



Ice Allocation Policy and Guideline

Community Services Department
Town of Petawawa

Revision History

Date	Revision No.
2011/12	Effective date
2013/14	1
January, 2021	2

1.0 Purpose

The purpose of the Ice Allocation Policy and Guideline is to establish parameters for the allocation and management of indoor ice owned and operated by the Town of Petawawa. It has been developed to address changing demographics, changes within the Petawawa ice sports community and the local market supply of indoor ice. This policy does not cover fields or other facilities.

The intent of this policy is to promote and encourage participation in ice sports to the overall benefit of the community. This policy applies to any clients, sport organizations or groups who wish to rent ice at the Petawawa Civic Centre.

The policies identified in this document establish and clarify the Town's responsibility for ice allocation, facility administration, and its commitment to the management of fiscally responsible ice facility operations and safe and accessible services to all.

It is the goal of this policy to:

- provide a fair and transparent means for service delivery;
- consider the needs of youth and amateur sporting groups in the community;
- strive to ensure fair access to ice and recreational amenities;
- allow flexibility to meet the needs of sports associations and other users;
- establish uniform criteria and procedures for the reservation and use of ice;
- facilitate scheduling that will support proper and sufficient maintenance and repair of the ice surface;
- permit the planning and implementation of special sport events and programs in which a large number of people are expected to participate;
- ensure that the Town's ice is used for the benefit of the entire community;
- consider the needs of Petawawa residents before residents of other communities; and
- balance the needs of seasonal users, casual users and the Town as a whole.

2.0 Responsibility for Ice Allocation

The Community Services Department of the Town of Petawawa has the responsibility to manage the allocation and distribution of ice on an annual basis to reflect population, registration, utilization and participation patterns, in addition to applying municipal, provincial and federal directives where required.

3.0 Ice Allocation Policy Review & Update

The Ice Allocation Policy and Guideline will be reviewed regularly in consultation with user groups where applicable. The Community Services Department has the authority to adjust procedural items related to timing, process, etc., as appropriate and to respond

to overarching Council directions related to revenue achievement and strategic business approaches.

The Community Services Department will communicate with ice facility users to review, define or confirm the Town's ice season, hours of operation, client categories, prime and non-prime time hours, rates, ice pad uses and restrictions, facility closures, special operating hours, and ice allocation. Other items that may be communicated include administration, ice maintenance, the use and care of the facility and possible capital projects for which input may be solicited or which may affect use by clients. The results of this communication will enable Town staff to update related portions of this document, the Annual Arena Operations Calendar and the Master Seasonal Ice Schedule.

4.0 Facility Operations

The Town of Petawawa will responsibly manage the Petawawa Civic Centre to ensure optimum usage and programming, to reflect municipal directives and to minimize risk and operational issues, as well as enhance fiscal health to allow for timely and effective infrastructure updates.

5.0 Facility Availability

Ice is usually available from the last weekend of September until the last week of March. Dates will be confirmed annually as soon as they are established.

Prime and Non-Prime

Rental Type	Days of the Week	Times
Prime Time	Monday – Friday	5:00 pm to close
	Saturday and Sunday	All day
	Statutory Holidays	All day
Non-Prime Time	Monday – Friday	Open to 5:00 p.m.

6.0 Ice Allocation

On an annual basis, the Community Services Department will develop a Master Seasonal Ice Schedule that best reflects the expressed needs of the users and application of this policy's directives and guidelines. The Town of Petawawa reserves the right to reassign ice rentals annually as required.

The Town of Petawawa will make every effort to grant the same or similar ice times from the previous season to seasonal clients. If a seasonal client disbands or fails to apply for ice in consecutive ice seasons, they will lose priority for their seasonal ice time. If they reapply in a subsequent ice season, they will be treated as a new client.

The Town reserves the right to alter ice allocation when facility closures or restrictions must be applied or when ice schedules negatively influence operational/program efficiencies. In these circumstances, every attempt will be made to find an equitable ice time replacement.

When deemed necessary, a meeting of all clients affected under the Ice Allocation Policy may be held to discuss ice allocations, ice availability and uses, amenities, classifications, restrictions, planned closures, special operating hours, and capacity calculations. Additional items may include administration, ice maintenance, the use and care of adjoining buildings and possible capital projects for which input from clients will be encouraged.

