Convenience&Carwash

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CANADA



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October 5–7, 2026
Carwash Con East
Atlantic City, NJ
carwashconeast.com

October 6–9, 2026
NACS Show
Las Vegas, NV
nacsshow.com

October 6–9, 2026
PEI Convention at the NACS Show
Las Vegas, NV
pei.org/convention/

January 17–19, 2027
13th Women in Carwash Conference
B Ocean Resort,
Fort Lauderdale, FL
womenincarwash.com

February 16–18, 2027
WPMA Expo
MGM Grand,
Las Vegas, NV
wpmaexpo.com

Publisher's Message



My second issue. The summer issue was my first, and I learned a lot putting it together. The response from readers and advertisers made it all worthwhile. Thank you to everyone who reached out. It made the transition feel a lot less like a leap.

Fall is when a lot of operators start looking hard at next year. Budgets, staffing, equipment, what to fix and what to finally replace. This issue is built around those decisions.

Staffing is still the problem nobody can shake. Renee Boyda looks at the rise of the bridge job, where good people take a position knowing it's temporary, and how to get real value from them while they're with you. Janae Warner follows with a practical look at hiring and training, including the interview questions that tell you the most about a candidate.

On the carwash side, Matt Verity breaks down what it actually costs to build a wash in Canada in 2026, and where first-time developers most often underestimate. If you run a c-store and have wondered whether a wash belongs on your lot, Mack Ewing makes the case for the margins..

Fuel gets attention too. Steve Stewart sorts through the confusion around E15 compatibility, and Ann K. Ryan looks at why more operators are choosing fibreglass tanks over steel.

Energy costs round out the issue. Pablo Rojas explains what natural refrigeration can do for a c-store's bottom line, Dave Bowen looks at Canadian-made LED lighting and Nicole Carson reminds us that sustainability is more about how you run your equipment than what you buy. We also cover how NRS is connecting independent stores to Uber Eats without new hardware, which is worth a read if delivery has felt out of reach.

That's a lot of ground for one issue. It reflects how much is changing in this industry right now.

As always, this magazine works best when it hears from you. If you have news, a story idea or an operator we should be talking to, send it my way. Nov/Dec is already taking shape.

Kevin Stobbe
Publisher, Convenience & Carwash Canada

Convenience&Carwash CANADA

PUBLISHER
Kevin Stobbe
204.771.4041
kevin@convenienceandcarwash.com

SALES
Kevin Stobbe
204.771.4041
866.418.8436
sales@convenienceandcarwash.com

EDITOR
editor@convenienceandcarwash.com

DIGITAL/SOCIAL MEDIA
webmaster@convenienceandcarwash.com

DESIGN AND PRODUCTION
design@convenienceandcarwash.com

CONTRIBUTING WRITERS
Meline Beach
Dave Bowen
Renee Boyda
Nicole Carson
Mack Ewing
Elie Y. Katz
Pablo Rojas
Steve Stewart
Matt Verity
Janae Warner

SUBSCRIPTIONS
subscriptions@convenienceandcarwash.com

WEBSITE
www.convenienceandcarwash.com

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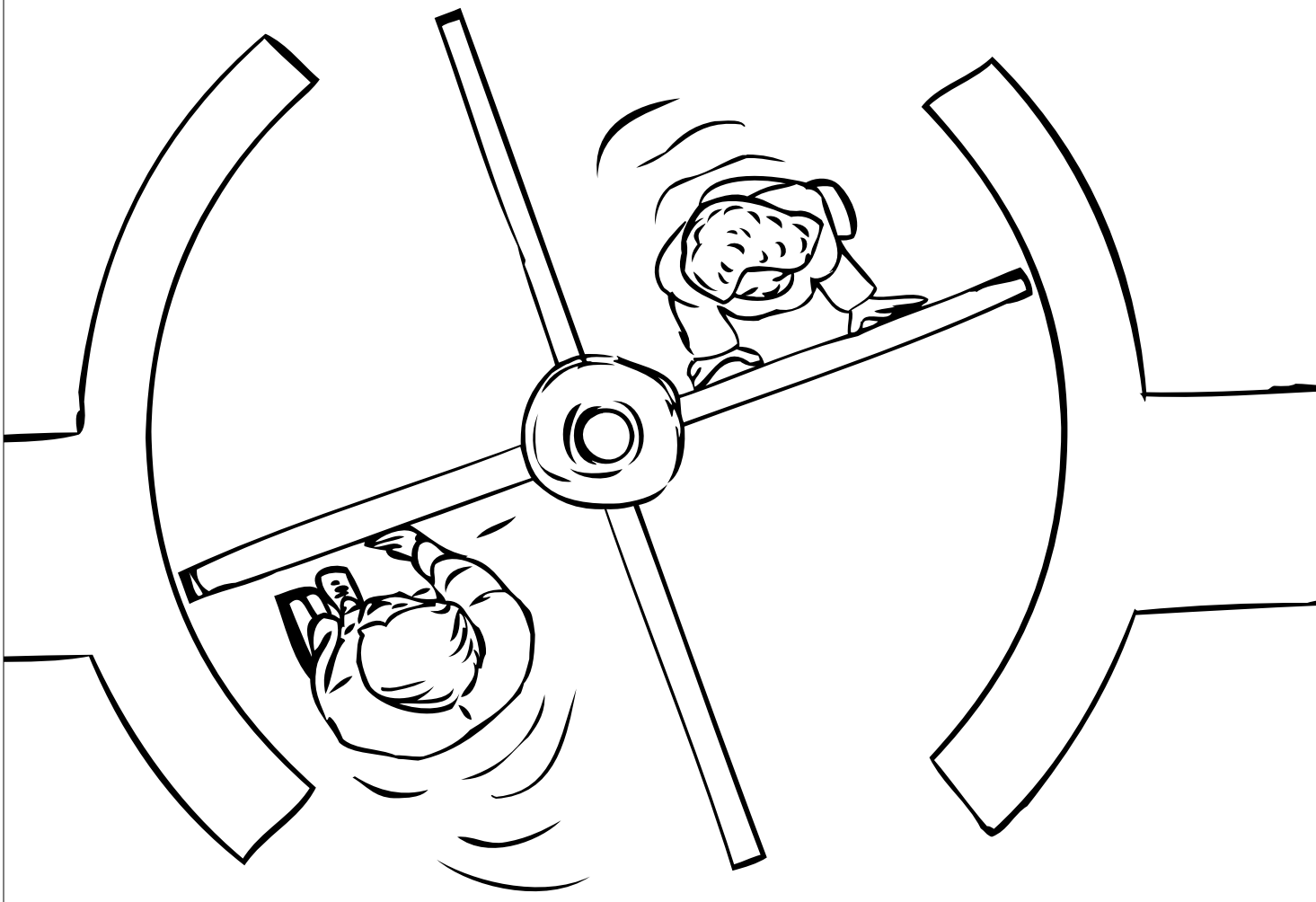
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MANAGING TURNOVER IN THE AGE OF THE BRIDGE JOB

BY **RENEE BOYDA**

For a small employer, each new hire represents a significant investment and carries the risk that the employment relationship may not ultimately be successful. When someone leaves, work stalls, customers notice and the owner or manager is left to cover the gaps while scrambling to find a replacement. The pressure is especially high in hourly, frontline roles where turnover is already an issue. One often overlooked source of turnover is employees who use the position as a "bridge job."

This refers to a job people take while they are in a transitional phase in their lives, with the intention of moving on to another job once they reach the next stage of their personal journey. They could be pursuing education, changing careers or resolving other personal or professional circumstances such as burnout or caregiver responsibilities. People looking for bridge jobs want lower-stress roles that provide income, structure and flexibility, but they do not intend to stay long.

Employers often think they can spot bridge-job candidates during an interview: vague answers about long-term goals with the organization, frequent job changes, gaps in employment or answers that suggest the role is just a stepping stone. But in reality, an employer cannot know for certain if a candidate intends to use the role as a bridge job unless the candidate says so. Without disclosure, an employer trying to screen out these candidates can make unfair assumptions and create missed opportunities as employees who use bridge jobs may be reliable and high-performing. Rather than trying to diagnose intent, employers should focus on retention strategies that will help all employees, regardless of how long someone intends to stick around.

Employers can take several proactive steps to minimize the disruption associated with roles that experience frequent employee turnover:

For roles that consistently attract bridge employees, assume turnover will happen and ensure that at least one other person is trained on critical tasks in case the role becomes vacant. Plan for continuity by documenting processes, standardizing core tasks and not over-relying on any single employee — especially in roles with historically high turnover.

Hire with the bridge-job mindset and assume many hires may only be temporary. Be transparent about the nature of the role and don't oversell it as a lifelong career path. Clarity can attract candidates who are genuinely interested in what the role has to offer, so hire for reliability and fit — not just the long-term potential.

Simplify your onboarding and training for high-turnover roles. To make onboarding faster, you can break training into short, comprehensive modules, create checklists, use simple job aids like one-page SOPs, short videos or pictures where possible and pair the new hire up with a buddy or mentor for the first few shifts.

Maintain positive relationships with departing staff. They may be willing to return later if their situation changes, more willing to refer friends and colleagues or become "informal brand ambassadors" by speaking highly of your business.



Perform exit interviews to distinguish "bridge" reasons from fixable issues. Even if the employee's intent was to leave after a short period of time, there may be employer-driven issues that need to be considered. Bridge employees may be more willing to share problems or issues they have experienced on the job, and knowing these problems can allow you to focus your energy where it matters and improve what you can.

Have a referral program and encourage departing employees to refer their replacements. Because they know the culture and the role, they may have friends looking for similar opportunities.

