



**Cars available in Ottawa,  
Halifax... and now Paris!**

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**Benoît Robert**

Founder-Chief Executive Officer  
Communauto

**“TRUST IS LARGELY BASED ON THE IMPLICIT, IT NOURISHES AND BUILDS ITSELF. IN A CONTEXT WHERE THIS INTANGIBLE CAPITAL IS INCREASINGLY FRAGILE, IT IS IMPORTANT TO KEEP TRUST AS A TOP PRIORITY. WITH THIS IN MIND, WE AIM TO DIRECT THE ORGANISATION’S ACTIVITIES, ACTIONS AND DECISIONS TOWARDS RAISING TRUST.”**

## Trust as a means to collective success

According to the sociologist Niklas Luhmann<sup>1</sup>, “Man constantly transforms imperfect information into trust or mistrust”. Life in society relies on the need for trust, without which our existence would become unbearable.

To trust is often to go “beyond the facts” since most of the time, it is impossible for us to verify whether or not our trust is well-founded.

Cynicism and mistrust are in season? So be it! It doesn’t change the core: “trust is a risky [but necessary] investment”.

### Dealing with the confidence crisis

Trust is largely based on the implicit, it nourishes and builds itself. In a context where this intangible capital is increasingly fragile, it is important to keep trust as a top priority. With this in mind, we aim to direct the organization’s activities, actions and decisions towards raising trust.

Our team has recently undertaken steps in this direction. To do so, introspection is necessary and it’s the Institut de la Confiance dans les Organisations (Institute of Trust within Organisations), in collaboration with the Trust Management Institute of Paris (TMI) who will provide the necessary framework.

Communauto already has an enviable track record in this regard. Our service relies on the individual and collective responsibilities of our users and on our ability to manage it with rigour and fairness.

It is not without reason that these two values were selected among the core values of our organisation, along with transparency, responsibility and empathy (see “Communauto’s values”, opposite).

But that’s not enough. Vigilance is crucial, and with an external audit, we will allow us to measure trust within Communauto and to better integrate this concept into governance, strategy, communications, operations and human resources.

This process will take place in two phases:

**First phase:** internal trust program / course  
[February — May 2013]

**Second phase:** trust with external stakeholders

program / course [dates to be determined]  
The stakeholders concerned are as much our governmental and para-governmental partners as our suppliers and clients. Thus, a number of you may be called upon to participate in this process.

We will keep you informed of our progress.

On that note, let’s trust that Mother Nature will bring a pleasant spring.

**Benoît Robert**

<sup>1</sup> For more information: Niklas Luhmann, *La confiance, un mécanisme de réduction de la complexité sociale*, Paris, Economica, 2006.

### Values that guide our choices, our actions and our decisions

#### T.E.R.R.E

**TRANSPARENCY** / To be open, communicate, share information, follow clearly defined procedures. Explain our choices, our actions, and our decisions. Stick to the facts. Be objective. Explain the reality of the situation with integrity and honesty, without distorting the facts.

**EQUITY** / A value that dictates our behaviour and inherent sense of what is right and wrong; of showing respect, justice and impartiality when considering what is rightfully owed to each person.

Equity complements and strengthens the value of justice by adapting and respecting the spirit of the established rules in situations where the strict application of equal treatment does not provide a satisfactory solution. In our specific context, whenever there is a need to adapt, it must be done by striking a proper balance between individual and collective rights.

**RIGOUR** / The quality of a person or an organization distinguished by their discipline, logic, precision and refusal to be sloppy, in compliance with established requirements; by the accuracy and relevance of sources and references as well as the facts used to support their choices, their actions and their decisions.

**RESPONSIBILITY** / Ability to meet one’s obligations, perform one’s duties, and bear the consequences of one’s actions with respect to the organization’s mission and values; to be accountable.

**EMPATHY** / Ability to share someone else’s feelings or experiences, while maintaining an appropriate distance to preserve equity and impartiality.

## One-way carsharing: back in the public eye

In April 2011, Communauto issued a press release announcing its intention to establish a one-way carsharing system in Montreal. What has become of this project which recently resonated in the media?

Unlike the service you already know – carsharing with a reservation – one-way carsharing is a system in which a vehicle fleet of vehicles is available for spontaneous use: no need to reserve, specify a drop-off time or return the vehicle to its starting point. This type of service is very similar to BIXI, but with cars instead of bikes.

Since the announcement, Communauto has met with other sustainable transportation players (including public transportation and taxis) to develop a project integrating public and active means of transportation. We then presented our project to the Ville de Montréal.

While we wait for news on the development of the project, we have released a short video

explaining our one-way carsharing project. You can discover the video by visiting the following page [www.communauto.com/lsi](http://www.communauto.com/lsi).



Watch the video at [communauto.com/lsi](http://communauto.com/lsi) ...