Scheduling Priorities

Ice will be allocated in the following priority order:

1. Town of Petawawa recreational ice programs
2. Tournaments & Special Events
3. Youth seasonal sport organizations
4. Seasonal clients
5. Schools & Boards of Education
6. Casual and commercial users
7. Other

Category Descriptions:

1. Town of Petawawa recreational ice programs

The Town of Petawawa ensures resident access to low-cost or free recreational activities organized by the Community Services Department. Opportunities include public skating, family skate, parent & tot skate and recreational curling. Programs are provided in response to resident demand.

2. Tournaments & Special Events

The Town of Petawawa supports special programs like tournaments and special events, including sanctioned, invitational, open and charity tournaments and events. Generally, tournaments and special events are competitions, evaluations or exhibitions hosted by seasonal clients. They may include events of regional or provincial significance.

3. Youth Seasonal Sport Organizations

Youth or Minor implies age 18 years or under, unless age categories are overseen by a Sport Governing Body where youth extends beyond 18 years.

A youth seasonal sport organization is defined or recognized as follows:

- a. a non-profit recreational group based in Petawawa and dedicated primarily to minor sports;
- b. an established provider of quality recreational programs, primarily for youth;

- c. the main provider of its particular activity for youth in Petawawa;
- d. membership in the group is dominated by residents of the Town of Petawawa; (Note: If item c is dominate, item d may be waived.)
- e. governed by a constitution authorizing its activities;
- f. incorporated or a registered member of a Sport Governing Body (regional, provincial or national);
- g. in possession of auditable annual financial statements made available to the Town upon request; and
- h. affiliated with a responsible regional, provincial or national organization of their choosing.

If the appropriateness of an organization's status as a youth ice sport group comes into question, the group may be required to produce evidence that the conditions under which youth ice sport status was granted still apply.

4. Seasonal Clients

Seasonal clients are defined as organizations that use the Petawawa Civic Centre on a weekly basis throughout an entire season. Examples are adult hockey leagues or clubs, pick-up hockey groups.

5. Schools & Boards of Education

School bookings are to be administered on a first-come, first-served basis through the Community Services Department. If a Reciprocal Agreement is in place, rates and hours of use will apply in conjunction with this policy.

6. Casual or Commercial Users

Casual users are groups that rent the ice one rental at a time and no more than two weeks consecutively.

Commercial users are defined as organizations or individuals that use ice time with the intent of generating positive net income (profit). Examples are trade shows, sales events and corporate seminars.

At the Town's discretion, not-for-profit groups may be allowed to generate net income from the use of allocated ice time so long as the use aligns with the "fundamental activities" of the group.

Residency

The Town of Petawawa recognizes the tax-based contribution provided by its residents toward the operation of recreational facilities. As such, residents will always receive priority over non-residents in the allocation of ice time. For the purpose of supporting the ongoing development of ice user groups (e.g. girls/women's hockey), the Town of Petawawa will accept the residency requirements defined by Sport Governing Bodies (local, regional, provincial and/or federal) which govern the actions of local affiliated user groups and/or special circumstances such as reciprocal agreements.

The Town reserves the right to impose residency requirements or limitations on rental applicants at any point in time in the future when it is deemed necessary to do so (e.g. restricted ice capabilities).

Development of Master Schedule

All ice time requests received by April 30th of each year will be reviewed by the Community Services Department. Following the review of submissions, staff will establish the total number of hours available to each submitting group and identify the scheduling of these hours on a weekly basis. This will constitute the preliminary ice allocation schedule.

The number of weekly hours allocated to any sport organization/group will be based on justified need. Any clients requesting more hours than their allotment from the previous year must justify this need in writing and submit along with their ice request. Requests will be considered pending availability and demand.

Conflict Resolution

The preliminary ice allocation schedule will highlight ice time request conflicts (if any). Affected groups will be contacted by the Community Services Department regarding specific conflicts impacting their requests. Each group(s) contacted will be asked to discuss and resolve their particular conflict. Should no resolution be reached with mediation, the Director of Community Services will act as arbitrator. Each group involved in the ice time request conflict will submit, in writing, rationale for their requirement of the ice time in conflict. Along with this information, if required, consideration will be given to the following factors to guide a final allocation decision.