Regularly benchmark salaries to ensure the pay is not below the market. That alone can be the reason for early departures. Even small pay adjustments can reduce turnover in tight labour markets.

Have clear expectations about performance and create opportunities for short-term progression, such as expanding responsibilities with small pay increases, bonuses or a new perk. These small milestones can provide employees with a sense of growth and recognition.

Bridge roles will always see more movement than career-track positions, but high turnover does not have to mean constant disruption. By implementing some of the strategies mentioned above, employers can reduce the chaos of turnover, increase productivity and keep operations running smoothly. The goal is not to stop every bridge employee from leaving, nor to stop hiring bridge employees entirely, but to create a workplace where even those employees with short tenure can contribute effectively, leave on good terms and maybe even choose to stay or return. The key is to maximize their contributions while remaining prepared for the unknown lengths of tenure.

OFTEN EMPLOYERS THINK THAT THEY CAN SPOT BRIDGE JOB CANDIDATES DURING AN INTERVIEW.... BUT IN REALITY, AN EMPLOYER CANNOT KNOW FOR CERTAIN IF A CANDIDATE INTENDS TO USE THE ROLE AS A BRIDGE JOB UNLESS THEY DISCLOSE.

Renee Boyda is an HR consultant with Legacy Bowes. CPHR candidate. BA in sociology, University of Manitoba. Human Resource Management and Management Development certificates with honours, Red River College. Proud Métis with more than 12 years of HR experience in union and non-union environments.



3 WAYS NATURAL REFRIGERATION CAN BENEFIT YOUR C-STORE

BY **PABLO ROJAS**

The refrigeration landscape is shifting, and it's changing the game for c-store owners and operators.

The past few years have been marked by regulatory changes, price hikes and supply chain challenges in the retail refrigeration industry. The phase-down of HFCs is already underway, and despite shifting milestones, the industry's direction is clear. At the same time, product availability continues to expand, and more technicians are gaining the training needed to support the transition to natural refrigerants.

Together, these conditions create the perfect opportunity for c-stores to re-evaluate their refrigeration strategies and position themselves for long-term success. Because refrigeration is one of the largest energy loads in a c-store, the right strategy is essential, and it starts with the right equipment.

Here's What C-Store Owners Need to Know About Natural Refrigeration

Natural refrigerants include CO_2 (R-744) and propane (R-290). They present an efficient, eco-friendly alternative to traditional synthetic HFC and CFC refrigerants that have high global warming potential (GWP) and ozone depletion potential (ODP).

For the past two decades, forward-thinking retailers have been embracing natural refrigeration. Adoption has recently increased dramatically, due in part to changes in regulations. But that's not the whole story. Natural refrigeration technology has advanced, with modern systems offering a host of benefits for retailers.

Natural refrigeration systems are sometimes perceived as too complex or inefficient to be practical. But that perception is changing. To choose the right refrigeration strategy for your c-store, it helps to understand what natural refrigerants can offer in terms of performance, compliance and long-term value.

1. Natural Refrigerants Help C-Stores Meet Modern Regulatory Requirements

Timelines are still up in the air, but the phase-down of synthetic refrigerants with high GWPs and ODPs is imminent.

On the other hand, natural refrigerants have minimal GWP and ODP. That makes them helpful for retailers trying to comply with regulations aimed at reducing emissions and keeping GWP/ODP at a minimum. New builds and remodels that implement natural refrigeration systems give retailers a future-focused advantage.

With an ODP of 0 and a GWP of 3, R-290 is a common natural alternative to HFCs. Self-contained R-290 display cases offer a simple way to harness natural refrigeration while elevating your merchandising capabilities. For maximum flexibility, look for plug-and-play options you can move around the store with ease.

With an ODP of 0 and a GWP of 1, CO_2 is the most common natural solution for distributed systems. An experienced refrigeration partner can help you design, commission and install a system to meet the refrigeration needs of any size c-store, from the smallest corner gas stations to the largest travel centres. If you're new to CO_2 refrigeration, an experienced partner makes it easy for retailers to harness the benefits of sustainable refrigeration in whichever way best fits their operations.

If you're already using low-GWP and low-ODP refrigerants, you're miles ahead of retailers who may be forced to switch to comply with future regulations.

2. Natural Refrigeration Offers Advanced Efficiency

One of the biggest myths about natural refrigeration systems is that they use much more energy than traditional HFC systems.

In reality, a properly designed CO_2 system uses about the same amount of energy. In some cases, CO_2 systems are more efficient than synthetic counterparts, thanks to current technologies such as adiabatic gas coolers, parallel compressors, low-pressure ejectors and Hillphoenix's ThermaBoost.

CO_2 systems deliver a lower total cost of ownership by reducing service, maintenance and refrigerant expenses. In addition, available government incentives and rebate programs in certain markets can further enhance project economics.

3. Natural Refrigeration Is Reliable, Dependable & Versatile

Perhaps the most persistent myth about CO_2 is that it doesn't work in warm climates.

The truth is, the technology has advanced. Transcritical systems are practical and efficient in any climate, including warmer ambient temperatures. Today, there is no such thing as the "CO_2 Equator."

With more than 22,000 CO_2 system installations worldwide, the Hillphoenix team has helped stores across a wide range of operating conditions leverage the benefits of natural refrigeration. Even in warm climates, CO_2 refrigeration systems can accommodate any load size.

For maximum efficiency and versatility, c-stores looking to switch to natural refrigeration should consider working with a single supplier to provide refrigeration solutions for all their store needs. This ensures your equipment works seamlessly together and streamlines operations. It also enables you to create a consistent look and feel throughout your store with matching display cases.

For forward-thinking c-store owners and operators, the benefits of natural refrigeration can't be ignored. Whether you're evaluating your refrigeration strategy for a remodel or identifying the best choice for your new build, the right refrigeration partner can help you navigate your options and set your store up for long-term success.

At Hillphoenix, we are proud to have supported thousands of customers through a successful transition to natural refrigeration. From display cases and food bars to refrigeration equipment, our reliable equipment has been helping c-stores delight customers for decades.

If you plan to attend the NACS Show in Las Vegas this year, we invite you to stop by our booth for an in-depth discussion on how natural refrigerants could benefit your business. Visit the Hillphoenix booth at C5375 in the Foodservice area of the Central Hall.

Pablo Rojas currently serves as Marketing Manager - Systems for Hillphoenix, part of Dover Food Retail located in Conyers, GA. Pablo has more than 20 years of HVAC/R industry experience and can be contacted at projas@doverfoodretail.com. For more information about Hillphoenix, please go to www.hillphoenix.com.





PERHAPS THE MOST PERSISTENT MYTH ABOUT CO2 IS THAT IT DOESN'T WORK IN WARM CLIMATES. THE TRUTH IS, THE TECHNOLOGY HAS ADVANCED.





NEW CUSTOMERS, NO NEW HARDWARE

NRS CONNECTS INDEPENDENT STORES TO UBER EATS

BY **ELIE Y. KATZ**

The POS provider's direct Uber Eats integration reaches independents in Canada and the U.S., part of a wider expansion that also brings Bennett dispenser support to the forecourt.

A store that sells through a delivery app usually ends up running two stores. One sits behind the counter. The other lives on a tablet next to the register, with its own item list, its own prices and its own habit of drifting out of sync by mid-afternoon.

National Retail Solutions is collapsing the two into one.

On Aug. 11, NRS announced a direct point-of-sale integration with Uber Eats, connecting merchants on the NRS platform to the Uber Eats marketplace in both Canada and the United States. Retailers can list current inventory on the app in real time, drawn directly from the inventory management system that already tracks their shelves. Orders placed through Uber Eats flow automatically into the NRS order management tool and land alongside in-store transactions in a single queue.

No second terminal. No re-keying products. No parallel catalogue to maintain.

The practical difference shows up at the counter during a rush. A clerk working one queue can receive, aggregate and fulfil delivery orders in the same rhythm as walk-in sales, and the item data behind the listings updates itself as stock moves.

NRS, a subsidiary of IDT Corporation (NYSE: IDT), operates one of the largest POS networks for independent retailers on the continent and serves

RETAILERS CAN LIST CURRENT INVENTORY ON THE APP IN REAL TIME, DRAWN DIRECTLY FROM THE INVENTORY MANAGEMENT SYSTEM THAT ALREADY TRACKS THEIR SHELVES.

NRS PETRO IS THE FASTEST-GROWING SOLUTION FOR INDEPENDENT GAS STATIONS BECAUSE IT DOES WHAT LEGACY POS SYSTEMS CAN'T — RUN THE WHOLE OPERATION FROM A SINGLE PLATFORM.

thousands of stores across both countries. The Uber Eats integration launched in Canada and the United States at once, and for small-format operators north of the border, on-demand delivery has often meant running a third-party tablet alongside the register or skipping the marketplace altogether.

Pumps on the Same Screen

The delivery announcement follows a July expansion on the fuel side. NRS Petro, the company's division for gas stations and convenience stores, added support for Bennett dispensers, covering both qualifying new installations and select Bennett units already in the field. Bennett, a dispenser manufacturer of more than a century's standing with customers across Canada, the United States and beyond, supplies the hydraulics. NRS Petro runs pump control and store operations from a single system.

Operators get back-office management, the NRS tobacco scan data program, loyalty, built-in e-commerce with DoorDash and Grubhub, the NRS Kiosk, EMV-compliant payment options for dispensers that require them and the company's patented panic alarm button, without the third-party add-ons that legacy fuel systems tend to stack on top of one another.