## More and more vehicles equipped with readers compatible with the OPUS card

**STARTING ON JULY 1ST, YOU WILL NEED TO HAVE AN OPUS CARD OR A RFID KEY WHEN YOU USE A VEHICLE.**

Following the pilot project launched last October, we will now accelerate the installation of the new readers compatible with the OPUS card.

To ease the transition, we will continue to provide a RFID key with an instruction sheet attached to the car keys until June. However, soon we will cease to notify you at the time of your reservation whether your vehicle has the equipment or not.

Starting on July 1<sup>st</sup>, you will need to have an OPUS card or a RFID key when you use a vehicle. At that point, we will remove the courtesy RFID keys provided with the car keys.

RFID keys can unlock the doors and disarm the anti-theft device of the vehicle. For the moment, the OPUS cards only allow you to disarm the anti-theft device. If you do not already have a RFID key and you prefer to access the vehicles with that key rather than your OPUS card, we will provide one for free upon request (a \$20 replacement fee applies in the event of the loss of the key).

This project was made possible thanks to the collaboration of transit authorities (Autorités organisatrices de transport en commun) associated to the OPUS card (STM, RTC, AMT, STL, RTL, Société de transport de Lévis, AQTIM). We thank them for their

### Next steps

**By the end of May:** a growing number of vehicles will be equipped with a reader.

**Starting on July 1<sup>st</sup>:** you will be required to have an OPUS card or a RFID key (available for free upon request) to use a vehicle.

For security reasons, you will not be informed whether the vehicle reserved is equipped or not with a reader.

Once we are ready, you will be invited to enter the OPUS card number(s) that you wish to use for identification purposes in **RÉSERVauto**, if applicable.

Email us through the option “To reach us online” in **RÉSERVauto** to order a RFID key.



## Communauto subscribers can now use Mobizen vehicles in Paris!

It's official! Communauto subscribers travelling to France will now be able to use cars with Mobizen, our Parisian branch, at no extra cost. You will have the same package and deductible as the one you have with Communauto. If you are registered to the package A, B or C, you can take advantage of our extremely attractive *Long Distance* rates to expand your horizons and visit the country.

### Here are the steps to follow to do so:

1. Pre-register on the **Mobizen.fr** website.
2. A Mobizen employee will contact you to complete your registration.
3. Choose to receive your registration package by mail (within 2 weeks) or to pick it up at our office located in Paris's eleventh arrondissement.

A courtesy invoice will be sent by Mobizen if you use a vehicle. However the amount will be put on your Communauto invoice (the exchange rate will be calculated on the billing date), so you will only have one bill to pay.

### Bon voyage!

### You plan on staying in the country...

The same privileges are also offered if you travel to Ottawa or Halifax.

**For Ottawa**, simply select the city from the drop down menu in Add a reservation in **RÉSERVauto** (your Communauto subscription already gives you access to it).

**For Halifax**, the steps are similar to Paris. You need to pre-register in advance by going to the **carsharehfx.ca** website and follow the registration instructions (a driving record from the SAAQ dated less than six months ago will be required).

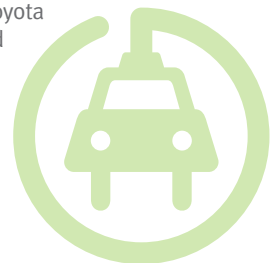
## Spring is going to be green: the 100% electric Focus and the Prius C hybrid have been added to our fleet!

This spring, new vehicle models will be integrated into Communauto's fleet. Always committed to offering you the most energy efficient vehicles, we have selected the **100% electric Ford Focus, the Toyota Prius C (hybrid) and the Nissan Versa**.

Five 100% electric Ford Focus will be added to the 25 Nissan LEAFs that have been available since January 2012. These vehicles have a charging time that is twice as fast as the LEAF – 3 to 4 hours on a 240 volt charging dock.

Furthermore, close to 80 Toyota Prius C (hybrid) will be added to the two already available in our fleet.

We hope that you will enjoy discovering these new vehicles, **have a safe trip!**



### GOOD TO KNOW

## Long Distance rate and Network reservations

### How to get the best of both worlds

The daily rates offered on weekdays for Communauto vehicles, as well as the 7-day rates which will be offered starting on May 1<sup>st</sup>, will be among the lowest on the market.

However, if you have a gold credit card or its equivalent, you can rent a vehicle at a better price over the weekend (even though our rate is competitive) through our *Network reservations* rather than using a Communauto vehicle at the *Long Distance* rate.

The aim of this positioning is to promote an optimal distribution of the demand.

### Compare prices

In the highly competitive environment which continues to prevail in the car rental industry, sometimes (not as often in the summer time) a promotion will give you access to a lower rate than those negotiated by Communauto. For this reason, you should always compare prices with the ones we have before making a reservation through Communauto. [www.communauto.com/locateurs/tarifs.html](http://www.communauto.com/locateurs/tarifs.html) (in French).

It's up to you to take advantage of the different options offered to optimize the cost of your trips!



