vdl.lu/en/city/coronavirus-disease-covid-19/waste-collection>

<sup>64</sup> <https://www.newarkde.gov/531/Trash-Recycling-and-Yard-Waste-Collectio>

<sup>65</sup> <https://www.acrplus.org/en/municipal-waste-management-covid-19#italy>

<sup>66</sup> <https://www.cityofkingston.ca/resident/covid-19>

<sup>67</sup> <https://sites.google.com/munlima.gob.pe/coronavirus-lima>

## Supporting businesses and economic recovery

While national governments around the world are gearing up to protect their economies from the enormous economic fallout from the COVID-19 crisis, city administrations also have a role to play in **supporting small and medium enterprises, providing financing** to help the less fortunate and **empowering businesses** to be in the strongest position possible to bounce back from the crisis.

Some cities are also already **looking beyond the crisis to the recovery efforts** that will be required following the COVID-19 outbreak. Cities have always been places of creativity and innovation, and local leaders are ensuring this will be the case once again.

### Box 6. Examples of financing in response to COVID-19 in cities

- **Yokohama (Japan)** established a special **consulting office** for small and medium sized enterprises as early as January 30th.<sup>68</sup>
- **Tokyo (Japan)** is providing **subsidies** for small and medium sized enterprises to support the costs of installing necessary equipment and software required to promote teleworking.<sup>69</sup>
- **Bilbao (Spain)** has implemented specific measures aimed at supporting entrepreneurs, small retailers and SMEs through an urgent **consultancy service** organized by the City Council, which offers **telephone and telematic assistance**. The processing of all **tax procedures** has been postponed.
- The Mayor of **Milan (Italy)** announced the establishment of a **mutual aid fund** to help those most in need and to support recovery of city activities. The fund, in addition to the allocation of €3 million already approved by the City Council, is open to the economic participation of individual citizens, companies and associations. The fund raised 800,000 euros on the first day (March 14, 2020).<sup>70</sup>
- The City of **Montréal (Canada)** is offering **emergency financial support** and is taking measures to help businesses. Assistance measures include postponement of municipal taxes, emergency financial assistance and an automatic moratorium on capital and interest.<sup>71</sup>
- **King County (US)** has joined forces with philanthropic organisations to establish a **relief fund**, and created a donations connector page for people to request what they need and give what they can.<sup>72</sup>
- **Madrid (Spain)** City Council has approved **€63 million tax breaks** on receipts from the Economic Activities Tax and the taxes for leisure, hospitality and commercial establishments, travel agencies and department stores, on the condition that they keep workers jobs until the end of year.<sup>73</sup>

<sup>68</sup> <https://www.city.yokohama.lg.jp/>

<sup>69</sup> <https://stopcovid19.metro.tokyo.lg.jp/>

<sup>70</sup> <https://www.agi.it/cronaca/news/2020-03-04/coronavirus-sala-milano-rilancio-7325067/>

<sup>71</sup> <https://montreal.ca/en/articles/covid-19-support-measures-montreal-businesses>

<sup>72</sup> [www.kingcounty.gov/covid](http://www.kingcounty.gov/covid)

<sup>73</sup> <https://www.madrid.es/portales/munimadrid/es/Inicio/El-Ayuntamiento/Medidas-especiales-por-el-coronavirus-SARS-CoV-2/?vgnnextfmt=default&vgnnextchannel=2f7abc18998c0710VgnVCM2000001f4a900aRCRD>

- **New York City (US)** has put in place local support for SMEs, including **zero-interest loans repayable** over 15 to 20 years for firms with under 100 employees, for loans up to USD 75 000, conditional on demonstrating a 25% decrease in customer receipts.<sup>74</sup>
- **Seattle (US)** announced it is **waiving financial penalties** for businesses that pay their taxes late.<sup>75</sup> There are several initiatives of **digital service providers** who offer help to small businesses,<sup>76</sup> as well as small business **relief funds** of large tech companies.<sup>77</sup>

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<sup>74</sup> <https://www.crainsnewyork.com/small-business/small-businesses-get-loans-wake-outbreak>

<sup>75</sup> <https://www.cbsnews.com/news/coronavirus-small-businesses-struggle-to-adapt-as-more-workers-stay-home/>

<sup>76</sup> <https://blog.cloudflare.com/cloudflare-for-teams-free-for-small-businesses-during-coronavirus-emergency/>

<sup>77</sup> <https://www.cbsnews.com/news/coronavirus-small-businesses-struggle-to-adapt-as-more-workers-stay-home/>; <https://www.inc.com/jason-aten/these-5-tech-companies-are-providing-free-remote-working-tools-during-coronavirus-outbreak.html>