"NRS Petro is the fastest-growing solution for independent gas stations because it does what legacy POS systems can't — run the whole operation from a single platform," said Elie Y. Katz, president and CEO of NRS. "Supporting Bennett dispensers is a natural next step in our commitment to independent retailers and gas station operators."

Also New From NRS

The company has launched SellMyBodega.com, an online marketplace pairing owners of convenience stores, liquor stores, grocery stores, gas stations and restaurants with prospective buyers. The launch lands as a wave of independent owners weigh retirement, a new venture or a planned exit. Listings carry photos, financial highlights and growth potential, and an introductory period lets sellers publish at no cost. "Thousands of independent business owners are looking for an easier way to connect with serious buyers," Katz said at launch. C

Elie Y. Katz is the president and CEO of National Retail Solutions (NRS), which operates thousands of point-of-sale terminals across the United States and Canada, offering NRS Pay credit card processing and business cash advance funding to small and mid-sized independent retailers. For more information, visit nrsplus.com or call (888) 541-1073.





DRIVE C-STORE PROFITS WITH QUALITY CAR WASHING

How the right marketing strategies and technology can improve revenues, increase market share and turn your carwash into a destination.

BY **MACK EWING**

Convenience stores operate in highly demanding environments, relying on several distinct revenue streams to remain profitable. Among the most powerful of these is the carwash, which can be a significant profit driver in the c-store landscape.

Most c-store carwashes operate with minimal labour costs, which helps the bottom line. Once the operation covers variable costs such as utilities, maintenance, insurance and credit card transaction fees, the average gross revenue per in-bay customer is approximately $12 to $18, with variable cost per unit ranging between $2.50 and $4.50. This equates to gross profit margins of 70 to 83 per cent.

Compare this to gasoline sales, which average about $1.50 to $2.05 per litre, and it's easy to see why car washing is a must for convenience store operators looking to increase their value per customer.

But growing profits through quality car washing isn't only about how well you clean vehicles. It's about the entire experience.

The right marketing and operational plan, combined with tactical investments in your



wash technology, can simplify your entire operation, get drivers in your community talking and set you up for long-term growth.

Here is what to consider to turn your c-store carwash into a destination.

Be Strategic with Your Marketing

Just like any other industry, car washing is in a never-ending battle to get customers' attention. This is especially challenging for communities with multiple carwashes competing to reach the same audience.

Before you know it, your potential customers can get overwhelmed with competing subscriptions, rewards programs and special offers. While a price-driven offer can be compelling, especially in a challenging consumer environment, it is only part of the equation for encouraging repeat business and building customer loyalty.

Developing a marketing plan tailored to your community's needs will help your operation cut through the clutter and help customers choose you over the competition.

"Every convenience store operator is looking to attract more customers and increase their average basket value per visit," said Mark Tentis, vice-president of global sales at OPW Vehicle Wash Solutions. "But to help any profit centre grow, it's important to nurture your customers as they learn to trust your site over the others. What will provide the most value for them? How fast and efficient is your carwash service? What does your business offer that others don't? These questions should factor into your marketing plan."

Proactive marketing is a critical step that occurs long before delivering the quality vehicle wash experience that keeps people coming back.

Define Your Brand and Show It Off

A major differentiator for c-stores begins with establishing your brand identity. This is the touchstone of all your marketing and promotional tactics. Clearly define what makes your carwash unique. Emphasize the benefits and value your customers will receive.

Perhaps you've recently upgraded your wash equipment, launched a membership program or special pricing initiative, or simply are confident >>

DEVELOPING A MARKETING PLAN TAILORED TO YOUR COMMUNITY'S NEEDS WILL HELP YOUR OPERATION CUT THROUGH THE CLUTTER AND HELP CUSTOMERS CHOOSE YOU OVER THE COMPETITION.





WHETHER IT'S PRICE, SPEED, QUALITY OR A MIX OF ALL THREE, YOU WILL ATTRACT THE TYPE OF CUSTOMER WHO ALIGNS WITH YOUR MESSAGE.

in your ability to provide a better cleaning than the carwash down the street. Maybe your lines move faster because your carwash is more efficient, or your business has outstanding customer service that vehicle owners won't find anywhere else.

These details should be part of every aspect of your marketing strategy and clearly defined throughout your website and social media channels. This helps give customers an instant, memorable impression of who you are and why your business exists, not just what you do.

What's important here is that you are marketing your genuine strengths.

Whether it's price, speed, quality or a mix of all three, you will attract the type of customer who aligns with your message. If you say your wash is the highest quality in your market but it's really just the cheapest, you'll not only lose out on the price-sensitive demographic, but also disappoint those who come to your wash seeking quality as their primary need.

Out with the Old, In with the New Payment Terminals

Carwash customers want speed and efficiency at a c-store. They pull onto the site expecting open lanes at the pumps, short lines in the store and a fast vehicle wash.

Older payment terminals pose several risks to the operation:

- Inefficient and can cause long lines
- Incorrect operation or jamming, requiring frequent repairs
- Limited payment options
- Hidden fees due to non-EMV (Europay, Mastercard and Visa) compliance

Any of these issues can cause operations to lose money right at the payment terminal.

Upgrading your terminals can mitigate that. Today's systems are EMV-ready, allowing for cards, apps and rewards programs to make the process more efficient for the customer and provide more revenue options for the business, all through a centralized kiosk.

"Devices and customers are communicating more on-site. Tanks, dispensers, phone apps all connect to one system," Tentis said. "Newer-generation payment kiosks are the central hub of the c-store. They are convenient for customers to use, and with personalization options like AI-LPR, RFID and voice prompts, it's easy for the business to communicate and cross-sell."



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Choose Optimal Wash Systems for Your Operation

Given the high c-store traffic and pressure to maintain uptime, you'll need a vehicle wash system that is easy to operate, reliable and flexible.

In other words, not just any wash system will do.

Finding the style, configuration and chemistry that best fit your site's layout and tunnel length can help you avoid downtime, better control your resources and meet your customers' needs for complete vehicle cleaning.

Standard in-bay automatics (IBAs) are designed to deliver a thorough vehicle wash, but if your site consistently experiences high traffic volume (10 or more vehicles per hour is a good measure), your IBA can max out quickly, leaving revenue waiting in line. In such cases, a mini-tunnel system can help you avoid bottlenecks and improve throughput by allowing you to wash more cars faster.

"Finding the right vehicle wash system and chemistry for the site, not the other way around, is critical," said Tentis. "Every site has its own quirks and unique footprint, so optimizing bay space while maintaining efficiency and controlling resources like water and chemicals goes a long way toward improving profitability."

Evaluating your bay to determine which configuration can deliver the greatest impact within limited space is another case where working with a supportive manufacturer is invaluable.

Work with Expert Partners You Can Trust

With varying revenue streams, different responsibilities for your staff and the need to keep traffic and equipment running dependably, c-store operators could use a little peace of mind. After all, the goal should be to grow revenue, not create more complexity.

That is why forming trusted partnerships with industry experts dedicated to helping your c-store carwash thrive can give you a real competitive advantage.

Improving market share and growing profits through quality car washing means implementing a comprehensive plan and using the right systems that work together to help your operation grow. The good news is you don't have to do it alone.

Mack Ewing is the Senior Director of Sales & Marketing at Transchem Group & Turtle Wax Pro. He can be reached at mewing@transchem.com.



DEVICES AND CUSTOMERS ARE COMMUNICATING MORE ON-SITE. TANKS, DISPENSERS, PHONE APPS ALL CONNECT TO ONE SYSTEM.



For more information contact Brenda Johnstone | bjj@womenincarwash.com | www.womenincarwash.com



CANADIAN-MANUFACTURED LED LIGHTING KEEPS THE BUSINESS IN CANADA

Many, many years ago, Canada had numerous quality lighting manufacturers across the country. They employed Canadians, supported the economy and helped the c-store, retail petroleum and carwash industries grow. Over time, these manufacturers disappeared, some to the U.S. but most to Mexico and China, leaving thousands of Canadians out of work and dampening our economy.

BY **DAVE BOWEN**

As our industry moved to LED technology for better-quality light and energy savings, more and more product came in from offshore. That is basically where we are today. As most of us know, between exchange rates and now tariffs, there is little control, since virtually everything is manufactured outside Canada.

So it is refreshing to see a couple of Canadian manufacturers with exciting new technology bringing some control back to the Canadian market. They are also offering a lighting solution, rather than just a new product built on the old technology found in existing LED lighting. This means a new era of supplying the market with Canadian-developed technology at a reasonable cost.

That is achieved by eliminating exchange-rate risk, avoiding tariff costs, lowering freight costs, further cutting energy costs and, most of all, virtually eliminating maintenance costs. Too good to be true, one might say, but Canadian manufacturers have made it happen, and our industry is about to benefit big time — now!

Let's break it down into interior and exterior lighting. Because of the huge savings on material, energy and maintenance, the concept has been branded "Forever Lighting." Here is why.

New amplification LED interior lighting eliminates LED drivers and LED circuit boards. These are the two expensive components that constantly fail and need replacing in a conventional LED fixture, usually right after the warranty expires. When that happens, you face the cost of a new driver or circuit board or, in most cases, a whole new fixture, because the driver is out of date and no longer available.

Either way, you now need a licensed electrical contractor, at an expensive hourly rate, to replace either the components or the whole fixture. Then comes the disposal fee. These fixtures cannot simply be thrown in the trash because they contain trace amounts of arsenic and gallium, which cannot go into landfill. After all that, you have paid for a new fixture and installation, and you have to hope the colour temperature of the new fixture matches the old ones. It very seldom does.







