



COVENANT

SUSTAINABLE AND EFFICIENT URBAN LOGISTICS IN MECHELEN

Together for a liveable, sustainable and accessible city

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CONTENTS

INTRODUCTION _____ 4

- 1.1 Mobility as a spearhead _____ 5
- 1.2 Sustainable urban distribution _____ 5
- 1.3 The two-track approach _____ 6
- 1.4 Zero-emission workgroup and a covenant _____ 6

AMBITION AND MODALITIES _____ 7

- 2.1 Zero-emission workgroup _____ 8
- 2.2 The ambition _____ 8
- 2.3 A covenant: what? Why? _____ 8
- 2.4 For which logistic flows? _____ 8
- 2.5 For which area? _____ 9
- 2.6 For how long? _____ 10
- 2.7 For which stakeholders? _____ 10
- 2.8 Definition of zero-emission _____ 11

EIGHT-POINT PLAN _____ 12

- 3.1 Sufficient logistic space _____ 13
- 3.2 Enforcing and expanding the low-traffic zone and cycling zone 14
- 3.3 Zero-emission transport between 11 a.M. And 6 p.M.
In low-traffic areas _____ 14
- 3.4 Encouraging zero-emission transport and cargo bikes _____ 15
- 3.5 Encouraging bundling _____ 18
- 3.6 Guaranteeing traffic safety _____ 18
- 3.7 Data _____ 19
- 3.8 Communicating and creating awareness _____ 19

INTRODUCTION



1.1 MOBILITY AS A SPEARHEAD

Mobility is an essential element of our society. We are more mobile than ever before. People are mobile, going to work and school, relaxing and going shopping. Through mobility, goods and products find their way to companies, shops and consumers. Mobility is therefore also one of the driving forces behind the socio-economic development of us as people and a society. Future prognoses predict a further increase in the population and, as such, in mobility. Responding to this growth in a sustainable manner is one of the main challenges Mechelen must face for the city to remain accessible in the future.

This is why Stad Mechelen aims to take groundbreaking steps. By making mobility one of its three spearheads for the coming years, Mechelen is striving to be a pleasant, sustainable and accessible city. This is a necessity because our road network is overtaxed, with traffic jams increasing and more than ever before, people are asking for healthy air, safe roads and accessibility.

1.2 SUSTAINABLE URBAN DISTRIBUTION

As well as passenger transport, the transport of goods makes up a major part of the traffic streams in Mechelen. At least 10% of the traffic in Mechelen is dedicated to the transport of goods. B2B and B2C deliveries are only increasing.

In 2015, research agency Technum calculated that our city centre processed 7,587 deliveries per week. This resulted in 4,598 transport movements every week. The number of B2B deliveries is growing, while the rise of e-commerce has seen an exponential increase in B2C deliveries as well. Eight per cent of these are failed home deliveries, that lead to second or third attempts.

'In 2012, road transport accounted for 19.22% of total CO2 emissions in Belgium. If there are no changes to the circumstances, a 68% increase in transport is expected by 2030. This will result in a 12% increase in greenhouse-gas emissions.' On the other hand, the European Commission (Directorate-General for Mobility and Transport) has formulated a guideline for zero-emission urban distribution by 2030. There is still a lot of work ahead.

Our goal is to work towards more sustainable and efficient goods transport, with a primary focus on the city centre and the station environment.

Sustainable and efficient urban distribution incorporates the following concrete goals:

- a reduction in the number of transport movements;
- a reduction in the number of kilometres driven;
- a reduction in CO2 emissions;
- an improvement in air quality.

¹ <https://trends.knack.be/economie/bedrijven/pakketbezorgers-zoeken-nieuw-verdienmodel-niemand-wordt-rijk-met-gratis-pakjes-te-leveren/article-longread-1405647.html>

² <https://www.mvovlaanderen.be/sector/transport-logistiek>

³ https://ec.europa.eu/transport/sites/transport/files/themes/strategies/doc/2011_white_paper/white-paper-illustrated-brochure_en.pdf

1.3 THE TWO-TRACK APPROACH

Stad Mechelen is working on a more sustainable and efficient urban distribution via two tracks: bottom-up and top-down.