## Annex A. Examples of city actions to fight the COVID-19 crisis from early to advanced stages of the pandemic

City	Country	Action	Web link
Berlin	Germany	Following national directives, Berlin closed schools and cancelled events in state theatres, operas and concert halls. Gatherings with more than 2 participants are prohibited in Germany.	<a href="https://www.visitberlin.de/en/current-information-corona-virus-berlin">https://www.visitberlin.de/en/current-information-corona-virus-berlin</a> <a href="https://www.faz.net/aktuell/gesellschaft/gesundheit/coronavirus/live-blog-der-faz-zum-coronavirus-alle-entwicklungen-im-ueberblick-16663569.html">https://www.faz.net/aktuell/gesellschaft/gesundheit/coronavirus/live-blog-der-faz-zum-coronavirus-alle-entwicklungen-im-ueberblick-16663569.html</a>
Bilbao	Spain	<p>Bilbao is collaborating with citizens to protect vulnerable members of the community, especially the elderly. Citizens are asked to identify local situations of loneliness, difficulties in meeting basic needs or lack of family or social support. If they detect such a case amongst their neighbours, they are required to contact Municipal Social Services. Additional spaces have also been organised for care of the homeless, migrants or unaccompanied minors. Municipal sport halls are being fitted with beds to provide social accommodation, if necessary.</p> <p>Specific measures aimed at supporting entrepreneurs, small retailers and SMEs have been launched through an urgent consultancy service organized by the City Council, which offers telephone and telematic assistance. The processing of all tax procedures has been postponed.</p> <p>The mayor of Bilbao activated the Municipal Emergency Plan on March 13. It includes measures such as: citizen service by telephone and telematic channels, online form for starting procedures, the Basic Social Services offer telephone attention, citizen collaboration to detect solitude situations, specific cleaning and sanitation services, adaptation of public transport, interruption in tax and fee deadlines, modifications in the administrative procedures, adequacy of municipal markets, and a housing contingency plan.</p>	<a href="http://www.bilbao.eus">www.bilbao.eus</a>
Bogota	Colombia	Bogota city has declared a yellow alert. All public or private events exceeding 1 000 people are postponed. Furthermore, organisations have been asked to facilitate working from home, establishing a shift system to minimise contact, reduce rush hour traffic and shift education to online learning. The mayor announced a public-private partnership between health service providers to purchase face masks, gel, alcohol and other supplies to prevent shortages.	<a href="https://www.eltiempo.com/bogota/medidas-de-la-alerta-amarilla-en-bogota-por-el-coronavirus-471792">https://www.eltiempo.com/bogota/medidas-de-la-alerta-amarilla-en-bogota-por-el-coronavirus-471792</a>
Bonn	Germany	The City of Bonn's volunteer agency and several local initiatives have teamed up to help the most vulnerable risk groups. With several hotlines, they are matching citizens in need with those wanting to	<a href="https://www.bonn.de/microsite/en/services/medical-care/Corona.php">https://www.bonn.de/microsite/en/services/medical-care/Corona.php</a>

		<p>provide volunteer services in everyday life. To assist families in this difficult situation, Bonn's local Education and Family Centre has opened an additional hotline.</p> <p>As Bonn is an international city, the City Hall has intensified its communication to respond to the needs of international and non-German-speaking citizens. To keep all citizens informed, the City regularly updates its English website and uses an English twitter account. The City is also providing additional translation into other languages.</p>	
<b>Brasilia</b>	<b>Brazil</b>	<p>The government suspended classes in the public school system in the Federal District. The Social Development and Education secretariats signed a partnership to allocate goods and food from closed schools to the social institutions at the Federal District. Cinemas and have closed. The government installed alcohol gel points in the main bus station. The local trade, industry and services unit established an online chat service. The Tax Rate on the Circulation of Goods and Services (ICMS) for alcohol in gel and other coronavirus prevention products was reduced.</p>	<p><a href="https://www.agenciabrasilia.df.gov.br/2020/03/16/coronavirus-confira-aqui-o-que-o-gdf-faz-para-combate-lo/">https://www.agenciabrasilia.df.gov.br/2020/03/16/coronavirus-confira-aqui-o-que-o-gdf-faz-para-combate-lo/</a></p>
<b>Bratislava</b>	<b>Slovak Republic</b>	<p>Bratislava has made it compulsory to wear a protective face mask when travelling on public transport. The transport authority has also banned entering or exiting through the front doors that are closest to the driver. Doors open automatically, so passengers do not need to push any buttons.</p> <p>Bratislava has banned all visitors from elderly homes and closed schools. The city has also setup a dedicated free of charge Senior phone line to serve the most vulnerable with delivering food, medication or providing social contact. Since schools closed, the city has worked with child psychologists to provide a free parent phone line to discuss any issues regarding home schooling or anxiety parents and children might face.</p> <p>All city communication is gathered on a single webpage. The Mayor commissioned a famous local cartoonist to draw basic principles to keep residents healthy. He also regularly hosts Facebook live sessions to answer questions from citizens, and prepared a video with actors and public figures, motivating citizens to be responsible.</p>	<p><a href="http://www.bratislava.sk">www.bratislava.sk</a></p> <p><a href="http://zvladneme.to">zvladneme.to</a></p> <p><a href="https://www.ktopomozeslovensku.sk/">https://www.ktopomozeslovensku.sk/</a></p> <p><a href="https://www.youtube.com/watch?v=JBmb-wZDPuM">https://www.youtube.com/watch?v=JBmb-wZDPuM</a></p>
<b>Bristol</b>	<b>UK</b>	<p>The mayor is keeping residents up to date through video messaging.</p>	<p><a href="https://www.bristol.gov.uk/crime-emergencies/coronavirus-covid-19-what-you-need-to-know">https://www.bristol.gov.uk/crime-emergencies/coronavirus-covid-19-what-you-need-to-know</a></p> <p><a href="https://thebristolmayor.com/2020/03/17/bristols-response-to-coronavirus-update-17-03-20/">https://thebristolmayor.com/2020/03/17/bristols-response-to-coronavirus-update-17-03-20/</a></p>
<b>Buenos Aires</b>	<b>Argentina</b>	<p>The City Hall announced a decree suspending recreational, social and cultural activities for more than 200 people, for an initial period of 30 days. School activities have been suspended, but school remains open to ensure that the most vulnerable children can access food.</p> <p>Buenos Aires is coordinating measures and permanent talks with the National Government. The city has</p>	<p><a href="https://www.lanacion.com.ar/cultura/coronavirus-que-dice-decreto-suspende-buenos-aires-nid2342710">https://www.lanacion.com.ar/cultura/coronavirus-que-dice-decreto-suspende-buenos-aires-nid2342710</a></p>