THIS IS THE FUTURE, AND IT IS HERE NOW, DEVELOPED BY CANADIANS AND MADE IN CANADA!

So how does amplification LED interior lighting solve these problems, further reduce energy costs and virtually eliminate maintenance costs? The technology is simple. Instead of drivers and circuit boards that continually fail, it uses long-life, quality LED lamps. LED lamp technology has advanced greatly in the last few years, matching the lifespan of drivers and delivering up to 5,000 lumens per lamp. But the real secret sauce is the amplification chamber, a specially designed "spine" that doubles lumen output (light output) without increasing wattage.

The big savings for the owner, however, is no more maintenance costs. There are no drivers or circuit boards to fail. When a lamp fails, the fix is as simple as a new lamp and a stepladder, and owners can do their own maintenance. There are no expensive electricians, no replacement parts and no replacing a whole fixture. There are no disposal fees either. The fixture body itself is a "forever fixture" that never needs replacing, and the LED lamps are eco-friendly. They do not go into landfill; they are simply recycled. This is Canadian ingenuity at its best!

And it doesn't stop there. All fixtures can be fully dimmed or controlled from an iPhone or iPad. Owners can also pick specific areas of the c-store to brighten and feature the week's specials. They can even add colour-changing fixtures for a wow factor that is visible from the road and brings in customers. This is the future, and it is here now, developed by Canadians and made in Canada!

>>



ARE YOU READY TO SUPPORT CANADA AND CANADIAN MANUFACTURING WITH NEW TECHNOLOGY, TAKE BACK CONTROL OF YOUR SITES AND PROFITS, AND STAY CANADA STRONG?

Now to exterior solar LED site lighting. Another Canadian manufacturer has specialized in solar LED outdoor site lighting for more than eight years and developed solar LED technology specific to the Canadian climate. To this day, most solar lighting still comes from offshore sources that never consider cold temperatures, because Canada is not where the volume is. If you are lucky, it lasts one season and then violently fails.

Because of this, solar LED lighting has had a bad rap in Canada, until this new technology was developed and manufactured here. The key is new battery technology rated to minus 50 C and a controller that adjusts to the ambient temperature, providing lighting all night long, 365 nights a year.

The technology has many features, depending on a c-store or retail petroleum site's hours of operation. Locations open 24/7 get lighting all night long. Locations with closing hours can dim the fixtures to a low light level and put them on motion sensors, so if someone enters the site after hours, the lighting ramps up to full brightness.

Solar site lighting also offers excellent security options. Security cameras draw very little power, so they can work in tandem with the lighting to cover the whole lot against vandalism and theft while also reducing liability.

Solar LED lighting is not restricted to site lighting. There is now solar LED canopy soffit lighting for c-stores and carwashes, EV charging stations, propane filling areas and vacuum stations.

The beauty of exterior solar LED lighting is that if you have an existing site, you can add lighting immediately where it is needed, in areas like dumpsters, drive-thrus and EV stations. Remember, exterior solar LED lighting does not require permits or a licensed electrician to install because it all runs on low-voltage DC power. With good soil conditions, you can use a direct-buried pole. It is as simple as digging a hole and setting in the pole and solar fixture, and you are done. Once again, this type of exterior lighting system needs minimal, if any, maintenance and does not require a licensed electrician to service the site.

This Canadian manufacturer has installed more than 5,000 solar LED units across Canada. Its feature installation is the Toronto Zoo, where more than 300 units light all the walkways. The energy savings are obviously 100 per cent, but the big number was avoiding the cost of underground wiring and installation, which produced an incredible return on investment for installation and material.

To sum up, these new Canadian-developed and Canadian-manufactured technologies will succeed through a process of "method purchasing." This means choosing the method you use to purchase these systems. Typically, owners buy through an installing contractor, who buys through an electrical wholesaler or petroleum distributor, who deals with a lighting agent representing the manufacturer.

That is the typical process. Larger corporate petroleum and c-store retailers, however, deal directly with manufacturers, who then direct the business through their chosen distributor to the contractor. Both methods mean multiple layers of markup before the product reaches the end user, who is spending all the money and hoping for the best-quality product for the investment.

In today's world, we can purchase quality Canadian products as directly as possible and remove these unnecessary layers of markup. There will always be a need for electrical wholesalers for things like pipe and wiring, and for retail petroleum distributors for specific items like dispensers and nozzles. But none of them are lighting specialists.

Several years ago, a new method-purchasing approach was developed for auto dealership lighting. A design and bill of materials were prepared for the dealer and quoted to the dealer directly. The dealer would then assign a general or installing contractor to do the project, and they would agree on an appropriate percentage for the contractor to carry. This was a huge success and still is today, but unfortunately, not many new dealerships are being built. Because of product origins and tariffs, the retail petroleum and c-store market is now at the same place. "Buy Canadian" has never been more important.

Method purchasing will not be popular with some suppliers and distributors, but we now live in a new world that is changing rapidly, and Canadian lighting manufacturers are at the forefront with exciting new choices.

Here is one example. A large, popular fast-food chain is about to adopt both technologies and use method purchasing to save significant money on material, energy, maintenance and installation. A typical franchise owner has up to 15 locations and is responsible for all energy and maintenance costs, which average $18,000 to $20,000 a year per location. Most of these costs will be eliminated with the new amplification interior and solar exterior technologies. Simple math says 15 times $18,000 a year is $270,000. Even half of that in savings would give the owner more money to reinvest in customers and deliver a first-class experience.

So the decision now is this: are you ready to support Canada and Canadian manufacturing with new technology, take back control of your sites and profits, and stay Canada strong?

Dave Bowen is President and owner of ROCTAN 2000 LTD and has been actively involved with the lighting industry for over 40 years. Specializing in new LED and Solar LED technology for Interior and Exterior lighting applications.
To learn more about the technologies noted in this article Dave can be reached at db@roctan2000ltd.com and 548-888-1113

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COVER STORY

NOSTALGIA IN A CAN

Saskatoon's TC Nutrition is taking its Freezie-flavoured Batch 27 into convenience stores

BY **MELINE BEACH**

There's a strong wave of Canadian solidarity in consumer spending. Shoppers are intentionally shifting spending habits to protect the Canadian economy and build greater self-reliance as a nation. Many Canadian companies are stepping up to create jobs and products that customers want, across Canada and beyond.

TC Nutrition is one of them. The Saskatoon-based supplement company launched in 2017, when Founder and CEO Tony Tomas saw an opportunity for a Canadian company to combine clinically backed ingredients, at effective dosages, with flavours that customers would genuinely enjoy.

"From the outset, my goal was simple: to deliver effective formulas that tasted great at a reasonable price," says Tomas.

What began as a performance supplement brand has grown into a vertically integrated Canadian manufacturer with nationwide retail distribution, an expanding product portfolio and a growing presence in the highly competitive energy drink category.

Anyone who has stood in front of a c-store energy drink cooler knows how crowded the category is with a few big brands dominating the market for decades. Now TC Nutrition wants to secure space in the C&G cooler, and is betting on formula and flavour to secure its spot.

Batch 27 Energy Drink is a ready-to-drink beverage that puts supplement-grade formulas into 473 ml single-serve cans. Its latest innovation is the Batch 27 Mr. Freeze collection. Based on its recent collaboration with Mr. Freeze, an iconic Canadian freeze pop brand, TC Nutrition added four nostalgic flavours to Batch 27's lineup: White Freezie, Blue Freezie, Red Freezie and Purple Freezie. >>





Left to right: Chuck Stanton, FDM Channel Sales Manager • Tony Tomas, CEO • Borjana Bejatovic, Public Relations Manager



TC Nutrition Manufacturing Facility, Saskatoon, SK.

CEO TONY TOMAS SAW AN OPPORTUNITY FOR A CANADIAN COMPANY TO COMBINE CLINICALLY BACKED INGREDIENTS, AT EFFECTIVE DOSAGES, WITH FLAVOURS THAT CUSTOMERS WOULD GENUINELY ENJOY.

The relationship between the two companies started about two years ago, according to Richard Kadlec, vice-president of sales and marketing at Kisko Products, which owns Mr. Freeze.

"It really came from their love of the Mr. Freeze brand and the flavours they grew up with," says Kadlec. "That made the partnership feel pretty natural. They weren't just looking for a recognizable name. They understood what people like about Mr. Freeze and, in particular, how strongly people remember the flavours."

"Energy was also an interesting place for us to take the brand," adds Kadlec. "It gives an adult consumer who already knows Mr. Freeze a completely different way to experience those familiar flavours. It feels new, but at the same time you immediately understand what it is supposed to taste like."

Made in Saskatoon

The company produces its products in its own cGMP facility in Saskatoon. The facility holds SQF certification, which reinforces TC Nutrition's commitment to high manufacturing standards.

"Owning production and being vertically integrated gives us control over quality, speed, flavour development, design and the small details that shape the customer experience," says Tomas. "We began with a semi-automated setup and have recently invested in high-speed automation to keep pace with the continued growth of our canned energy drinks."

A dedicated Quality and Compliance team handles regulatory work. It works in compliance with Health Canada's Natural and Non-Prescription Health Products Directorate and the Canadian Food Inspection Agency on product licensing, ingredient restrictions, labelling standards and permitted health claims. The team also tracks regulatory changes that could affect formulations, sourcing and marketing.

What Sets It Apart

Batch 27 Energy Drink is made in Canada with zero sugar, zero dyes, 180 milligrams of caffeine, taurine and VitaCholine®.

"Flavour is one of our biggest differentiators," says Tomas. "We focus on creating an experience consumers genuinely enjoy rather than treating taste as an afterthought."