- a. user group historical ice allocation;
- b. degree to which user groups ice time requests have been met, apart from the ice time request conflict;
- c. age range of the user group's participants related to the period of the ice time in conflict;
- d. total number of participants/registrants in the previous season;
- e. actual number of Petawawa residents among the registrants from the previous season;
- f. total anticipated number of participants/registrants for the upcoming season;
- g. program details, including number of teams, divisions, leagues, programs, etc. being proposed for the upcoming season and the anticipated number of participants associated with each;
- h. total number of hours of ice being requested for each group, program, etc. for the upcoming season submitted in the form of a proposed schedule if available (i.e. days and times);
- i. sport(s) requirements of the groups involved. This would include requirements of governing sport bodies and logistics involved in the sport(s);
- j. organization's performance from previous year including:
 - i. adherence to policies and procedures,

- ii. overall conduct of players, fans, coaches and teams at the Civic Centre,
 - iii. condition of the ice, dressing rooms and/or Civic Centre facility; and/or
- k. other applicable Town policies.

The Director of Community Services will make a decision regarding the ice time conflict within two weeks of receiving the conflict resolution requests. The decision of the Director of Community Services will be final.

Introduction of New Community Ice Programs and Services

New programs/services and sponsoring organizations/associations will be accommodated only to provide for unmet community needs. Existing or new groups must demonstrate/justify the need for a new program or service while also meeting other criteria outlined in this Ice Allocation Policy and Guideline.

New Organization/Emerging Sport

When reasonable and feasible, the Town of Petawawa will recognize a new ice organization or emerging ice sport and will allocate ice time to enable it to establish its programs and services. Recognition and ice allocation will occur once the conditions and criteria of this policy are met and if existing users will not be adversely affected. The Town will use unallocated ice first to meet the needs of a new applicant and will work with existing users to explore potential reallocation of their hours if required, but reserves the right to reasonably reallocate hours from existing users, if warranted.

7.0 Management of Seasonal Ice

The Community Services Department has the right to control all ice distribution and use of the Petawawa Civic Centre for the duration of the ice season. Controls must be in place in order to minimize the negative impacts that unused, returned, amended and cancelled ice can have on the arena system operation and its clients. As such, the Community Services Department will apply all guidelines outlined in the Ice Allocation Policy and Guideline to reasonably and responsibly manage unused ice or changing ice needs once schedules have been issued.

Additions

After the initial Ice Request has been submitted, requests for additional ice time should be submitted to the Community Services Department on the Ice Request form. Requests will be considered against the total allocation as per the Master Schedule and the availability of ice.

Amendments and Cancellations by Clients

Clients who wish to amend their allocated ice schedule should submit a request in writing to the Community Services Department.

Should an organization determine that they no longer need any portion of their allocated ice time, it should be turned back in to the Community Services Department as soon as possible (in writing).

Once a rental agreement has been signed, the following policies come into effect for cancellations initiated by the client and/or designate:

- a. Seasonal Clients, Schools & boards of Education and Casual Users
 - i. Require 7 days written notice to the Community Services Department in order not to incur full ice rental charges.
 - ii. For ice time slots that are able to be re-sold by the Town, no charges will be incurred.
- b. Commercial Users
 - i. Require 30 days written notice to the Community Services Department in order to not incur full ice rental charges.
 - ii. Under 30 days, if a buyer cannot be found for the returned hours, the user is responsible to pay the full cost for unsold hours.

Transfers, Trades or Sub-Leasing Ice

As the sole rental authority for all ice times, the Community Services Department must be aware of and be able to control the intended use of all ice permitted within the Petawawa Civic Centre at all times. The practice of occasionally transferring, trading or sub-leasing ice between user groups may be permissible upon advance request in writing to the Community Services Department.

Intended Use

It is recognized that last-minute changes to the intended use of the ice may occur under rare, infrequent and unforeseen circumstances. The Community Services Department must be notified of these changes within 2 business days of the occurrence. Failure to do so may result in cancellation of future bookings.

If ice is repeatedly not being used as intended, then ice rental may be revoked and/or clients may lose allocation consideration for future allocations.

Unused Ice

Clients are not permitted to book ice that will go unused except for the purpose of ensuring that sufficient ice time is available, as a contingency, to prevent a curfew situation for tournaments or league games. Unused ice (no shows) reflects badly on the client and on the Town's administration of ice and is not acceptable. The guidelines detailed in this policy for managing unused ice will be strictly applied.