		created a digital platform to provide recommendations to avoid contagion.	<a href="https://www.buenosaires.gob.ar/coronavirus">https://www.buenosaires.gob.ar/coronavirus</a>
<b>Cambridge</b>	<b>UK</b>	The City of Cambridge is implementing a partnership with local businesses to feed the homeless. With many shelter programmes short staffed and no longer having the capacity to prepare meals on site, the city has contracted local restaurants to provide bag or boxed meals for lunch and dinner. These meals will then be delivered to shelters and programmes that have indicated a strong need for meals.	<a href="https://www.cambridgema.gov/covid19/News/2020/03/ongoingsupportforseniorsandhomelesscommunityduringthecovid19crisis">https://www.cambridgema.gov/covid19/News/2020/03/ongoingsupportforseniorsandhomelesscommunityduringthecovid19crisis</a>
<b>Cape Town</b>	<b>South Africa</b>	The Cape Department of Health has surveillance systems in place to rapidly identify and detect any cases in the province. This includes the screening and monitoring of anyone with a relevant travel history and close contacts with the affected areas.	<a href="https://www.westerncape.gov.za/department-of-health/coronavirus">https://www.westerncape.gov.za/department-of-health/coronavirus</a>
<b>Detroit</b>	<b>US</b>	Water services were temporarily restored to thousands of households in Detroit disconnected due to unpaid bills amid the public health outcry [in 2014, shortly after filing the largest municipal bankruptcy in US history, the city had launched a massive shutoff programme. In its first year, 31 000 households had their water shut off]	<a href="https://amp-theguardian-com.cdn.ampproject.org/c/s/amp.theguardian.com/us-news/2020/mar/12/detroit-water-shutoffs-unpaid-bills-coronavirus">https://amp-theguardian-com.cdn.ampproject.org/c/s/amp.theguardian.com/us-news/2020/mar/12/detroit-water-shutoffs-unpaid-bills-coronavirus</a>
<b>Daegu Metropolitan City</b>	<b>Korea</b>	Daegu Metropolitan City launched 'drive-thru' COVID-19 testing facilities to cope with the fast rise in demand for tests. These facilities allow medical staff to test citizens directly in their car. The test is much quicker and safer for patients than visiting a hospital or a health centre. It takes about 10 minutes, and results are sent via text message within three days.	<a href="http://www.donga.com/news/article/all/20200325/100350229/1">http://www.donga.com/news/article/all/20200325/100350229/1</a>
<b>Dusseldorf</b>	<b>Germany</b>	The City of Düsseldorf opened a 24/7 information line on Corona Virus including a live-ticker on its homepage. Mayor Geisel addressed the population in a video message to explain how Düsseldorf intends to proceed to fight the COVID-19 crisis. A dedicated diagnostic centre has been set up in a central location in the city and aims to relieve the burden on general practices. Appointments for a test are issued via an information line staffed by municipal employees. A refugee centre has been vacated to be used as a quarantine station for potential patients who might not be able to self-isolate in their own homes or might be stranded in Düsseldorf. The City is also offering social services to help people at risk with essential shopping and other errands. In a further video message, Mayor Geisel has appealed to citizens to protect the sick and the elderly.	<a href="http://www.duesseldorf.de/index.php?id=700021325&amp;tx_pld_frontpage%5Bnews%5D=31720">http://www.duesseldorf.de/index.php?id=700021325&amp;tx_pld_frontpage%5Bnews%5D=31720</a>  <a href="https://www.duesseldorf.de/index.php?id=700021325&amp;tx_pld_frontpage%5Bnews%5D=32024">https://www.duesseldorf.de/index.php?id=700021325&amp;tx_pld_frontpage%5Bnews%5D=32024</a>
<b>Edinburgh</b>	<b>UK</b>	The local Council is working closely with higher levels of government to monitor and respond to the national situation, and provide local advice on personal hygiene. The municipal website relays the testing process. The Scottish Government Department for Health and Social Care confirms each case. Health Protection Scotland co-ordinates the response, information and advice on the COVID-19. Local and national NHS services test individuals, and provide advice through calls to NHS 111	<a href="https://www.edinburgh.gov.uk/coronavirus">https://www.edinburgh.gov.uk/coronavirus</a>
<b>Fukuoka</b>	<b>Japan</b>	The municipal website provides information on peak travel times and online services to reduce in-person communication. Fukuoka is promoting flexible working hours both in the city government and in private companies. Congestion is communicated by the city website. Schools have been provided with educational movie contents on home learning for children. The city is also providing low-interest loans and consulting services for SMEs that are affected by the spread of the COVID-19.	<a href="https://translate-city-fukuoka-lg-jp-j-server.com/LUCFOC/ns/tl.cgi/https%3a/www.city.fukuoka.lg.jp/hofuku/hokenyobo/health/kansen/nCorV.html?SLANG=ja&amp;TLANG=en&amp;XMODE=0&amp;XCHARSET=utf-8&amp;XJSID=0">https://translate-city-fukuoka-lg-jp-j-server.com/LUCFOC/ns/tl.cgi/https%3a/www.city.fukuoka.lg.jp/hofuku/hokenyobo/health/kansen/nCorV.html?SLANG=ja&amp;TLANG=en&amp;XMODE=0&amp;XCHARSET=utf-8&amp;XJSID=0</a>