Tomas says the Mr. Freeze partnership pairs nostalgia with a modern functional drink. The flavours are familiar, and that is part of the appeal. According to Tomas, the flavours have performed exceptionally well because they invite shoppers to try more than one.

Kadlec sees the same appeal from the Mr. Freeze side. "There are memories tied to summer, convenience stores, sports, being outside with friends and just being a kid," says Kadlec. "Those consumers have grown up, but the memory of the flavours hasn't really gone away. That is what makes the collaboration fun. You're taking something people remember from childhood and putting it into a product that fits their life today. The nostalgia gets their attention, but the product still has to taste right. You can't rely on the logo alone." >>



Batch 27 Energy Drink is made in Canada with zero sugar, zero dyes, 180 milligrams of caffeine, taurine and VitaCholine®.

THE COMPANY'S SINGLE-CAN FORMAT SUITS THE C&G CHANNEL AS IT STRIVES TO REACH A BROADER AUDIENCE THAT MAY NOT HAVE ENCOUNTERED TC NUTRITION THROUGH TRADITIONAL SUPPLEMENT CHANNELS.

TC Nutrition's Batch 27 leverages a competitive advantage by directly responding to consumer demand for functional ingredients and fun flavours. This strategic alignment taps into an educated consumer base thanks to an online fitness and wellness culture.

"Because TC Nutrition began as a health and performance supplement company, we can apply that formulation experience to convenient beverage formats and create Canadian-made products that respond to both wellness expectations and broader energy drink trends," says Tomas.

That mix of performance and flavour shows up in customer reviews on the company's website. Zachary writes, "The purple freezie is 100% my new go-to before a workout. It is so good!"

C. Hale says social media posts about Batch 27 sent them to a local supplement store to try every flavour. Winter Frost was the favourite, aside from the Mr. Freeze flavours. The only downside, Hale writes, is that drinks "aren't as available as some of the bigger brands."

For c-store operators, that availability gap could be an opportunity to draw foot traffic to their stores.

Built for the C&G Channel

In addition to performing well in specialty supplement retailers and e-commerce, Batch 27 is gaining recognition across the Canadian energy drink market with additional sales through Amazon and Costco. The company's single-can format suits the C&G channel as it strives to reach a broader audience that may not have encountered TC Nutrition through traditional supplement channels. That accessibility creates an important opportunity for its products to become part of consumers' everyday routines.

"Our core demographic includes men and women between the ages of 18 and 34, but the broader interest in functional beverages is helping us reach consumers beyond the traditional fitness market who are looking for energy, flavour and convenience," says Tomas. "Our vertically integrated model gives us flexibility to work with key retail partners on combination offers such as two for $7 or three for $8."

That shift is showing up at the store level, too. Based on Ed's in Brookswood's experience, an exotic snack shop in Langley, British Columbia, that carries more than 1,000 SKUs of unique snacks, drinks and specialty products from around the world, including energy drinks, Batch 27 is selling very well.

"Batch 27 really sells itself; we don't have to push it heavily or explain the product to every customer," says Nikhil Puri, store manager of Ed's in Brookswood. "While some customers are familiar with the brand, others are drawn to the ingredients and some are pulled in for the flavour," says Puri. "We have noticed that especially with the Mr. Freeze collab."

Retailers who come on board get support to help move the product. That includes organic social media, paid advertising, influencer collaborations and in-store promotions, along with community event tie-ins that range from local activations to large-scale sponsorships with a local retail connection. Retailers can also get merchandising displays, product education and in-store sampling.



"We are confident that once consumers experience the flavour and quality of our products, they are much more likely to return and purchase them," says Tomas.

Both Batch 27 and Mr. Freeze share ground in the C&G channel.

"Mr. Freeze already has a long history in convenience, and energy is obviously a very important part of that channel as well," says Kadlec. "The interesting part is that the consumer who grew up buying Mr. Freeze may now be the person walking into the same type of store looking for an energy drink. We're not suggesting they are exactly the same shopper or the same occasion, but there is a connection. Familiar Mr. Freeze flavours give someone a reason to notice and potentially try something they might otherwise have walked past."

The collaboration has worked in the other direction too, says Kadlec, putting Mr. Freeze in front of consumers who may not normally think about the brand outside of freezer pops.

How Batch 27 reaches the shelf depends on the retailer's structure and needs. TC Nutrition works with both direct-store-delivery partners and established distributors, such as Core-Mark, Complete Distribution and Sky Blue Wholesale, with additional distribution partners expected to come on board over the next six months. Retailers interested in carrying Batch 27 can contact the team through tc-nutrition.com, and the company will guide them through the most appropriate ordering and distribution route for their region.

Puri deals directly with TC Nutrition and says that relationship has made a difference. "Their service has been fast and reliable and that makes a big difference because if product is moving well, we want to be able to restock quickly and keep it available for customers," says Puri.

That reliability is why Puri is happy to carry a Canadian brand.

"There are already so many large American energy drink brands in the market, so it's great to see a Canadian company producing something that can stand beside them and still feel unique," says Puri.

Looking Ahead

TC Nutrition plans to keep building Batch 27's momentum and grow its presence across the Canadian C&G channel. The company sees room to grow through new retail partnerships, wider distribution and continued flavour and product innovation.

Kadlec says the same discipline applies from the Mr. Freeze side. "We're not looking at the relationship as a one-off trend or gimmick," says Kadlec. "We would absolutely be open to exploring other flavours together if the opportunity makes sense, but it needs to feel authentic to Mr. Freeze, make sense for TC Nutrition and, most importantly, give the consumer a product they actually want."

"The market response to Batch 27 has shown us that consumers are ready for a homegrown, Canadian-made energy drink that can stand confidently alongside the biggest names in the category," says Tomas.

Meline Beach is a Toronto-based communications practitioner and frequent contributor to Convenience & Carwash Canada. In addition to freelance writing, Meline provides communications and public relations support to businesses across Canada. She can be reached at www.mlbcomms.ca.







Photo by Resume Genius /Unsplash.com

HIRE RIGHT, TRAIN RIGHT:
THE THREE TRAITS THAT BUILD TEAMS WORTH LEADING

BY **JANAE WARNER**

After years of hiring, I've stopped looking at resumes the way most people do. I'm not hiring a list of qualifications. I'm hiring a human being — and I'm looking for three things no resume can show me:

Resilience — Adapts, recovers, manages stress

Growth Mindset — Embraces change, learns from failure

Drive — Self-motivated, raises team culture

Can you picture it? A team excited for change, great at problem-solving, actively seeking feedback and proud of their work. That's not a fantasy — that's what you build when you hire and train with intention.

PART ONE: HIRE THE RIGHT PEOPLE

The interview is where it starts. Anyone can prepare for one — the candidates who stand out reveal themselves without realizing it. Ask the right questions, then listen carefully. "People are great at telling you what you want to hear. Your job is to ask questions that make that harder to do."

Start with Something Unexpected

I open every interview the same way, with a question that sounds almost silly:

- *"How many golf balls can you fit on a bus?"*

  Listen for: Watch what they do with uncertainty. Do they ask clarifying questions and problem-solve, or just throw out a guess? When I was asked this, my first instinct was: what size is the bus, and can we remove the seats? Very few candidates think that way. The ones who do are your growth mindset people — the ones who look past the surface.

The Questions That Reveal the Most

- "*Describe a time you faced a significant setback at work. How did you handle it?*"
  Listen for: 'I learned from,' 'I adapted,' 'I overcame.' Vague answers that skip the hard part are a flag. You want someone who can sit in the difficulty — and still find the growth.
- "*How do you respond to criticism or negative feedback?*"
  Listen for: Watch their face before they speak. Body language is as telling as the answer. Give them a real scenario you've dealt with and see how they respond in the moment. How someone receives feedback in an interview is how they'll receive it on your team.
- "*Tell me about a time you took on extra responsibility without being asked. What motivated you?*"
  Listen for: The why matters more than the what. Dig into the motivation. A candidate who goes above and beyond for the right reasons will still be doing it six months in.

Give yourself grace when you get it wrong occasionally. Reading people is a skill that sharpens with practice.

PART TWO: TRAIN THE PEOPLE YOU HIRE

Hiring right is only half the job. Training isn't an onboarding checklist — it's every conversation and every interaction, every day. You are continuously training your team whether you realize it or not.

"If you want your team to care and be invested, treat them as more than an employee — and they will show up as more than one."

Start Every Interaction the Same Way

Every training session and meeting I run starts identically, no exceptions: "How are you?" And 'fine' is not going to cut it. I'm not asking how work is going — I want to know how their life is.

I've heard it said those extra few minutes aren't worth it. I disagree completely. That investment turns into better customer care, employees who take pride in their work and lower turnover. A few minutes of genuine caring builds extraordinary teams.

The Daily Check-In That Changes Everything

Here's what this looks like in practice with a team member:

1. Ask how they are — their life, not their work. This is not small talk. It's the foundation.
2. Ask their goal for today. Listen for 'I'm hoping to' or 'I'll try to' — words that leave room to miss. Help them reframe it as an absolute.
3. Calibrate. Is it a push goal or a comfort goal? If it's a push, tell them you believe they'll hit it. If it's a comfort goal, ask why — something else may be going on.
4. Close with expectation and accountability: 'I expect a message at the end of your shift telling me what a great day you had.' If you don't hear back, reach out.

If they miss their goal, explore why from their perspective — then ask how you can help them get there. You're not managing a metric. You're building a person who owns their own growth.

THE BOTTOM LINE

Hire for resilience, growth mindset and drive. Then train those same traits in every interaction — the formal ones and the informal ones. Ask 'how are you?' and mean it. Reframe mistakes as learning. Hold people to goals they believe in.