Any client who has been allocated ice time but who does not intend to use it regularly must notify the Town so that this time may be reallocated or otherwise used at its maximum. Failure to do so may result in loss of rental time.

Cancellations by the Town of Petawawa

The Town reserves the right to reasonably postpone, reschedule or cancel any permitted activity due to justified circumstances with as much notice as possible. Where postponement or rescheduling cannot be mutually coordinated, the affected client(s) will receive a credit or full refund for the cancelled time. Should the Civic Centre be closed for use, all clients will be notified immediately and no rental fees will be charged for cancelled rental times.

The Town reserves the right to cancel a rental or portion thereof without notice should there be a breach of the Terms & Conditions or regulations or should the Town be of the opinion that the facility is not being used for the purpose contained in the application. No fees will be refunded under these circumstances.

8.0 Management of Tournaments & Special Events

The Town of Petawawa recognizes the significant positive impacts that tournaments, special events and championships can provide to the community. These programs provide revenue generating opportunities to both the program organizers and the Town of Petawawa as well as economic spin-off to the community at large.

In order to accommodate these events and minimize disruptions to the master schedule, the Town of Petawawa will allocate tournament and special event ice using a monthly allocation model over the course of every season as follows:

- a maximum of 2 weekends per month; or
- a maximum of 10 weekends per season.

The Town is committed to achieving a balance between recreational and tournament/special event use during the regular winter ice season. If demand exceeds supply, the Community Services Department will address further user needs on a case-by-case basis.

Except in rare occasions, tournaments and special events will be scheduled on weekends. Seasonal users may be impacted and will be advised of dates once all tournaments and special events are booked for the season.

All general rules and reservation procedures as specified in this policy are applicable during tournaments and special events.

All tournament/special event bookings are to be made in writing to the Town in conjunction with requests for seasonal rentals and must be submitted no later than April 30th.

Should an organization wish to include the lobby, Hall, Lounge or other public space in their tournament/special event rental and/or wish to have bar service, this information, including desired hours, should be included with the ice request.

Tournament/special event rates are applied as follows:

- Full weekend: Friday 5:00 p.m. to Sunday 5:00 p.m.
- Half weekend: Friday after 5:00 p.m. and Saturday full day

The hourly rental rate is applied for ice use outside of these times.

Weekday tournaments or special events using approximately the same amount of ice on consecutive days will be charged the full weekend rate.

Payment Schedule

- 25% of the rental fee is due at the time of booking (i.e. payment should accompany the Ice Request Form in the spring/by April 30th).
- 25% of the rental fee is due by September 1st.
- The balance of the rental fee is due upon invoicing following the tournament/event.

Tournament Orientation Checklist

Clients hosting a tournament must fulfil the requirements of the tournament orientation checklist prior to the commencement of the tournament. Community Services staff will work with clients to ensure all steps are completed. This may include an in-person meeting.

Amendments and Cancellations

The Town will effectively manage any client requests for tournament and special event amendments or cancellations with the goal of minimizing administrative, revenue and operational impacts. When changes or cancellations are requested, the guidelines outlined in the Ice Allocation Policy and Guideline will be stringently applied.

Once a rental agreement has been signed, the following policies come into effect for cancellations initiated by the client and/or designate:

- Formal written notice is required to the Community Services Department for tournament/special event cancellations.
- For notifications at least 14 days in advance of the event start date, no tournament/special event fees will be charged.
- With at least 7 days written notice, the client will incur a charge for 50% of the tournament/special event rental fee.
- Under 7 days, an additional 10% of the total fee will be charged by day.
- No refunds will be issued for cancellations within 2 days of the tournament/special event start date.

9.0 General Ice Management

User Schedules

In order to efficiently schedule staff, floods and maintenance, and to ensure the accurate communication of scheduling and dressing room assignments to participants, the Town requires that all groups supply ice use schedules and flood requirements to the Community Services Department 5 days prior to the commencement of the season, week or tournament. Failure to comply could result in the cancellation of all or some of the rental contract for the remainder of the season.

Any changes to previously submitted schedules should be submitted as soon as possible and at least two business days before the occurrence.

The Town reserves the right to accept or modify ice flood requests to ensure the achievement of operational efficiencies. Special floods for any ice use time of less than two hours will not be considered (e.g. a 90-minute game does not qualify to receive a mid-game flood).