Top-down: Policy has been formulated and implemented with a direct impact on the logistic traffic in the city. This policy always fits within the formulated sustainable mobility plan. As such, in 2012, for example, a car-free zone was set up in the city centre, with deliveries only allowed within specific time slots.

Bottom-up: Through consultation, communication and collaboration, public support and awareness has been created. By setting up pilot projects and facilitating innovative concepts, knowledge and expertise has been accumulated. From this point, it will be possible to introduce the right logistics policy.

The signing of the Green Deal Sustainable Urban Logistics fits in perfectly with this approach. In 2019, the Government of Flanders launched a Green Deal in collaboration with The Shift, the King Baudouin Foundation, VVSG, VIL, the BondBeterLeefmilieu and VUB-Mobi. This Green Deal brings together stakeholders to perform actions in the area of sustainable logistics.

Mechelen has had six actions included:

1. Pilot project: the role of the bike courier and city hub in building logistics;
2. Pilot project: logistics for removing the burden on shops and traders;
3. Sustainably supplying the Vleeshalle food market;
4. Cargo-bike-sharing system;
5. Covenant for sustainable urban logistics;
6. Logistic stakeholders platform (zero-emission workgroup).

1.4 ZERO-EMISSION WORKGROUP AND A COVENANT

To realise its ambitions, Stad Mechelen has established a zero-emission workgroup with the main logistics players in Mechelen. In this workgroup, there are constructive discussions with the logistics sector about mutual commitments. As such, we are working towards fulfilling the guidelines of the European Commission for zero-emission urban distribution by 2030.

To make these commitments, the plan has been made to draft a covenant together and set down clear agreements.

Every party signed this agreement with a concrete action that they will perform. This document describes the ambition, modalities, commitments and actions.



AMBITION AND MODALITIES

2.1 ZERO-EMISSION WORKGROUP

Why a zero-emission workgroup? It makes it possible for Stad Mechelen to enter into structural discussion with the logistics sector, the shops and traders and other interest groups. It makes the ambitions and modalities official and helps to structure the contacts.

The intention is to come together at least twice a year, and more if necessary.

In this way, a logistics network can be built. Within the workgroup, the intention is to inform each other, deliberate together, and come to concrete decisions.

2.2 THE AMBITION

It is important to have a goal on the horizon, something that we work towards together. A clearly defined ambition makes it possible to set concrete actions instead of vague agreements.

And the ambition is high. In the framework of this covenant, within the zero-emission workgroup, Stad Mechelen, the logistics sector and the shops and traders in Mechelen have agreed to strive for **zero-emission urban distribution by 2030**. In doing so, we have aligned ourselves with the European guidelines as defined in the 2011 white paper *'Roadmap to a Single European Transport Area – Towards a competitive and resource-efficient transport system'*.

This document urges us to: *'... set the goal of achieving essentially CO2-free city logistics in major urban centres by 2030.'*

2.3 A COVENANT: WHAT? WHY?

This covenant sets out the agreements made between Stad Mechelen and all stakeholders to concretely work together to achieve a zero-emission city by 2030.

All parties have committed—each doing their part—to follow the agreements made as correctly as possible, both in the content of the commitments and in the terms in which the commitments are to be realised. The covenant there goes further than an obligation-free gathering and expressed intentions.

When commitments are not realised in full, are achieved too late or via other modalities, other involved parties are informed as soon as possible. In this situation, partners can make additional agreements.

The covenant is a living document. This means that both the content and the signatories can be added to or adapted. This is always discussed and decided upon in consultation with the zero-emission workgroup.