Do this consistently and you won't just have a team that performs. You'll have a team that's proud to be part of what you're building. That's a growth culture. And it starts with you.

Janae Warner is the founder of Igniting Growth Consulting, where she partners with companies to build growth mindset cultures, feedback-driven teams and leaders who unlock the potential already in their people. She is the author of "Rise Believe Become", host of the podcast Dreams Don't Expire and founder of the women's community Together We Rise. At 60, she left a 12-year career to build something she believed in — and has never looked back.
janae@ignitinggrowth.co · 801-717-8734
ignitinggrowthconsulting.com





SUSTAINABILITY IS MORE THAN A PURCHASE

For carwash operators looking to become more sustainable, investing in efficient equipment is an important step. The purchase itself, however, is only the beginning.

BY **NICOLE CARSON**

WATER CONSERVATION RECEIVES MUCH OF THE ATTENTION IN DISCUSSIONS ABOUT SUSTAINABILITY IN CAR WASHING, BUT IT IS NOT THE ONLY CONSIDERATION. HOW ENERGY, PRODUCTS AND SUPPLIES ARE USED AND MANAGED ALSO MATTERS.

Few resources are more central to the sustainability conversation in car washing than water. Reclaim equipment can dramatically change how fresh water is used, but the system itself is only part of the equation. Proper operation, monitoring and maintenance determine how effectively the equipment continues to conserve resources in the long run.

True sustainability is built into the way a wash operates day to day. It's reflected in how equipment is maintained, how water and energy use are monitored, how supplies and inventory are managed and how operations adjust to changing conditions. Employees, suppliers and service partners also play a role, making sustainability an ongoing effort rather than a one-time investment.

Protect the Investment Through Maintenance

Maintenance is often one of the first things to get pushed aside when a site gets busy. Equipment throughout the wash operates as a connected system, and issues in one area can affect another. Preventive maintenance, timely repairs and proper operation limit premature component failure, avoidable replacement and wasted resources. Extending equipment life supports operating efficiency, helps control costs and promotes reliable operation.

For water reclaim equipment, key areas to monitor include pits and tanks for solids and sludge buildup, filtration components, pressure, flow and water quality. These inspections reveal changes before they develop into larger problems. In a reclaim system, accumulated debris left unchecked affects water quality, increases wear on pumps and other components and reduces overall system performance.

Understand Your Water Use

Water-saving equipment alone does not guarantee that a wash is using water as efficiently as possible. Regular monitoring helps operators establish a baseline for typical fresh water use, making unusual spikes easier to catch.

A water analysis or simple walk-through with an equipment provider pinpoints where water is being used throughout the tunnel and where reclaim water may be used instead of fresh water. It can also expose a leak, equipment issue, incorrect setting or another concern that deserves attention. Reclaim system pressure, flow and water quality provide additional information about how the system is performing. Together, these measurements enable operators to address problems earlier, reduce unnecessary fresh water use and support water conservation.

Look Beyond Water

Water conservation receives much of the attention in discussions about sustainability in car washing, but it is not the only consideration. How energy, products and supplies are used and managed also matters.

Keeping inventory aligned with actual usage cuts down on deliveries and limits how much product sits unused for long periods. It also lowers the risk of items deteriorating or eventually being discarded as waste.

Beyond inventory, there are other ways to minimize resource use and waste throughout the property. Automatic controls for equipment operating times and energy-efficient lighting both lower energy consumption. Other practical sustainability efforts include providing clearly marked recycling bins for customers, reducing disposable materials, recycling boxes and packaging and consolidating supplier deliveries.

Operating more intentionally helps reduce environmental impact and excess costs. Small changes across a site add up over time. >>







Adjust Operations With the Seasons

A carwash does not operate under the same conditions year-round. Winter road salt, spring mud, temperature changes, rainfall, traffic patterns and regional conditions can all affect what enters the wash and what is required of its equipment. What works during a slower, drier period may not be enough when vehicles are coming through covered in salt, mud or heavy road grime.

Heavier dirt loads place additional demands on pits, filtration and reclaim equipment. Paying attention to what is happening at the site allows operators to fine-tune maintenance as conditions shift. During these periods, that may mean more frequent pit maintenance, filtration checks or backwashing to help maintain water quality and system performance.

Regular observation helps operators respond to what the wash actually needs rather than relying on the same settings and schedules throughout the year.

Make Sustainability Part of the Daily Routine

Some of the most effective sustainability practices do not require a major capital investment. Employees who work around the equipment every day are often the first to notice when something does not look, sound or operate the way it normally does. A dripping connection, a change in water quality, an unusual smell or sound, changes in product use or equipment that is not performing as expected may seem minor, but catching these issues early prevents needless waste and larger problems. Simple daily and weekly inspection checks can make awareness part of the job.

When employees know what to watch for and why it matters, water conservation, equipment maintenance and waste reduction become routine rather than a one-time initiative. This understanding gives employees a better sense of how their daily responsibilities contribute to the wash's overall sustainability efforts.

Choose Partners With Shared Priorities

Sustainability extends beyond the four walls of the wash. The manufacturers, suppliers and service partners an operator chooses can influence resource use and waste down the road. Working with companies that share similar priorities can make it easier to choose durable equipment, reduce unnecessary packaging and deliveries, and manage supplies efficiently.

The right partners guide operators toward better long-term decisions. Vendors that understand an operator's goals identify ways to extend equipment life, cut waste, improve efficiency and adapt as needs change.

Make Your Efforts Visible

Many sustainable practices happen behind the scenes. Customers may never see reclaim equipment or know how water use is monitored. Giving customers a clearer view of those efforts shows how sustainability is put into practice every day.

Water reclaim and other practices that conserve resources can become central to a carwash's marketing story. Operators can communicate investments in water conservation, energy efficiency and waste reduction through signage, websites, social media and other customer messaging. On-site signage can also spotlight the sustainability efforts taking place there.

An Ongoing Commitment

Creating a more sustainable carwash does not come down to one piece of equipment or one operational change. It comes from the decisions operators make over time.

Sustainability is not a one-time purchase or a box to check. It is an ongoing commitment. Small choices made every day protect resources, extend equipment life, control costs and support a more efficient business.

For operators, the goal does not have to be doing everything at once. It can start with understanding where resources are being used, identifying opportunities for improvement and making sustainability part of everyday operations.

The equipment may start the sustainability journey, but what happens next is what keeps it moving forward.

Nicole Carson is the general manager at SoBrite Technologies, an OEM manufacturer of water treatment systems for carwash applications. She oversees day-to-day operations and production planning, ensuring efficient order fulfillment and on-time delivery. In this role, she has firsthand insight into system performance within carwash operations.

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CUTTING THROUGH THE E15 COMPATIBILITY CONFUSION

HOW BRIDGING THE GAP BETWEEN E15 DEPLOYMENT AND E25 SAFETY STANDARDS SAFEGUARDS EQUIPMENT INVESTMENTS

With the expanded distribution of E15 in certain retail and commercial markets, fueling operations are confronting a confusing combination of regulatory, compatibility and certification information.

BY **STEVE STEWART**

Often, a manufacturer's warranty or letter of compatibility indicates one thing, while a third-party safety standard requires another. This contradiction leaves operators questioning whether their equipment is legitimately compatible with E15. As a result, the OPW Retail Fueling team is consistently fielding more and more questions about E15 equipment compatibility and site readiness in North America. Here are five critical things operators need to know to safely dispense E15 and meet local code and regulatory requirements.

1. Dispensing equipment must meet very specific criteria required by several regulatory and safety oversight entities to be approved to pump E15 in North America.

In the U.S., there is a distinction between standards for underground fuelling system equipment and aboveground dispensing equipment and hanging hardware. The Environmental Protection Agency (EPA) regulates compatibility with the underground storage tank equipment. But it is actually the Occupational Safety and Health Administration (OSHA) that calls for safety standards for dispensers and hanging hardware. OSHA mandates that all fuelling dispensers and associated aboveground components handling flammable liquids be "approved," which OSHA defines as being tested and certified by a Nationally Recognized Testing Laboratory (NRTL), such as Underwriters Laboratories (UL).

In Canada, the National Fire Code (NFC) establishes broad baseline criteria for fuel-handling equipment. It incorporates standard requirements by reference, making conformance with UL/ULC and joint ANSI/CAN/UL/ULC standards legally binding. Secondarily, provincial authorities, such as Ontario's Technical Standards and Safety Authority (TSSA), issue official directives that formally adopt standards, which they may customize to their province's needs.

2. When it comes to E15 dispensing equipment, neither a warranty nor a compatibility letter from a manufacturer can be used as a substitute for the correct UL listing.

Some manufacturers have issued letters stating their E10 products will work with E15. While their products may work with E15, simply communicating they will work does not help operators meet their regulatory obligations. The product must have the appropriate UL safety listing for dispensing equipment to meet the regulatory code.

3. Just because the dispensing equipment has a UL listing doesn't necessarily mean it is the correct UL listing for E15. This is especially true for legacy dispensing equipment.

Many retail fuel dispensers still operating in the field are manufacturer-warranted for blends up to E15, but they are certified by UL or ULC only for blends up to E10. Here's why:

In February 2009, UL announced that using UL 87-certified equipment nominally rated for up to 10 per cent ethanol to dispense blends of no more than 15 per cent ethanol should not pose immediate safety concerns. However, UL later clarified that E15 fuel can contain more than 15 per cent ethanol in practice due to blending variations, splashing and transport mixtures. As a result, UL does not have a specific E15 safety listing. Instead, UL is testing and certifying equipment at the next-highest safety tier (E25). To that end, UL 87A-E25 for dispensers was ratified in 2015. Additional standards have been established for hoses, breakaways, valves and nozzles.