Curfew Ice

The Town reserves the right to curfew any games, including tournament games, to maintain the schedule submitted and will consider the cancellation of any or all rentals if the user does not cooperate. It is the responsibility of user groups to inform the Community Services Department of any special requirements regarding curfews when schedules are submitted.

When booking ice times, clients should plan for schedules running late. E.g. for a full day event, the schedule should end one hour prior to the rental end time.

Instructional Program and Leisure Skate Management

The Town of Petawawa reserves the right to offer instructional programs and leisure skate services at the Petawawa Civic Centre for the benefit of the general public. Any such programs proposed to be offered by a user group is subject to the Town's review and approval. Through application of the guidelines outlined in the Ice Allocation Policy, duplication of programs and services will be managed effectively and coordinated to limit or remove any negative impact(s).

In order to minimize user frustration, dissatisfaction and related negative impacts, the Town of Petawawa will not cancel advertised instructional programs and leisure skate times, with the exception of the following:

- significant and high profile special events as directed by Council;
- annual tournaments and special events within the monthly allocation model;
- low registration in instructional programs; and
- emergency shut down situations and ice maintenance issues.

Temporary Ice Cancellations and Redistribution

In the event of an unplanned multi-day facility closure, the Community Services Department will act to redistribute ice rentals so that all ice users are universally impacted while certain types of ice use are protected from cancellation over others. The Town will apply predetermined ice priorities and procedures identified in this Ice Allocation Policy. The Town reserves the right to make all final decisions regarding emergency ice cancellations and redistribution.

Foul Weather

The Town of Petawawa recognizes that foul weather may occur from time to time and as a result impact the ability of user groups to attend their scheduled ice time. Ice user groups affected by foul weather may cancel ice times at no charge by contacting the Community Services Department prior to their scheduled ice time.

Opening Arenas Outside of Standards Hours of Operation

The opening of the Petawawa Civic Centre on statutory holidays, when it is normally closed, or beyond established operating hours (as defined by this Ice Allocation Policy and Guideline) will be considered only if the applicant agrees to pay for the full operational costs for such an opening and pending the availability of staff. All reasonable requests will be reviewed; however, application does not guarantee approval.

10.0 Code of Conduct

As a responsible user of the Town's facility, all clients are expected to follow these guidelines as well as the provisions of the rental Terms & Conditions as per the Rental Agreement.

- a. Players, coaches, volunteers, and team supporters must be courteous and respectful to the Town staff, caretakers, other users and other agencies at all times.
- b. Respect and protect public property, including the actual rental space (ice surface), player benches, dressing rooms, washrooms, spectator areas, lobby, parking lot and all of Civic Centre Grounds.
- c. The consumption of alcohol is not permitted on Town property (including dressing rooms, benches, ice surface and lobby) unless authorized under a Special Occasion Permit or the municipal liquor license and in designated areas only.
- d. Smoking, vaping, and the use of cannabis or any other drugs are not permitted on Town property.
- e. The client will not allow any person, group or organization not associated with their rental to use or occupy the ice.
- f. No person shall sell or expose for sale any refreshments, article or thing, including lottery items, or any service for a fee on Town property unless authorized by the Town.
- g. The client shall obtain approval from the Community Services Department before erecting any signs, banners or pennants and must ensure that they do not deface public property.

11.0 Loss of Privileges

Infractions to the Ice Allocation Policy or rental Terms & Conditions may result in loss of privileges to the client. The Community Services Department will make every effort to work with the client to resolve infractions.

Loss of privileges for any infractions will consider:

- a. the circumstances and the severity of the infraction, any damage and the effect to the other users;

- b. the general previous conduct and cooperation of the client at Town facilities as documented in Town files;
- c. previous infractions by the client as documented in Town files; and
- d. the level of cooperation and understanding by the client in resolving the issues around the infraction.

Discipline may range from, but is not excluded to, verbal warnings, written warnings, cost of repair, loss of rental time and/or refusal of future applications. It is understood that a number of discipline measures can be used in combination with each other and discipline measures will generally be progressive in nature.

When a client is found to have sub-leased ice without permission or used the ice outside of their rental time, they could forfeit the right to use Town ice for the remainder of their season (tournament and play-offs included). In addition, any repair costs associated with an infraction will be levied against the offending client(s).