<b>King County</b>	<b>US</b>	<p>King County has built additional temporary care facilities and is repurposing buildings for isolation and quarantine. The county has joined forces with philanthropic organisations to establish a relief fund, and created a donations connector page for people to request what they need and give what they can.</p> <p>The U.S. Centre for Disease control was dispatched early on in the crisis to investigate the outbreak. Schools and other places of gathering have been closed. Covid-19 public health recommendations are provided in several languages. The local government is providing real time updates on the numbers of cases.</p>	<p><a href="http://www.kingcounty.gov/covid">www.kingcounty.gov/covid</a></p>
<b>Las Vegas</b>	<b>US</b>	<p>On 17 March, Nevada's governor ordered a month-long closure of casinos and other non-essential businesses such as bars, movie theatres and gyms, and for restaurants to shutter their dining rooms and only offer takeout or delivery orders. Employees who can work from home have been advised to do so; ill employees must stay home. Businesses are required to protect employees who must work in-person in accordance with social distancing guidance appropriate for that workplace. Elderly people, those with health conditions and other high-risk populations are advised to stay at home and avoid unnecessary contact.</p> <p>Local governments are required to enforce 50% or less capacity of any public gathering space presently allowed by fire marshals.</p>	<p><a href="https://nvhealthresponse.nv.gov/preparati-on-in-nv/">https://nvhealthresponse.nv.gov/preparati-on-in-nv/</a></p> <p><a href="https://nvhealthresponse.nv.gov/wp-content/uploads/2020/03/COVID-19-mitigation-press-release.pdf">https://nvhealthresponse.nv.gov/wp-content/uploads/2020/03/COVID-19-mitigation-press-release.pdf</a></p>
<b>Lisbon</b>	<b>Portugal</b>	<p>Lisbon closed municipal museums, galleries, libraries and theatres. The municipality has suspended all sports activities, closed swimming pools and leisure grounds. Schools have been closed and activities complementary to education, such as study visits and outings promoted by the municipality or using the municipality's transport service have been cancelled.</p> <p>Visits to nursing homes were suspended across the country.</p>	<p><a href="https://www.portugal.gov.pt/pt/gc22/governo/comunicado-de-conselho-de-ministros?i=330">https://www.portugal.gov.pt/pt/gc22/governo/comunicado-de-conselho-de-ministros?i=330</a></p>
<b>Lima</b>	<b>Peru</b>	<p>Lima closed city parks until further notice, as well as cancelling concerts, sporting and cultural events. Municipal Solidarity Hospitals have been added to the Ministry of Health network of institutions available for COVID19 testing. Local police will work alongside the national force, helping to oversee public spaces.</p> <p>The City created a Work Team for Disaster Risk Management of the Municipality of Lima for the design and development of prevention and response measures to COVID – 19. It will coordinate with all other District Municipalities to implement integrated strategies. The first Metropolitan Council Session was held through video conference with real time voting.</p> <p>Garbage collection in the city centre, sanitation and deep cleaning of public transport are ensured. The Municipality has begun actions to strengthen and guarantee the supply of drinking water to the most vulnerable areas of the city, beginning with the delivery of ten cisterns of drinking water.</p> <p>Lima has implemented an onlinen voluntary register for elderly citizens, as well as a telephone line to provide information regarding COVID-19 prevention measures and medical and psychological counselling. Joining forces with civil society organizations and volunteers, the Municipality is coordinating and helping with the delivery of food and essential goods to the most vulnerable groups. The Municipality has begun conditioning a historical building for the relocation and protection of those without a home.</p>	<p><a href="https://andina.pe/agencia/noticia-coronavirus-suspenden-visitas-a-parques-zonales-y-demas-actividades-masivas-788069.aspx">https://andina.pe/agencia/noticia-coronavirus-suspenden-visitas-a-parques-zonales-y-demas-actividades-masivas-788069.aspx</a></p> <p><a href="http://www.gob.pe/coronavirus">http://www.gob.pe/coronavirus</a></p> <p><a href="https://sites.google.com/munlima.gob.pe/coronavirus-lima">https://sites.google.com/munlima.gob.pe/coronavirus-lima</a></p>