4. Equipment that is compatible with E85 does not automatically mean the equipment is compatible with E25.

A common misconception about E15, E25 and E85 (and the equipment used to dispense these fuels) is that if the equipment is NRTL-approved to dispense E85, it is automatically grandfathered in to handle ethanol blends with lower concentrations. But the material compatibility of fuel system components handling ethanol blends is non-linear. That is to say, while E85 contains more ethanol than E25 and E15, mid-level blends like E25 are actually far more aggressive at swelling and breaking down seals and gaskets. As such, UL tests equipment for E25 and E85 differently to assure safe operation.

5. Retrofit kits and à la carte options are available to replace dispenser components and hanging hardware that do not have the appropriate UL listing for E25.

Replacing an entire dispenser to make it compatible with E25 is expensive. Thankfully, major dispenser manufacturers have developed E25 field retrofit assemblies that offer retail and commercial operators a modular, cost-effective path to pumping E15 while preserving their original investment. E25-rated meters, specialized valves, manifolds and, importantly, gaskets tested against aggressive fluids are among the field retrofit components available to upgrade internal dispenser components for E25.

Advanced manufacturing partners such as OPW Retail Fueling are also engineering their hanging hardware to support safe E25 fuelling. Here are equipment features commercial and retail fuel site operators should look for in hanging hardware UL-listed for E25:



REPLACING AN ENTIRE DISPENSER TO MAKE IT COMPATIBLE WITH E25 IS EXPENSIVE. THANKFULLY, MAJOR DISPENSER MANUFACTURERS HAVE DEVELOPED E25 FIELD RETROFIT ASSEMBLIES THAT OFFER RETAIL AND COMMERCIAL OPERATORS A MODULAR, COST-EFFECTIVE PATH TO PUMPING E15 WHILE PRESERVING THEIR ORIGINAL INVESTMENT.

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Automatic nozzles: Look for corrosion-resistant materials such as nickel-plated aluminum, Teflon and high-performance Viton seals.

Reconnectable breakaways: Look for high-grade fluorocarbons such as Viton for seals, stainless steel springs and acetal guides and poppets that provide extreme chemical resistance.

Swivels: Look for dual seals that include high-performance Viton.

Whip hose, curb hose and hose kits: Look for hoses with an oil- and solvent-resistant (ORS) synthetic nitrile inner tube, wire-braid reinforcement and low-permeation materials to meet UL's strict low-perm limits.

Leveraging à la carte options such as these will enable operators to upgrade to E25 at a fraction of the cost.

Formula for Forecourt Success

As the transportation fuel mix continues to evolve in North America, installing the correct, appropriately UL/ULC-listed fuelling system equipment is essential for both immediate success and long-term business continuity. In the short term, offering E15 signals to motorists that a store is committed to lower-cost, lower-emission fuel. This approach can attract new customers and grow loyalty. In the long term, installing E25-certified hardware seamlessly positions future-fuel-focused operations for higher blend tiers without forcing a second round of capital outlay.

Achieving this readiness requires proactive due diligence. Fuel site operators must work with distributor and manufacturing partners to review existing fuelling system equipment. Auditing every component in the fluid path, from internal hydraulic manifolds to the nozzle, helps confirm that retrofits and hanging hardware are fully rated for the job. Taking these collaborative steps will help fuel retailers safeguard their investments, maintain operational continuity, support adherence to local codes and regulations and ultimately grow their business.

Steve Stewart is senior Canadian and Caribbean sales manager for OPW Retail Fueling, based in Smithfield, N.C. He can be reached at steve.stewart@opwglobal.com. For more information on OPW Retail Fueling, go to opwretailfueling.com.



FOR REFERENCE:

U.S. Code of Federal Regulations (40 CFR § 280.32): https://www.ecfr.gov/current/title-40/chapter-I/subchapter-I/part-280/subpart-C/section-280.32

OSHA Standard 29 CFR § 1910.106 (Flammable Liquids): https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.106

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Technical Standards & Safety Authority: https://www.tssa.org/fuels-dashboard

National Renewable Energy Laboratory, "E15 and Infrastructure": https://afdc.energy.gov/files/u/publication/e15_infrastructure.pdf

ANSI: https://webstore.ansi.org/standards/ul/ansiululc87a2024

Growth Energy "Growth Energy Comments on EPA's Proposed E15 Fuel Dispenser Labeling and Compatibility with Underground Storage Tanks Regulations": https://growthenergy.org/wp-content/uploads/2021/04/Growth-Energy-E15-Labeling-UST-Compatibility-Letter-with-Attachments_US_169654708_1.pdf



Download the OPW App to use our new 71SO Calculator

OPW
RETAIL FUELING
a DOVER company

OPW continues to be Fueled by Excellence

and lead the petroleum equipment industry in innovation. OPW's commitment to new product development specifically designed to improve the performance, reliability, regulatory compliance and over all cost of ownership for re-fueling operations across the globe. We have recently rolled out the following new innovations and product enhancements:

- **Quick bolt-on coupling with Flexworks pipe for quicker connect/disconnect and no threaded joints**
- **Segmented 71SO overfill prevention valve to allow efficient transportation and storage**
- **Expanded DSE valued priced fiberglass dispenser sump offerings with commercial dispenser footprints and fiberglass tops**
- **Integrated vent systems with flexible vent pipe and fiberglass vent transition sumps**
- **Clean fueling nozzles including dripless gas nozzles and diesel capture technology**

FUELED BY EXCELLENCE



THE COSTS OF DEVELOPING A CAR WASH IN CANADA

A HIGH-LEVEL LOOK AT CAPITAL COSTS, BUDGET PITFALLS AND PLANNING FOR A SUCCESSFUL DEVELOPMENT

BY **MATT VERITY**

"How much does it cost to build a car wash?"

It is usually one of the first questions asked by someone considering entering the industry, and unfortunately, it is also one of the hardest to answer. »

THE COSTS OF DEVELOPING A CAR WASH IN CANADA



A NEW STANDALONE IN-BAY AUTOMATIC (IBA) DEVELOPMENT CAN REASONABLY MOVE INTO THE $2 MILLION TO $4 MILLION-PLUS RANGE, INCLUDING LAND, DEPENDING ON THE MARKET AND SCOPE OF THE PROJECT.

A car wash may appear to be a relatively straightforward commercial development, but behind the walls is a specialized facility with significant water, sewer, electrical, mechanical and equipment requirements. Add land, municipal approvals, site servicing and regional differences in construction costs, and two seemingly similar projects can end up with dramatically different budgets.

For anyone considering a new development, the important question therefore isn't simply, "What does a car wash cost?" It is, "What will this car wash, on this site, in this market cost to develop?"

Start With a Range, Not a Number

For preliminary planning in Canada, I generally think in broad ranges.

A new standalone in-bay automatic (IBA) development can reasonably move into the $2 million to $4 million-plus range, including land, depending on the market and scope of the project. A larger hybrid facility combining IBAs and self-serve bays can move considerably higher.

A new 100-foot express tunnel can quickly become a $6 million to $12 million-plus project, and premium developments in expensive urban markets can move well beyond that range.

These aren't quotes. They are "napkin math" intended to establish the potential order of magnitude before detailed design and costing begin.

That distinction is important because there really isn't a national Canadian construction price for a car wash.

Land and development costs in Vancouver or the Greater Toronto Area can bear little resemblance to those in rural Alberta, Saskatchewan or Atlantic Canada. Labour availability, municipal development charges, architectural requirements and even the length of the construction season can vary significantly across the country.

The same basic wash can therefore have substantially different economics depending on where it is built.

The Equipment Is Only One Part of the Budget

New developers naturally focus on the wash equipment because it is the most obvious component of the business.

However, the equipment is only one line in a much larger development budget.

A complete capital budget should consider land, site work, building construction, wash equipment, water treatment and reclaim, electrical and mechanical systems, utilities, professional consultants, municipal fees, financing costs, landscaping, signage and contingency.

Site work is an especially important variable.

A relatively inexpensive piece of land can become very expensive if it requires substantial grading, poor soils need to be addressed, stormwater infrastructure must be constructed or utilities need to be extended.

Water and sewer deserve particular attention. A car wash has substantially different utility demands than typical retail development. Developers need to confirm not simply that services are nearby, but



that sufficient capacity, pressure and discharge capability exist for the proposed operation.

Electrical service can create a similar surprise. Depending on the wash format and equipment package, transformer upgrades or additional electrical infrastructure may be necessary.

These are the types of costs that can turn a good-looking development budget into a difficult project very quickly.

Soft Costs Aren't Really "Soft"

Architecture, civil engineering, mechanical and electrical engineering, environmental work, geotechnical investigations, traffic studies, legal fees and municipal applications do not produce a building or wash a vehicle, so they are commonly grouped together as "soft costs."

They are nevertheless real capital costs and should be included from the beginning.

Depending on the property, municipalities may also require a Phase I or Phase II Environmental Site Assessment, traffic impact assessment, drainage or stormwater report, noise study, wetland assessment or other specialized work.

A straightforward project may require relatively modest professional fees. A difficult urban site requiring rezoning and multiple supporting studies can require several hundred thousand dollars before construction even begins.

The objective shouldn't be to eliminate these expenses. Good due diligence can identify a six-figure problem before it becomes a seven-figure problem.

Time Has a Cost Too

Development timelines are another area where first-time developers can be overly optimistic.