Failure to provide league or tournament schedules could result in the cancellation of all or some of the scheduled rentals for the remainder of the season.

Any client assessed a loss of privileges under this section must remit all fines and/or damage repair costs within 60 days. Failure to meet this obligation may result in further action.

12.0 General Administration

Client Contact Info

In order for the Community Services Department to effectively serve clients, all groups are asked to appoint no more than two representatives, usually the scheduler and the President, to serve as liaisons with the Community Services Department. All communications between the group and the Community Services Department should, at all times, be channeled through these representatives.

Additionally, all groups are asked to provide contact information for the executive or key personnel from each group (e.g. Treasurer, tournament chair).

Community Services Contact Info

1. For facility rental administration:

Community Services Liaison
(facility rental administration)
bookings@petawawa.ca
613-687-5678 ext. 2112

To improve efficiency and record keeping, rentals and inquiries submitted electronically by email are encouraged.

2. For on-site assistance during rentals and afterhours/weekends:

Facility Operations
613-687-5678 ext. 2105 (workshop)
Two-way radio just inside arena doors

Application Process

By March 1st of each year, the Community Services Department will provide the Ice Allocation Policy and Guideline, the Arena and Hall rental Terms & Conditions, and the Ice Request forms to past seasonal and tournament/special event clients.

Ice time requests for each upcoming season must be submitted in writing using the Ice Request forms on or before **April 30th** each year. Details on tournaments/special events must be submitted covering the entire upcoming season.

Forms should be submitted to the Community Services Liaison at bookings@petawawa.ca or at 16 Civic Centre Road, Petawawa, ON, K8H 3H5.

Any renewal requests received after the due date will be accommodated as much as possible, but historical ice is not guaranteed for late requests.

Each group requesting ice time will be provided with a copy of their individual preliminary ice schedule for review by May 30th or after any conflicts have been addressed. Groups are responsible for reviewing the preliminary schedule and addressing any issues with the Community Services Department in a timely manner.

Once the Master Schedule has been finalized, groups will receive a final copy of their ice rental schedule and a Rental Agreement which must be signed and returned. Receipt of the Rental Agreement by the Community Services Department finalizes the application process and brings the cancellation policy into effect.

Forms

All clients must submit all rental requests on official Community Services forms. The Town reserves the right to reject applications and requests from clients who submit forms which are not complete or contain falsified information or requests submitted by email.

Requests for amendments or cancellations to previously requested or scheduled ice may be submitted by email.

Insurance Requirements

Tournaments, leagues, associations, clubs governed by a Sport Governing Body, schools, Boards of Education, commercial users, and clients hosting large or high risk special events must, at their own expense, maintain during the rental term(s) comprehensive general liability insurance. Please refer to the rental Terms & Conditions for specific requirements.

An insurance certificate indicating the required coverage must be provided to the Community Services Department at least one week prior to the first rental time. Insurance certificates must include the obligation on the part of the issuer of the certificates to endeavor to provide thirty (30) days written notice of cancellation to the certificate holders. Upon expiry, documents of renewed coverage are again to be

provided and the organization will make policies available to the Town for review from time to time and in the event of a claim.

For any other seasonal and casual users, the Town of Petawawa highly recommends that the applicant purchase comprehensive general liability insurance for their facility rental.

The Director of Community Services reserves the right to require comprehensive general liability insurance coverage, at the contract holder's expense, for any facility rental.

Terms & Conditions

The Town may attach terms and conditions to rentals as deemed necessary to ensure public and staff safety, protect Town property, outline client responsibilities, or maintain the enjoyment of our facilities for the public.

Clients are bound to the Ice Allocation Policy and Guideline and the rental Terms & Conditions upon signing of the Rental Agreement. Rentals may be revoked by the Town if, in the sole opinion of the Town, the client fails to comply with the requirements of the rental or for any other reason that the Town deems appropriate.

Fees

The Community Services Department makes every attempt to develop fair and competitive user fees as per the Department's Pricing Policy. Fees are set and approved by Town Council annually on September 1 and are valid until August 30 of the following year. Please refer to the Rates & Fees document which can be found on the Town's website at petawawa.ca or obtained from the Community Services Department.

Seasonal clients will be invoiced on a monthly basis for hourly rentals from the previous month.