## Rate revision effective on May 1<sup>st</sup>

### Increasingly advantageous rates

Over the past year, our offer has evolved in order to better answer to the needs of our customers. After discussion, we have determined this new modulation of costs based on the cost of time and the distance travelled. Another step will be taken in this direction with the announced changes. The highlights are presented below. You will find all the details in the rate schedule attached.

#### Decrease in the hourly and daily rates of packages A and B. Replacement of the annual dues by a monthly fee.

Our discussions have led us to further differentiate our packages A, B and C by modulating their hourly and daily rates. From now on, the annual dues of packages A and B will also be replaced by a monthly fee, which will render them more accessible (this does not apply to corporate subscriptions).

You can take advantage of this new opportunity on your next package renewal.

#### Reduced weekend rate for the *Le Lièvre* package

Those registered the *Le Lièvre* package will not be left behind! These changes will be accompanied by a daily rate cap of \$49.50 for every day of the week. This rate adjustment represents a 17% saving on the daily rates presently in effect on Saturday and Sunday.

#### Reduced daily and weekly prices for the *Long Distance* rate

The rates announced for May 1<sup>st</sup> correspond to a reduction of nearly 11% on the daily rates and more than 20% on the 7-day rates, when compared to the rates of the previous year.

Even this summer during peak season, you will be able to use a Communauto vehicle for less than \$30 a day or \$200 a week.

#### Managing to do more with less

Over the last 12 months, our vehicle-related expenses related directly to vehicles have increased from 65% to 70%.

A year ago, we had challenged ourselves to minimize our other expenses in order to make our service more competitive. We succeeded, which explains why we are now able to offer more affordable rates. However, with the continued increase of the price of our inputs, we will have to keep improving in order to continue in this direction.

It is largely thanks to your understanding and collaboration that we will be able to achieve our goal. Here are a some adjustments and instructions that will foster this change.

#### Replacing calling fees with reservation fees and indexing reservation fees

The first action, which came into effect on February 1<sup>st</sup>, was designed as an incentive to use our online tools to reserve a vehicle. All our services are now available online and labour accounts for a large part of our expenses. To strengthen this initiative, we will increase reservation fees starting May 1<sup>st</sup>. They will increase to 75¢ (+10¢) during the day (between 8:00am and 7:00pm) and to \$1.50 (+20¢) in the evening.

#### Introducing a 50¢ fee for the paper bills

Starting in May, we will introduce a 50¢ fee for the paper bills to promote the adoption of the e-bills. This amount will only cover a fraction of the actual cost of producing and sending the bill by mail. For this reason, the cost will increase at the end of the year.

#### Respect our policies. Especially avoid challenging them when you know you're at fault.

Pay your bill on time; respect the maximum balance policy of \$500; avoid being late or making vehicle errors; respect the cleanliness of the cars; be courteous when you talk to an agent...

These simple actions along with an attitude based on **respect** and **trust** are all ways to help us to continue to improve our service. It also allows us to invest our resources where they are needed as to enable you to enjoy a genuine added value.

Long  
distance rates

24,95 \$/day  
154,69 \$/week \*

\*starting May 1<sup>st</sup>

### Package B is better than ever!

Reduced hourly rate compared to package C (between \$1.75/h and \$2.25/h) and monthly fees (\$12.50) rather than annual ones. These improvements are added to the ones that were adopted last year; price per kilometre parity with package A (23¢/km) starting on the 51<sup>st</sup> kilometre of the trip.

In addition, package B automatically gives you access to the *Le Lièvre* package rate if this option is more affordable. You also get the added bonus of a \$1 credit on the hourly rate of the *Le Lièvre* package (known as the *Le Lièvre Super*). Great news!



Communauto in Saguenay by Clara M.

Send us your pictures at [drp@communauto.ca](mailto:drp@communauto.ca)

## Next Communauto employee biannual meeting

This spring, our meeting will take place on the **15<sup>th</sup> and 16<sup>th</sup> of May**. During those two days, our administrative services will exceptionally be closed.

These meetings are very important for the management team to exchange information on our projects with the entirety of our staff. We thank you in advance for your understanding.

## WE'RE HIRING

**Our subscribers make for great employees!**

As Communauto continually grows, new horizons open allowing us to offer new challenges to qualified and committed people.

Communauto is currently looking for a:

➤ Customer Service Agent and Operations Coordinator, Quebec City

➤ Customer Service Representative, Quebec City

For more information, go to "We're hiring" in the News section of our website.

## Contest 15 for the 15<sup>th</sup> with BIXI



Communauto and BIXI are pleased to offer you the chance to win one of the **15 occasional BIXI subscriptions**. It's the perfect occasion to be ready to roll for the opening of the 2013 season on April 15<sup>th</sup>.

Enter our contest at [communopolis.com](http://communopolis.com) !

## Save 50¢ by choosing the e-bill

And take advantage of the option of adding notes to your reservations!

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