2.4 FOR WHICH LOGISTIC FLOWS?

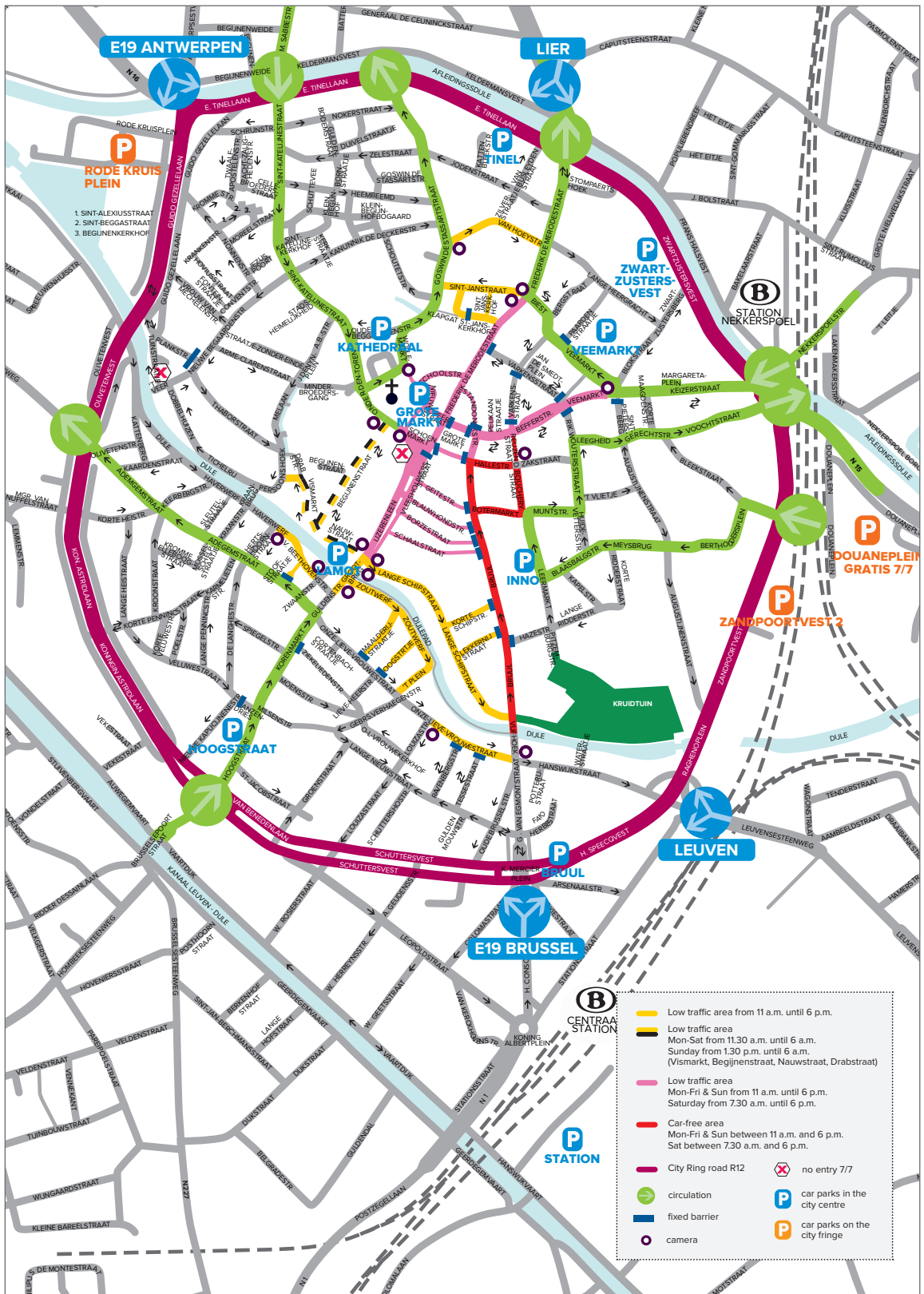
The covenant has been set up for the following logistic flows:

- The supply, pick-up and return streams for shops, horeca and offices;
- Parcel delivery and large deliveries to private persons and companies.

This means that building logistics, waste logistics and service streams (including the transport of money and valuables) have not been included in the covenant.

2.5 FOR WHICH AREA?

To begin, the focus was put on the city centre, the area within the ring with connections to the station environment. The shopping centre is located in this area, as a result of which a great deal of goods traffic has been remodelled.