<b>Ljubljana</b>	<b>Slovenia</b>	<p>The City of Ljubljana has organized home food delivery for children from at risk families and elderly citizens. Drivers of city buses are volunteering to perform the deliveries. The Ljubljana Health Centre has ensured psychosocial support via phone or email for anyone potentially struggling with the current epidemiological situation.</p> <p>The City of Ljubljana has offered empty and disinfected rooms in Hostel Celica, run by the Ljubljana Castle public institute, to be used by the University Medical Centre for the accommodation of their staff. The hostel is intended for workers who come to work from other towns, so they do not need to drive home every day and self-protective measures are made easier.</p>	<a href="https://www.ljubljana.si/sl/mestna-obcina/mestna-uprava-mu-mol/oddelki/oddelek-za-zdravje-in-socialno-varstvo/koronavirus-informacije-in-ukrepi/">https://www.ljubljana.si/sl/mestna-obcina/mestna-uprava-mu-mol/oddelki/oddelek-za-zdravje-in-socialno-varstvo/koronavirus-informacije-in-ukrepi/</a>
<b>Los Angeles</b>	<b>US</b>	<p>Mayor Garcetti declared a local emergency to support quick action and coordination of local public health agencies.</p> <p>The City of Los Angeles has introduced an official mass notification system, 'NotifyLA', to send voice messages, text messages and emails to residents and businesses during times of emergencies and disasters. Residents sign up online.</p>	<a href="https://corona-virus.la/">https://corona-virus.la/</a>
<b>Madrid</b>	<b>Spain</b>	<p>A new public-private collaboration has been approved to multiply the number of hospital beds. Hotels, pavilions and retirement homes for the slightly affected will be medicalized. From March 10, scheduled surgical procedures, non-preferred medical visits, tests, and scheduled admissions have been suspended or delayed.</p> <p>Schools are closed along with all municipal facilities including cultural centres, senior centres, libraries and sports centres.</p> <p>The regional government announced the daily disinfection of regular public passenger transport: it applies to all metro trains, suburban trains, trams and light rail, stations and urban furniture. Metro has established the automatic opening of doors in 64% of the metro trains.</p> <p>Madrid City Council has approved 63 million tax breaks on receipts from the Economic Activities Tax and the taxes for leisure, hospitality and commercial establishments, travel agencies and department stores, on the condition that they keep workers jobs until the end of year.</p> <p>The city has reduced political activity to a minimum. Council plenary sessions in all the districts have been suspended.</p>	<a href="https://www.madrid.es/portales/munimadrid/es/Inicio/EI-Ayuntamiento/Medidas-especiales-por-el-coronavirus-SARS-CoV-2/?vgnnextfmt=default&amp;vgnnextchannel=2f7abc18998c0710VgnVCM200001f4a900aRCRD">https://www.madrid.es/portales/munimadrid/es/Inicio/EI-Ayuntamiento/Medidas-especiales-por-el-coronavirus-SARS-CoV-2/?vgnnextfmt=default&amp;vgnnextchannel=2f7abc18998c0710VgnVCM200001f4a900aRCRD</a> <a href="https://elpais.com/espana/madrid/2020-03-11/coronavirus-en-madrid-medidas-puestas-en-marcha.html">https://elpais.com/espana/madrid/2020-03-11/coronavirus-en-madrid-medidas-puestas-en-marcha.html</a>
<b>Milan</b>	<b>Italy</b>	<p>The Mayor of Milan announced the establishment of a mutual aid fund to help those most in need and then to support the recovery of city activities. The fund, in addition to the allocation of € 3 million already approved by the City Council, is open to the economic participation of individual citizens, companies and associations who want to give their contribution. The fund raised 800 000 euros on its first day (14 March).</p>	<a href="https://www.comune.milano.it/-/coronavirus.-dal-comune-di-milano-un-fondo-di-mutuo-soccorso">https://www.comune.milano.it/-/coronavirus.-dal-comune-di-milano-un-fondo-di-mutuo-soccorso</a>
<b>Montpellier</b>	<b>France</b>	<p>The Montpellier CHU uses the Mhlink application, which allows for remote monitoring of patients with COVID-19, who are confined in their homes as their health does not require hospitalisation.</p>	<a href="https://www.chu-montpellier.fr/fr/a-propos-du-chu">https://www.chu-montpellier.fr/fr/a-propos-du-chu</a>
<b>Montreal</b>	<b>Canada</b>	<p>Montréal is taking a series of measures to protect the population from COVID-19, in accordance with the recommendations and guidelines issued by the regional public health department. Measures include the</p>	<a href="https://montreal.ca/en/articles/coronavirus-covid-19_">https://montreal.ca/en/articles/coronavirus-covid-19_</a>

