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Mantova's coordination one-stop-shop proactively supports condominium managers and homeowners throughout the renovation process. Condominiums benefitting from the one-stop-shop services share key project information and help the municipality to improve data availability on the residential building stock.

PROJECT ID

One-stop-shop name	One-stop-shop Mantova
One-stop-shop location	City of Mantova (ca. 50,000 inhabitants)
Business Model	Coordination model
Legal status of the project company	Municipality
Project sponsors	Municipality
Types of residential buildings targeted	Condominiums
Cost of energy renovation works in the area	Deep renovation: €20,000 – 50,000/flat for condominiums, depending on the condominium size
Project kick-off	Autumn 2020
Number of refurbishments performed	0 retrofits, 2 condominiums advised



LOCAL POLICY OBJECTIVES IN A NUTSHELL

In 2020, Mantova municipality is finalising its Sustainable Energy and Climate Action Plan. Until now, the city did not have any strategy or specific targets for the energy renovation of the residential sector.

In Italy, the national objective is to reduce the final energy consumption in the residential sector by 3.3 Mtoe by 2030. However, the pace of home energy renovation is still low and a major action is needed to achieve these targets.

The Italian National Energy and Climate Plan suggests some interesting solutions. For 2019-2021 incentives for building improvements should be implemented through the application of reduced rates of registration, mortgage and land registry taxes on transfers of buildings, for construction or renovation companies engaging in energy

upgrade projects and subsequently transferring them to other owners. Also, in order to encourage local investments, the government will put in place a fund for municipalities launching initiatives that involve energy efficiency, sustainable local development and the security of infrastructure and public buildings¹.

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WHAT SERVICES DOES THE ONE-STOP-SHOP PROVIDE TO HOMEOWNERS?

Engagement process	✓
Energy renovation and financial plan	✓
Coordination of the renovation process	✓
Long-term and affordable financing	✗
Guaranteed results & post-work monitoring	✓

Engagement process

The one-stop-shop offers advice on optimal energy renovation works to condominiums. The customer journey starts at the one-stop-shop website that is accessible from the homepage of the municipality's website². Homeowners can also use an **online tool** to make a quick scan of their building. If the results show that the renovation is worthwhile, they can send a meeting request and arrange a face-to-face appointment with the one-stop-shop staff.

The municipality will promote the services in all municipal info points and partners' offices. Moreover, the municipality plans to organise a **conference** on different topics (how to refurbish, what are the expected results, how to finance the investment) as well as **guided tours** involving the homeowners or building managers who have already completed the renovation process. These will be part of a general communication campaign on climate change and urban development. The idea is to build a **'database of solutions'** available to all citizens.

Energy renovation and financial plan

The one-stop-shop **facilitates the contact** between homeowners and professionals who can develop an energy renovation plan and realise an energy audit (paid directly by condominiums). If all owners in a condominium want to go further, the one-stop-shop manager asks shortlisted qualified enterprises for quotes. The condominium's assembly then takes the final decision on energy renovation works and chooses the enterprises.

1. https://ec.europa.eu/energy/sites/ener/files/documents/it_final_necp_main_en.pdf

2. One-stop-shop website: www.comune.mantova.gov.it/index.php/innovate

A first financial plan is included in the energy audit. It contains an overview of existing subsidies available for the condominium. Entrusted professionals can then provide a more detailed financial plan. On top of that, the one-stop-shop staff provide information on existing loans, incentives (e.g. Ecobonus, Sismabonus, bonus facades) and financing schemes (e.g. financing by third parties via a credit transfer). They can also check and advice on the financial plan developed for condominiums (although the responsibility remains with the professional in charge).



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Coordination of the renovation process

The one-stop-shop does not act as a general contractor – it does not contract suppliers on behalf of condominiums – however, it supports the condominiums' building managers throughout the renovation process. For instance, the staff develops standard templates of innovative energy performance contracts that include guaranteed results and advise condominium managers or the professionals in charge.

Long-term and affordable financing

The one-stop-shop is not offering its own financial product but helps homeowners accessing **very generous and comprehensive subsidies** provided by the national government. For example, small interventions can benefit from an income tax deduction of 65% of the total investment, while energy renovation of the whole building is eligible for 70% and deep renovation for 75% (with a cap of €40,000 per flat).

Low-income homeowners who pay low taxes can sell the credits they "earn" thanks to energy renovation to a third party – often an energy utility. The energy utility pre-finances the full cost of renovation and then recovers 75% tax deduction from the state over 10 years. This state scheme can really foster deep renovation.

Guaranteed results & post-work monitoring

The one-stop-shop encourages condominiums to sign **energy performance contracts with guaranteed results**. Condominiums benefitting from the one-stop-shop services are obliged to share the key project data (energy consumption before and after renovation, type of intervention, investment size, financing schemes used, etc.). These data will feed a database used by the municipality to calculate energy and emissions savings from the residential sector.

BEHIND THE SCENES: HOW MANTOVA DEVELOPED ITS ONE-STOP-SHOP STEP-BY-STEP

Market Gap Analysis

In 2017, there was not any offer of integrated home energy renovation services in Mantova and surroundings. Homeowners refurbished their homes mostly to repair functional damages. They were not aware of the benefits of energy renovation, nor the generous subsidies available at national level.

The municipality decided to focus on condominiums due to their high energy saving potential. Most of the condominiums require urgent maintenance and energy efficiency measures. However, standardised tools and procedures for building managers were missing.



Business model

Initially, the municipality was considering an *all-inclusive business model*. However, on the one hand, the city lacked the human and financial resources and on the other hand, local stakeholders were worried that the one-stop-shop fully led by the municipality could create an unfair competition and take a potential new market away from them.

Therefore, the municipality opted for the coordination model. The one-stop-shop facilitates the entire process and strives for gaining the trust of citizens and professionals. It is composed of a **team of 6 experts** (technical, financial, etc.) employed by the municipality who coordinates the work of external renovation experts and suppliers.

The municipality covers the **fixed costs** of the one-stop-shop for a pilot period of 12-18 months, while condominiums pay for the services provided by suppliers. At a second stage, the municipality intends to ensure the **revenue streams** from the **fees paid by homeowners** as a percentage of total cost of energy renovation.

Key partnerships

One-stop-shop **key partners** – architects, engineers, consumers' associations, associations of building managers and construction companies – have signed a **partnership agreement** with the municipality. They form a **steering committee** that actively participates in the process.

The municipality plans to organise free of charge trainings for all involved stakeholders in order to harmonise their expertise and create a global offer for condominiums. They now see the one-stop-shop as an opportunity to build their capacities and to access the new market that deep renovation could create.