2.6 FOR HOW LONG?

The covenant covers a period of almost ten years. This period is being divided so the ambition will be achieved gradually. A number of milestones have been established. For the coming four years, the following broad outlines have been set:

Period 2021–2022:

- Experimentation: proofs of concept (POCs) will be defined and rolled out to test new concepts.
- Investments: the logistics sector will take the time to draft an investment plan to determine how the fleet can be adapted to zero-emission vehicles.
- Policy: the city will take the time to research and work out the necessary flanking policy. This will be linked to the general ambition of the city to emit 40% less CO₂ by 2030.

Period 2023 – 2024:

- Implementation of policy: from 2023, concrete policy will be implemented that will make a gradual move towards a zero-emission fleet possible and obligatory, taking into account the technical evolutions relating to zero-emission vehicles. There will also be a transitional arrangement made for CNG and LNG vehicles.
- In 2023 at the very latest, the sector will begin a transition to a zero-emission fleet. The city will provide a legal framework that offers businesses legal certainty in the long term.
- On this basis, Stad Mechelen is pursuing the following transition, taking into account the technical evolutions and availability in relation to zero-emission vehicles:
 - 2023: 20% of deliveries to be made with zero-emission vehicles;
 - 2027: 50% of deliveries to be made with zero-emission vehicles;
 - 2030: 100% of deliveries to be made with zero-emission vehicles.

Horizon 2030: zero-emission urban distribution

To the extent that it is possible, the aim is to align with guidelines and policy on the Flemish level, taking into account what is happening in other Flemish cities.

2.7 FOR WHICH STAKEHOLDERS?

As well as Stad Mechelen, the following groups are stakeholders and signatories to the covenant:

- Interest groups;
- Couriers/parcel delivery service-providers;
- Sub-contracting transporters;
- Direct transporters;
- Bike couriers;
- Suppliers for horeca: food and drink traders, often refrigerated transport;
- Shops and horeca operators: represented by Mechelen Meemaken and Horeca Vlaanderen, department Mechelen.

They are subsequently referred to as ‘the logistics sector’.

2.8 DEFINITION OF ZERO-EMISSION

Zero-emission vehicles are emission-free at the exhaust (tank-to-wheel) when operating in a zero-emission zone. This means vehicles that do not emit any CO₂ or air pollutants within a zero-emission zone.

Practically translated, the following vehicles meet the definition:

- Vehicles powered by fuel cells (FCEVs – Fuel Cell Electric Vehicles);
- Electric cars (BEV, Battery Electric Vehicles);
- Plug-in hybrids (PHEV, Plug-in Hybrid Electric Vehicles).

By preference, they are also powered by green energy.



EIGHT-POINT PLAN

The eight agreements are described below. For each agreement, the collective commitment is described, as well as the concrete actions that will be undertaken by the city, the logistics sector and the traders.

The eight focus points are:

1. Sufficient logistic space;
2. Enforcing and expanding the low-traffic zone and cycling zone;
3. Only zero-emission traffic between 11 a.m. and 6 p.m. in the low-traffic areas;
4. Stimulating zero-emission transport and cargo bikes;
5. Stimulating bundling/consolidation;
6. Guaranteeing traffic safety;
7. Data;
8. Communicating and awareness.

3.1 SUFFICIENT LOGISTIC SPACE

Commitment

There is sufficient logistics space provided in (future) (re)designs (street furniture, signage, etc.) and the use of public space.

Actions

Stad Mechelen:

- With the temporary design and reconstruction that is foreseen for the Onze-Lieve-Vrouwestraat, suitable loading and unloading space will be provided. The necessary loading and unloading space will be taken into account for the reconstruction of the area around the train station, IJzerenleen and the Adegemstraat in a later stage. The city will inform the logistics sector about this via the zero-emission workgroup.
- In general, and especially during reconstruction, the following attention points will be observed:
 - To make safe and regulatory loading and unloading possible, sufficient loading and unloading zones will be provided where trading locations are clustered.
 - With the design of the loading and unloading zones, trucks will be taken into account to ensure that they can load or unload smoothly and that walking distances are limited.
- There will be communication with (horeca) businesses to activate and make them aware of the reigning regulation.
- The current loading and unloading points in the city centre (at the most strategic locations) will be better indicated and set up with a focus on the Hoogstraat, where the problems are greatest. Identification and enforcement via sensors is being examined. Loading and unloading places are being regularly evaluated, taking into account the evolution of businesses, restaurants and offices in the city centre.
- The loading and unloading zones are accessible via a logical and adapted route to optimise supply and removal.
- With the policy, timely enforcement of logistics spaces has been agreed upon to ensure loading and unloading zones are not used by passenger cars.
- Outside the dedicated time slots, loading and unloading zones may be used as regular parking spots.