		<p>opening of a walk-in massive testing clinic, a series of resources and economic measures to assist Montréal businesses, support to homeless residents and community organizations. The city is also working with Government and community partners in order to handle the current situation</p> <p>Montréal has announced a series of measures to support the homeless during the COVID-19 coronavirus crisis (e.g. improving shelter services, chemical toilets, sanitary products, food assistance, continuing winter measures). The City is working with several partners to find spaces that could become homeless shelters.</p> <p>Due to COVID-19 and its strong impact on businesses, the City of Montréal is offering emergency financial support and is taking measures to help businesses. The City has created a hotline and a form so that businesses can get the information and support that is provided. Assistance measures include postponement of municipal taxes, emergency financial assistance, automatic moratorium on capital and interest, etc</p>	<p><a href="https://montreal.ca/en/news/city-taking-measures-to-support-homeless-residents">https://montreal.ca/en/news/city-taking-measures-to-support-homeless-residents</a></p> <p><a href="https://montreal.ca/en/articles/covid-19-support-measures-montreal-businesses">https://montreal.ca/en/articles/covid-19-support-measures-montreal-businesses</a></p>
<b>Moscow</b>	<b>Russia</b>	<p>Public schools, sports schools and additional education institutions are closed and pupils are following their studies online through the "Moscow Electronic School". Special medical buildings have been equipped for COVID-19 patients and suspected cases.</p> <p>Patients coming from countries with a poor epidemiological situation are referred to infectious disease clinical hospitals. Additional beds have been prepared for them in city hospitals. An infectious disease centre is under construction. A maternity hospital is temporarily transformed into an inpatient clinic for coronavirus patients.</p> <p>Firms are required to send home their employees who show symptoms.</p> <p>At the entrances to the Moscow Metro random temperature checks are conducted through a non-contact method.</p> <p>The Operational Headquarters for Economic Affairs in Moscow is preparing proposals to support businesses and organisations whose activities are limited due to the crisis.</p>	<p><a href="https://www.mos.ru/city/projects/covid-19/?adfox&amp;utm_place=893819&amp;utm_banner=3540544&amp;ues=1">https://www.mos.ru/city/projects/covid-19/?adfox&amp;utm_place=893819&amp;utm_banner=3540544&amp;ues=1</a></p>
<b>New York</b>	<b>US</b>	<p>New York has put in place a text notification system to convey regular updates on the latest developments.</p> <p>The City declared facemasks, hand sanitiser and disinfectant wipes temporarily in short supply to prevent stores from overcharging citizens. It is also temporarily illegal to drastically increase prices to secure access and affordability for vulnerable groups.</p> <p>The local government distributed thousands of palm cards with tips on handwashing and seeking care, and produced FAQs, fact sheets (in 15 languages) and educational materials for general public as well as for businesses, employers and 16 000 community partners.</p> <p>A USD 6.5 million subway, digital and multi-media campaign was launched to encourage hygiene and seeking care when symptomatic. A drive-through testing facility was set up in New Rochelle, the epicentre of the outbreak.</p>	<p><a href="https://twitter.com/NYGovCuomo/status/1238211385034706944">https://twitter.com/NYGovCuomo/status/1238211385034706944</a></p> <p><a href="https://thehill.com/policy/healthcare/public-global-health/487360-new-york-governor-announces-new-public-drive-thru">https://thehill.com/policy/healthcare/public-global-health/487360-new-york-governor-announces-new-public-drive-thru</a></p> <p><a href="https://nypost.com/2020/03/13/new-rochelle-gets-drive-thru-coronavirus-testing/">https://nypost.com/2020/03/13/new-rochelle-gets-drive-thru-coronavirus-testing/</a></p>

<b>Oakland</b>	<b>US</b>	Oakland declared a local emergency and cancelled all large public events, as well as expanding sanitation services for unsheltered residents. The city set up a COVID-19 emergency planning team, working closely with the county public health office and the California Department of Public Health.	<a href="https://www.oaklandca.gov/news/2020/new-coronavirus-covid-19-update">https://www.oaklandca.gov/news/2020/new-coronavirus-covid-19-update</a>
<b>Palermo, Sicily Region</b>	<b>Italy</b>	Schools, cinemas, theatres and museums have been closed along with pubs, night clubs, gyms, etc. Civil and religious ceremonies, including funerals and weddings have been cancelled. Palermo has prohibited visitors staying in first aid waiting rooms.	<a href="https://www.comune.palermo.it/">https://www.comune.palermo.it/</a>
<b>Paris</b>	<b>France</b>	Paris is co-ordinating daily crisis meetings involving all stakeholders. Information is updated on the paris.fr website. The city has been on lockdown since 17 March, as is the rest of France. The city is using Covidom, a digital application to monitor confirmed or suspected patients in their home. It allows hospitals to regulate patient flows. Two centres have opened specifically for homeless people who may be contaminated but do not require hospitalisation. Access to these centres is granted by medical advice, in consultation with regional agencies health (ARS). The Paris Opera and Apollo Theatre have made their productions digitally available for free.	<a href="https://www.paris.fr/pages/coronavirus-7545">https://www.paris.fr/pages/coronavirus-7545</a> <a href="https://www.nouveal.com/covidom-le-suivi-des-patients-porteurs-du-covid-19">https://www.nouveal.com/covidom-le-suivi-des-patients-porteurs-du-covid-19</a>
<b>Philadelphia</b>	<b>US</b>	COVID-19 text alerts are available for residents who sign up.	<a href="https://www.phila.gov/services/mental-physical-health/environmental-health-hazards/covid-19/covid-19-and-pregnancy/">https://www.phila.gov/services/mental-physical-health/environmental-health-hazards/covid-19/covid-19-and-pregnancy/</a> <a href="https://twitter.com/ThomasAMartin2/status/1238146288853671936?s=19">https://twitter.com/ThomasAMartin2/status/1238146288853671936?s=19</a>
<b>Recife</b>	<b>Brazil</b>	The mayor announced on 17 March that events with more than 50 people are prohibited and recommended that bars and restaurants operate at 50% of their capacity. The city is hiring health professionals, and has launched the Coronavirus Contingency Plan with 29 actions. The traditional presentation of the Passion of Christ, which was scheduled to take place in April, was postponed to September.	<a href="http://www2.recife.pe.gov.br/etiquetas/coronavirus">http://www2.recife.pe.gov.br/etiquetas/coronavirus</a>
<b>Rio de Janeiro</b>	<b>Brazil</b>	On 13 March, the mayor announced measures to contain the spread of COVID-19. Classes and all cultural activities are suspended. The city has recommended that alternative work shift shifts be adopted to avoid overcrowding in transport so that the industry sector starts the first shift at 6 am, trade at 8 am, and the service sector at 10 am, . Whenever possible, workers should telework. People with low immunity (asthma, pneumonia, tuberculosis, cancer, chronic and transplanted kidneys) have been advised to stay at home.	<a href="http://prefeitura.rio/cidade/coronavirus-prefeitura-anuncia-medidas-de-prevencao-na-cidade-contra-a-doenca/">http://prefeitura.rio/cidade/coronavirus-prefeitura-anuncia-medidas-de-prevencao-na-cidade-contra-a-doenca/</a>