Logistics sector and traders:

- The space provided must be respected. There is to be no parking on the pavement or bike paths. Loading and unloading must not hinder ongoing traffic.

deliveries could be consolidated. These specifics will be further worked out in the coming months by the Service for Mobility.

Logistics sector and shops and traders

- The set times for loading and unloading are respected and care will be shown to ensure that the city centre is free from delivery vehicles between 11 a.m. and 6 p.m. Low-traffic zones are not to be supplied between 11 a.m. and 6 p.m. by parking in the neighbouring and/or bordering streets.

3.4 ENCOURAGING ZERO-EMISSION TRANSPORT AND CARGO BIKES

Commitment

The city of Mechelen, the logistics sector and traders are investing in zero-emission transport.

Lopende acties

- DPD now delivers to the city centre with an electric delivery vehicle.
- Since 2015, the local bike courier, ECOkoeriers, has been active in Mechelen. They operate from the city hub, where ODTN can rent storage space to parties that are focused on providing urban distribution.
- The one-person business and local bike courier Greendriver has been active since 2016.
- In the framework of the European Surflogh project, in collaboration with ECOkoeriers and the ODTN city hub, a proof of concept is being developed in relation to the logistical unburdening of traders.
- Telenet developed a proof of concept on sustainable delivery from its point of sale in de Bruul, a central street in the city.
- Deliveries to all city services are being made in a sustainable manner, in collaboration with ECOkoeriers, to the greatest extent possible.
- Stad Mechelen is participating in a project run by VIL (the Flemish institute for Logistics) called R!sult. This project looks into innovative urban-distribution methods.
- In 2018, 2019 and 2020, Stad Mechelen publicised a subsidy regulation to promote deliveries by bike. Shops and traders could purchase a cargo bike with these subsidies.
- Stad Mechelen is part of the Flemish Clean Power for Transport Action plan that provides needed charging infrastructure in Flanders. For more info, see: www.mechelen.be/laadpalen-voor-elektrischevoertuigen.

New actions

- On 1 September 2020, the new European project ULaaDS (Urban Logistics as an On-demand Service) began. It primarily focuses on the logistical impact of the 'on-demand economy' and the innovative and sustainable solutions for this. Stad Mechelen, UPS, ECOkoeriers, bpost Futurelab and VIL (the Flemish Institute for Logistics) are partners in this project. Proofs of concept are being implemented.
- The city is communicating with all stakeholders and raising awareness.
- The city is setting up a bike workshop in the city hub and a storage space that ODTN can rent to parties that are focused on urban distribution. This way, maintenance can be performed on-site.
- A number of electric delivery vans have been added to the Cambio fleet. They will be offered at an attractive rate to traders for making deliveries.
- Stad Mechelen will collaborate closely with all new zero-emission initiatives and examine how they can assist them. Stad Mechelen is also open to possible EU project opportunities.
- Stad Mechelen itself is researching vehicles with alternative, sustainable fuels and is performing tests.
- Stad Mechelen is expanding its charging infrastructure. This will be further developed in autumn 2020 and in the spring of 2021.

Companies and/or organisations	Actions
Horeca Vlaanderen, Department Mechelen (Professional association representing horeca sector in Flanders)	Entering into discussions with suppliers to: <ul style="list-style-type: none"> • optimise the delivery schedules of major breweries; • make the delivery costs more transparent with suppliers and to have an impact on the approach to ordering; • consolidate deliveries being made in the same street; • save time by delivering to the door/entry.
Transport en Logistiek Vlaanderen (TLV) Union representing Flemish transport and logistics companies)	Follow-up of new (environmentally friendly) technologies and share knowledge of these with member transporters. At TLV, efforts will be made to generate and share knowledge about evolutions in relation to hydrogen. This may be via seminars, events or concrete business cases in the future.
GLS (Courier service)	GLS is gradually adapting its entire truck fleet to Euro norms 5 and 6. As well as this, they are launching a study to estimate the feasibility of delivering parcels to (the centre of) Mechelen with zero-emission vehicles from the nearest location (Puurs).
Bond Beter Leefmilieu Vlaanderen (Association encouraging sustainability and a circular economy)	Bond Beter Leefmilieu (BBL) is supporting Stad Mechelen in its efforts to achieve zero-emission city logistics by 2030 by participating in the zero-emission workgroup and sharing knowledge there. BBL is working towards raising political awareness of the importance of sustainable urban logistics and starting a learning network where civil servants can exchange experiences with other cities and in which, with the help of experts, BBL looks for answers to the challenges the cities are facing. For civil servants and politicians with related responsibilities, BBL is organising a study visit to a pioneering Dutch city to find inspiration for policies in their own cities.
T'Seyen Foodservice NV (Supplier to the horeca industry)	As from 2023, if there are affordable models on the market, at least one truck/delivery van will be purchased that is energy efficient. At that time, we will examine what the best options are: electric, hydrogen powered or possibly something else? We expect that within two years, there will be another enormous evolution in the development of energy-efficient delivery trucks.
Proximus (Belgian mobile telecommunication services provider)	As from September 2020, Proximus will be supplying the Proximus Centre on de Bruul (a main shopping street in Mechelen) using green delivery methods promoted by DPD (including the return streams). DPD is making sure that every parcel in their network is transported in a CO2-neutral manner. Returns are picked up at the time of delivery to optimise transport journeys.
UNIZO (Belgian union representing independent entrepreneurs)	UNIZO will make members more aware of this theme.
PostNL (Postal service)	Conforming to the zero-emission definition described in 2.8, PostNL will commit to making deliveries within the city centre of Mechelen (anywhere within the ring) with zero-emission vehicles by the end of 2022.
DHL (Courier service)	DHL is following Mechelen in making the switch: <ul style="list-style-type: none"> • 2023: 20% of deliveries made with zero-emission vehicles; • 2027: 50% of deliveries made with zero-emission vehicles; • 2030: 100% of deliveries made with zero-emission vehicles
UPS (Courier service)	As from the autumn 2020, UPS is making deliveries to the city centre with its own electrically powered cargo bikes, travelling from the city hub, where space can be rented from ODT.