		<p>The government has conducted a public awareness campaign on all social networks, partnering with the transport, telephone and media concessionaires, using official material from the Federal Government as a source.</p> <p>A crisis cabinet has been established with members of the secretariats of Health, Culture, Education, Social Assistance and Human Rights, Public Order, Transport, Finance, Civil House and Healthy Aging.</p>	
<b>San Francisco</b>	<b>USA</b>	<p>San Francisco has built a dedicated webpage and a dedicated news alert service by text.</p> <p>The city has adopted a strategy of "shelter in place", which requires that all but essential workers remain at home, to protect the most vulnerable.</p> <p>The City issued a moratorium on residential evictions related to financial impacts caused by COVID-19 (e.g. loss of income related to a business closure, loss of hours or wages, layoffs, or out-of-pocket medical costs caused by the COVID-19 pandemic). The eviction moratorium is in effect for 30 days, and can be extended by the Mayor for another 30 days through an Executive Order.</p> <p>Residents are encouraged to call rather than visit directly their health care provider and to go to the emergency room only if essential.</p>	<p><a href="https://www.sfdph.org/dph/alerts/files/Updated-DPH-Recommendations_COVID-19-English-03062020.pdf">https://www.sfdph.org/dph/alerts/files/Updated-DPH-Recommendations_COVID-19-English-03062020.pdf</a></p> <p><a href="https://www.sfdph.org/dph/alerts/coronavirus.asp">https://www.sfdph.org/dph/alerts/coronavirus.asp</a></p> <p><a href="https://sfmayor.org/article/mayor-london-breed-announces-moratorium-evictions-related-covid-19-pandemic">https://sfmayor.org/article/mayor-london-breed-announces-moratorium-evictions-related-covid-19-pandemic</a></p>
<b>San Jose</b>	<b>USA</b>	<p>San Jose has implemented COVID-19 assistance for the homeless. Steps taken to assist this vulnerable group include:</p> <ul style="list-style-type: none"> <li>• Suspending encampment abatements to avoid putting anyone at risk unintentionally;</li> <li>• Providing handwashing stations, portable toilets, and water to encampments;</li> <li>• Expanding shelter capacity and keeping seasonal shelters open;</li> <li>• Sending outreach teams to encampments to help individuals understand how to protect themselves ;</li> <li>• Requesting faith-based shelter providers expand their services;</li> <li>• Identifying individuals who are 50+ with chronic conditions who need to be sheltered or separated; and,</li> <li>• Developing protocols for transporting individuals when isolation or quarantine is necessary.</li> </ul>	<p><a href="https://www.sanjoseca.gov/news-stories/news/emergency-notifications">https://www.sanjoseca.gov/news-stories/news/emergency-notifications</a></p>
<b>Sao Paulo</b>	<b>Brazil</b>	<p>The state has expanded measures to combat COVID-19 and reserved a thousand new intensive care beds.</p> <p>The city of Sao Paulo is developing an assistance protocol for treating suspected or confirmed cases (e.g. standardised services and specific criteria for hospitalisation of patients, digital monitoring through telemedicine).</p>	<p><a href="http://www.saopaulo.sp.gov.br/ultimas-noticias/governo-de-sao-paulo-anuncia-novas-medidas-de-combate-ao-coronavirus/">http://www.saopaulo.sp.gov.br/ultimas-noticias/governo-de-sao-paulo-anuncia-novas-medidas-de-combate-ao-coronavirus/</a></p>
<b>Tokyo</b>	<b>Japan</b>	<p>Tokyo has created a one-stop database on the real-time COVID-19 situation, including the number of infected people, their status, features (age, gender), number of inquiries to the call centre, number of</p>	<p><a href="https://stopcovid19.metro.tokyo.lg.jp/">https://stopcovid19.metro.tokyo.lg.jp/</a></p> <p><a href="https://www.metro.tokyo.lg.jp/tosei/tosei/news/2019-ncov.html#Eng">https://www.metro.tokyo.lg.jp/tosei/tosei/news/2019-ncov.html#Eng</a></p>

		<p>people using subways. It also provides open-data and source code of webpage, so that other municipalities and institutions can use these data and replicate similar webpages.</p> <p>The city is providing subsidies for small and medium sized enterprises to support the cost of installing equipment and software to promote teleworking. It has also developed an emergency loan programme and free consulting services for SMEs that are affected by the crisis.</p> <p>Tokyo Metropolitan Government is promoting municipal staff to telework four times a week and encouraging private companies to introduce flexible working hours. The city has cancelled or postponed large events and closed many public facilities including schools.</p>	
<b>Venice, Veneto Region</b>	<b>Italy</b>	Venice conducted an extraordinary disinfection of boats, gondolas and buses in the early stage of the pandemic. In line with national directives, the Biennale di Venezia has been postponed to August – it should have commenced in May.	<a href="https://primavenezia.it/cronaca/biennale-di-venezia-2020-rinviata-ad-agosto-a-causa-del-coronavirus/">https://primavenezia.it/cronaca/biennale-di-venezia-2020-rinviata-ad-agosto-a-causa-del-coronavirus/</a>
<b>Vienna</b>	<b>Austria</b>	In view of the expected increase in the number of people infected, the City of Vienna is converting an exhibition hall into a huge care room that provides food and basic medical care. The facility is intended to host people with mild symptoms who do not need to go to hospital, but who have difficulty caring for themselves at home.	<a href="https://www.faz.net/aktuell/gesellschaft/gesundheit/coronavirus/live-blog-der-faz-zum-coronavirus-alle-entwicklungen-im-ueberblick-16663569.html">https://www.faz.net/aktuell/gesellschaft/gesundheit/coronavirus/live-blog-der-faz-zum-coronavirus-alle-entwicklungen-im-ueberblick-16663569.html</a> <a href="https://www.wien.gv.at/presse/2020/03/17/corona-virus-880-betten-in-betreuungseinrichtung-in-der-messe-wien-stehen-bereit">https://www.wien.gv.at/presse/2020/03/17/corona-virus-880-betten-in-betreuungseinrichtung-in-der-messe-wien-stehen-bereit</a>
<b>Yokohama</b>	<b>Japan</b>	Yokohama closed schools and prepared special programmes in elementary schools for the children who could not be cared for at home. Events supervised by the city have been cancelled or postponed and city facilities (libraries, sports centres, museums, etc.) closed. The city established a special consulting office for small and medium sized enterprises that provides special financing schemes for businesses. A stock of 500 000 surgical masks was distributed to elderly and child welfare institutions.	<a href="https://www.city.yokohama.lg.jp/">https://www.city.yokohama.lg.jp/</a>