Bpost (Postal service)	Bpost has already launched the first Ecozone for sustainable urban distribution in Belgium in the Mechelen city centre. With this pilot project, we are introducing sustainable solutions for residents and testing emission-free transport methods for parcels and letters in the city. Electric delivery vans and cargo bikes make the bpost services increasingly green. As well as this, together with local traders, smart applications will be tested to make the local economy more sustainable. With this Ecozone, we want to have emission-free delivery of parcels and letters to the whole of the 2800-postcode area by 2022.
Febetra – Federatie van Belgische transporteurs en logistieke dienstverleners (Royal Federation of Belgian Transporters and Logistic Service Providers)	Febetra is currently and will continue to undertake the following actions: <ul style="list-style-type: none"> • Informing member transporters about the rules in effect in Mechelen and communicating these rules to sister federations in other countries to promote faster implementation of the rules. • Informing member transporters about the newly available environmentally friendly/zero-emission vehicles and techniques. • Informing member transporters about the public incentives for switching more quickly to the use of environmentally friendly/zero-emission vehicles. • Lobbying on the European level to bring about a faster roll-out of environmentally friendly/zero-emission vehicles and charging infrastructure. • Lobbying on a European, Belgian and Flemish level so that the transport legislation in effect takes into account the characteristics of environmentally friendly/zero-emission vehicles. • Bringing good practices from other (EU) countries.
Dematra (Transport, warehouse and distribution service provider)	Dematra commits to performing a feasibility study to work via a city hub for deliveries in the Mechelen city centre. If this does not appear to be achievable, they will closely follow the evolution of energy-efficient vehicles. This is only feasible if these are made via mass-production. Furthermore, Dematra will continue working, every day, on clean vehicles and optimal load factors. (All our vehicles are a maximum of five years old, and all satisfy Euro 6 norms, with some satisfying Euro 5 norms.)
BPS Distri (Courier service)	BPS will make deliveries in Mechelen with an electric delivery van from April 2022.
Etheclo (Cold-chain logistics specialist)	Etheclo offers local dealers and (bike) couriers the ability to serve fresh products to their clients in a safe manner. At the same time, they will reduce their CO2 emissions via passive cool boxes with temperature monitoring.
BCA (Belgian Courier Association)	BCA commits to functioning as a platform between local governments and their members, with the goal of creating a win-win situation for governments and express operators in relation to urban distribution. For this, the BCA aims to include sustainability and accessibility at the heart of its policy, among other things.
SERIS Logistics (Logistics company)	SERIS Logistics is accelerating its research into the conversion of 30% of its fleet into electric vehicles, conforming to the covenant with Stad Mechelen.
Telenet (Telecommunications service provider)	In 2019, Telenet signed the Government of Flanders's Green Deal Sustainable Urban Logistics in the framework of the Telenet Climate Policy 2030. Based on this commitment, Telenet is currently conducting a proof of concept on the sustainable supply of the Telenet and BASE stores on de Bruul (a central shopping street in Mechelen) in collaboration with ECOkoeriers and Stad Mechelen. The insights of this proof of concept, and other similar test projects in Flemish cities, will allow Telenet to structurally adapt its logistical supply policy with an eye on further reduction of the CO2 emissions of the company.

3.5 ENCOURAGING BUNDLING

Commitment

The efficiency in product transport is promoted by searching for opportunities to consolidate deliveries and guarantee maximum load factors.

Actions

Stad Mechelen:

- There is a collaboration with the city hub on location with ODT. Opportunities for consolidation are being examined through ECOkoeriers, who work from there.
- New initiatives are being actively supported and facilitated.
- In the framework of the European project Surflogh, together with Cubee/bpost, a network of smart lockers/parcel lockers have been installed. This network will be expanded.
- The use of parcel lockers and/or deliveries to service points of diverse operators have been actively communicated and awareness has been raised (especially in e-commerce).

Logistics sector and traders:

- Optimal load factors have been guaranteed.
- The city centre is supplied as efficiently as possible. This means that the city centre is being entered with complete loads. If that isn't the case, the city recommends bundling via an urban distribution centre, to the extent that this is an open, balanced and economically sustainable model in the eyes of the competition.

3.6 GUARANTEEING TRAFFIC SAFETY

Commitment

Safe school environments are a priority. Via the Schoolstraten project and avoiding (particularly heavy) goods transport, traffic safety is guaranteed.

Actions

Stad Mechelen:

- With the introduction of the Schoolstraten project, the streets at the start and end of school hours are exclusively for pedestrians and cyclists. An overview of the schools is available at www.mechelen.be/schoolstraten.

Logistics sector and traders:

- Committed to investing for a liveable and safe school environment that is defined by maximum accessibility. This is achieved by avoiding, to the greatest extent possible, having deliveries in the school environment at the beginning and end of the school day. An overview of the schools in Mechelen is available at www.mechelen.be/schoolstraten.
- Alternative routes can be viewed together with the Mechelen police or the Service for Mobility.

3.7 DATA

Commitment

Gain further insight into the scope of urban distribution during the delivery time slots. The further refining of the logistics profiles and their share.

Actions

Stad Mechelen:

- In collaboration with an academic partner, data will be processed and analysed. Further policy and measures will be based on this. The city is also examining how data can be shared anonymously. The supply of data must take place in the easiest manner possible, without demanding additional IT-related investments. Together with the academic partner and the signatories from the covenant, we will determine which data can be shared.