## Annex B. Selected examples of some organisations' responses to the COVID-19 crisis in cities

Various global institutions have launched initiatives to facilitate best practice sharing between cities. Like the OECD initiative, these actions collect first-hand experiences and encourage collective responses across the globe.

**Bloomberg Philanthropies** is virtually convening experts in public health and city leadership. Along with partners at the John Hopkins Bloomberg School of Public Health and the Bloomberg Harvard City Leadership Initiative, Bloomberg Philanthropies launched a new programme of support to help American mayors respond to the rapidly evolving corona virus crisis. In partnership with the National League of Cities, Bloomberg Philanthropies launched the COVID-19: Local Action Tracker.<sup>78</sup> It features a sortable grid detailing the policy decisions and actions that city leaders across the United States are making to contain the spread of the virus and respond to community impact. City leaders can submit their actions to be included on the tracker, which will be updated daily to reflect the rapid developments of the crisis. Actions such as testing protocols, curfews, donation drives, and food programmes will be highlighted to give leaders insight into emerging practices and what is working in cities.<sup>79</sup>

The **World Economic Forum (WEF)**, acting as partner to the **World Health Organization (WHO)**, is mobilising all stakeholders to protect lives and livelihoods in the fight against COVID-19. The WEF has launched a strategic intelligence tool<sup>80</sup>, providing information on three priority areas: galvanising the global business community for collective action, protecting people's livelihoods and facilitating business continuity, and mobilising cooperation and business support for the COVID-19 response.<sup>81</sup>

The **Global Parliament of Mayors (GPM)** launched a "Mayors Act Now Campaign" on its website and the Virtual Parliament to keep mayors connected during the pandemic and share local and regional initiatives worldwide.<sup>82</sup>

**Eurocities** is compiling examples of city actions on its webpage dedicated to the COVID-19 crisis.<sup>83</sup> Each entry provides a short summary of the city action, followed by a link to a more detailed description in the city's (or other dedicated) website.

**UNESCO** has launched a call for stories to collect information on local interventions to address the vulnerability of specific groups that have limited access to the services provided in response to the pandemic, and on city-level initiatives that are specifically conducted to fight discrimination and stigma in all its forms.

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<sup>78</sup> <https://www.nlc.org/program-initiative/covid-19-local-action-tracker>

<sup>79</sup> <https://www.bloomberg.org/program/public-health/coronavirus-response/#coronavirus-global-response-initiative>

<sup>80</sup> <https://intelligence.weforum.org/topics/a1G0X000006O6EHUA0?tab=publications>

<sup>81</sup> <https://www.weforum.org/platforms/covid-action-platform>

<sup>82</sup> <https://globalparliamentofmayors.org/>

<sup>83</sup> <https://covidnews.eurocities.eu/>

**Cities for Global Health**, led by **Metropolis**, is part of the "Live Learning Experience: beyond the immediate response to the outbreak", developed by **UCLG** and supported by **UN-Habitat**. They have developed a collaborative online platform that offers access to knowledge, strategies and actionable plans implemented by local and regional governments around the globe. This virtual space highlights what cities are doing with specific initiatives or plans to fight the COVID-19 outbreak.<sup>84</sup> The coalition is also hosting a series of virtual exchanges on specific topics related to the role of public service delivery between cities and partners.<sup>85</sup>

The **Global Resilient Cities Network (GRCN)**<sup>86</sup> and the **World Bank** are convening a weekly online Speakers Series on how cities are responding to COVID-19. As partners of the Making Cities Resilient Campaign, they are opening select sessions on a first-come, first-serve basis.

**OPEN IDEO** (IDEO's open innovation practice that enables people worldwide to come together and build solutions for today's toughest societal problems.) is currently co-ordinating with global response authorities who want to make sure people have actionable, relevant information around COVID-19. They are seeking to share a range of experiences from around the world, demonstrating how people are accessing information.<sup>87</sup>

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<sup>84</sup> <https://www.citiesforglobalhealth.org>

<sup>85</sup> <https://www.uclg.org/en/media/news/beyondtheoutbreak-live-learning-experience-value-public-services-provision-response>

<sup>86</sup> <https://www.linkedin.com/company/global-resilient-cities-network/>

<sup>87</sup> <https://www.openideo.com/challenge-briefs/covid19-communication-challenge>

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