Logistics sector and traders:

- Logistics players and traders will share their data so that the city can measure the impact of the covenant. This way, the city wants to set Key Performance Indicators (KPIs) and annually evaluate on the basis of the percentage of kilometres driven that are sustainable. The city guarantees that this will be processed and analysed anonymously.

3.8 COMMUNICATING AND CREATING AWARENESS

Commitment

A further awareness and 'sense of urgency' for the theme has been made possible via continuous communication.

Actions































Stad Mechelen:

- Continuous communication with all other stakeholders (traders, residents, civil servants, politicians, logistics players, etc). A communication plan is drafted every year.
- The final conference of the European project, Surflogh, will take place on 10 June 2021. The most important conclusions of the project will be presented.
- Two times a year, a zero-emission workgroup will be organised.
- A newsletter 'Duurzame stedelijke logistiek' ('Sustainable urban logistics') is sent out four times per year.
- An online platform will be set up.
- All information about supply is included on this web page: www.mechelen.be/leveren.
- Stad Mechelen will continue communicating with other government institutions to achieve the maximum level of harmonisation possible.

Sector:

- Interest groups promote the involvement and collaboration of their members in this covenant by giving information about this. They also report on the progress of their industry literature and digital media.
- Logistics companies inform and internally raise awareness and do this on all levels.

Signed on Friday 25 September 2020 in Mechelen by:

 <p>Horeca Vlaanderen Afdeling Mechelen Christian Michiels Chairperson Dept. Mechelen</p>	 <p>Febetra Benny Smets Chairperson</p>	 <p>Belgian Courier Association Chris Van Hoegaerden Chairperson</p>	 <p>TLV Frederic Keymeulen Policy Officer</p>	 <p>Bond Beter Leefmilieu Bart Dumoulin Project Manager for Mobility</p>
 <p>Unizo PROVINCIE ANTWERPEN Unizo Stéphane Vanden Broeck Advisor on lobbying and local unions</p>	 <p>VOKA Kamer van Koophandel Mechelen- Kempen VOKA Tom Laveren Managing Director VOKA Mechelen-Kempen</p>	 <p>VIL Liesbeth Geysels General Director</p>	 <p>UPS Chris Van Hoegaerden Public Affairs Manager</p>	 <p>DHL Steven Van Den Bosch Fleet Manager Ansfrid Vanlerberghe Transport Manager</p>
 <p>GLS Luc De Schrijver Managing Director</p>	 <p>PostNL Rudy Van Rillaer Managing Director, Belgium</p>	 <p>DPD Wim Focquet Director CSR & Human Resources</p>	 <p>Fedex Alain Delmotte Manager Station Operations BRU</p>	 <p>EcoKoeriers Inneke Vos & Veerle De Wael Business Managers</p>
 <p>Bpost zorgt ervoor Bpost Paul Vanwambeke Director of Urban Logistics</p>	 <p>BPS Distri Jeremy Depreter Customer Service Officer</p>	 <p>City Hub ODT Jeffrey Pang QESHA</p>	 <p>Dematra Cédric De Jaeger Continuous Improvement Manager</p>	 <p>Ninatrans Koen Vanroelen Operations Manager</p>
 <p>City Depot (BD myShopi) Tim De Witte CCO</p>	 <p>Van Dievel Louis De Wael Managing Director</p>	 <p>Seris Logistics Serge Nauwelaers Division Manager, Transport Manager and Director</p>	 <p>Centraal Boekhuis Steven Colman Team Leader for Transport, Belgium</p>	 <p>T'Seyen Foodservice Erik T'Seyen Business Manager</p>
 <p>Proximus Hans Schurmans Director Logistics Operations</p>	 <p>Mechelen Meemaken vzw Geert Milis Chairperson</p>	 <p>Etheclo Jos Miermans Business Partner</p>	 <p>Telenet Ineke Rampart Corporate Affairs Director</p>	 <p>Stad Mechelen Marina De Bie Aldersperson for Sustainability Vicky Vanmarcke Aldersperson for Mobility</p>