For a relatively straightforward Canadian project on appropriately zoned and serviced land, I would generally allow approximately 12 to 18 months from serious planning through opening.

For a larger tunnel development, 18 to 30 months can be a more realistic planning window.

Projects requiring rezoning, major utility extensions, environmental remediation or complicated municipal approvals can take longer still.

There are substantial differences between municipalities. A smaller community may move a development permit through relatively quickly, while approval processes in some major metropolitan areas can take many months.

Those delays have a financial cost. Interest continues to accrue, consultant bills continue to arrive and equipment and construction pricing can change while the developer waits.

A realistic schedule therefore deserves just as much attention as the construction budget. >>

TOP 10

CAR WASH DEVELOPMENT BUDGET PITFALLS

THE COSTS AND ISSUES NEW DEVELOPERS SHOULDN'T OVERLOOK

1. Buying the Land Before Completing Due Diligence
   A great location can become a bad investment if zoning, access, environmental conditions or servicing don't work.
2. Underestimating Site & Civil Work
   Grading, excavation, poor soils, retaining walls, drainage, paving and stormwater management can quickly add hundreds of thousands of dollars.
3. Assuming Utilities Are "At the Property Line"
   Having water, sewer, gas and power nearby doesn't mean they have the capacity required. Extensions, transformers and service upgrades can become major expenses.
4. Focusing Too Much on Equipment Cost
   The wash equipment is only one part of the investment. Land, building, civil work, utilities, consultants and municipal requirements can equal or exceed the equipment budget.
5. Forgetting the Soft Costs
   Architecture, engineering, environmental work, geotechnical reports, traffic studies, legal costs, permits and financing all need a place in the budget.
6. Underestimating Permitting & Development Time
   Delays cost money. A straightforward project may still take 12–18 months, while more complicated developments can take 18–30 months or longer.
7. Designing the Building Before Designing the Operation
   Poor stacking, awkward traffic flow, undersized equipment rooms and badly positioned pay stations can be expensive — or impossible — to fix later.
8. Building Too Much — or Too Little — for the Market
   Don't choose the wash format first and then try to make the market justify it. Match the IBA, hybrid or tunnel investment to realistic demand.
9. Not Budgeting for the Unexpected
   During early planning, carrying roughly 10–15% contingency can provide protection against unknown conditions, design changes and construction escalation.
10. Choosing the Cheapest Team Instead of the Right Team
    Car washes are specialized buildings. Experienced architects, engineers, contractors and equipment partners can cost more upfront but potentially prevent much larger mistakes during construction.

BOTTOM LINE

The biggest budget surprises are often underground, off-site or discovered before construction even begins — not inside the wash bay.

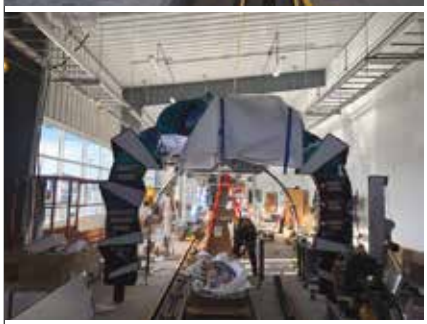
TOP 10

MUST-DOS BEFORE YOUR BREAK GROUND

BUILDING A CAR WASH? DO THESE BEFORE THE FIRST SHOVEL HITS THE DIRT.

1. Confirm the zoning.
   Make sure a car wash is permitted — and understand any conditions — before committing to the property.
2. Verify utility capacity, not just availability.
   Water, sewer, electrical and gas may be nearby, but confirm they can actually support the proposed wash.
3. Understand what's underground.
   Complete appropriate environmental and geotechnical due diligence. Poor soils, contamination or groundwater can dramatically change a budget.
4. Meet with the municipality early.
   A pre-application meeting can uncover traffic, drainage, architectural, environmental and servicing requirements before they become expensive surprises.
5. Build the site around vehicle flow.
   Plan entry, stacking, payment, wash, vacuum and exit movements before finalizing the building footprint.
6. Match the wash to the market.
   Don't build a tunnel simply because you can — or an IBA because it's cheaper. Population, competition, traffic and customer behaviour should drive the format.
7. Price the whole development.
   Budget for more than land, building and equipment. Include civil work, utilities, professional fees, municipal costs, financing, landscaping, signage and commissioning.
8. Assemble experienced partners early.
   Bring the architect, engineers, contractor and equipment supplier together while changes still happen on paper — not after concrete is poured.
9. Build in time and money for surprises.
   Development rarely follows the perfect scenario. Carry realistic schedule allowances and, during early budgeting, consider a 10–15% contingency until major unknowns are resolved.
10. Stress-test the numbers before saying yes.
    Ask what happens if construction costs 10% more, opening is delayed six months or revenue comes in below projections. A good project should not require everything to go perfectly.






Match the Investment to the Market

Another potentially expensive mistake is deciding what type of car wash to build before determining what the market can support.

An IBA can be an excellent business in a smaller Canadian market. It requires less land and generally has lower capital and labour requirements than an express tunnel, but its throughput is limited.

An express tunnel requires significantly greater investment, more land and a larger potential customer base, but can process substantially more vehicles and is particularly well suited to membership programs.

Neither format is inherently better.

The objective is to build the format that produces the best return for the market, location and available capital, rather than simply building the largest facility the site can accommodate.

Budget for What You Don't Know

Contingency is perhaps the least exciting line in a construction budget, but it can be one of the most important.

During early feasibility, I prefer to see a meaningful contingency rather than a budget that assumes everything will proceed perfectly. Depending on how advanced the drawings and pricing are, a 10% to 15% contingency can be reasonable during the preliminary stages.

As the design advances and firm pricing is obtained, that contingency can be refined.

It is also worth stress-testing the project. What happens if construction costs 10% more? What if opening is delayed six months? What if utility work is substantially higher than anticipated?

A project that only works when everything goes perfectly probably needs another look.

Spend Money on Planning Before Concrete

One of the best ways to control development costs is to assemble the right team early.

The architect, engineers, contractor and wash equipment supplier should understand how their decisions interact. Moving a piece of equipment on a drawing is inexpensive. Moving underground plumbing after concrete has been poured is not.

The same applies to site selection. Before removing conditions on land, understand zoning, utilities, access, drainage, environmental history and the municipality's requirements for a car wash.

Some of the most valuable money spent on a development occurs before construction starts.

The Bottom Line

There is no universal answer to what it costs to develop a car wash in Canada.

At a high level, developers should be thinking in millions rather than hundreds of thousands of dollars for a modern standalone development, with IBAs generally occupying the lower end of the investment spectrum and full express tunnels occupying the higher end.

More importantly, the advertised price of the wash equipment or building is not the development cost.

The real number is the combination of land + site work + building + equipment + utilities + professional fees + municipal requirements + financing + contingency.

The projects that ultimately perform best aren't necessarily those constructed for the lowest price. They are the ones where the developer understands the market, investigates the site thoroughly, establishes a realistic budget and schedule, and leaves enough flexibility to deal with the inevitable surprises that come with development.

Before asking, "How cheaply can I build it?" there may be a better question:

"What do I need to spend to build the right wash, in the right market, and give it the best opportunity to succeed?"

Matt Verity is a car wash owner, developer and consultant with experience in the planning, development and operation of car wash and self-storage projects across Canada and the United States. He is the owner of Rocky Mountain Wash, which operates car wash facilities in Alberta, and serves on the Board of the Canadian Carwash Association. Through his consulting work, Matt assists owners, developers and industry partners with site evaluation, feasibility, development planning and pro forma analysis.



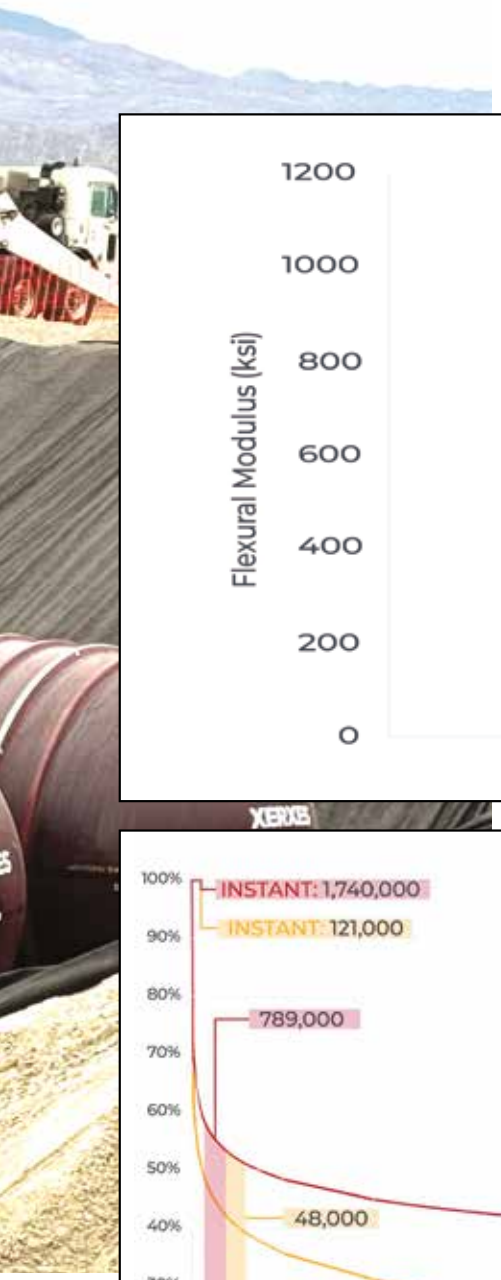


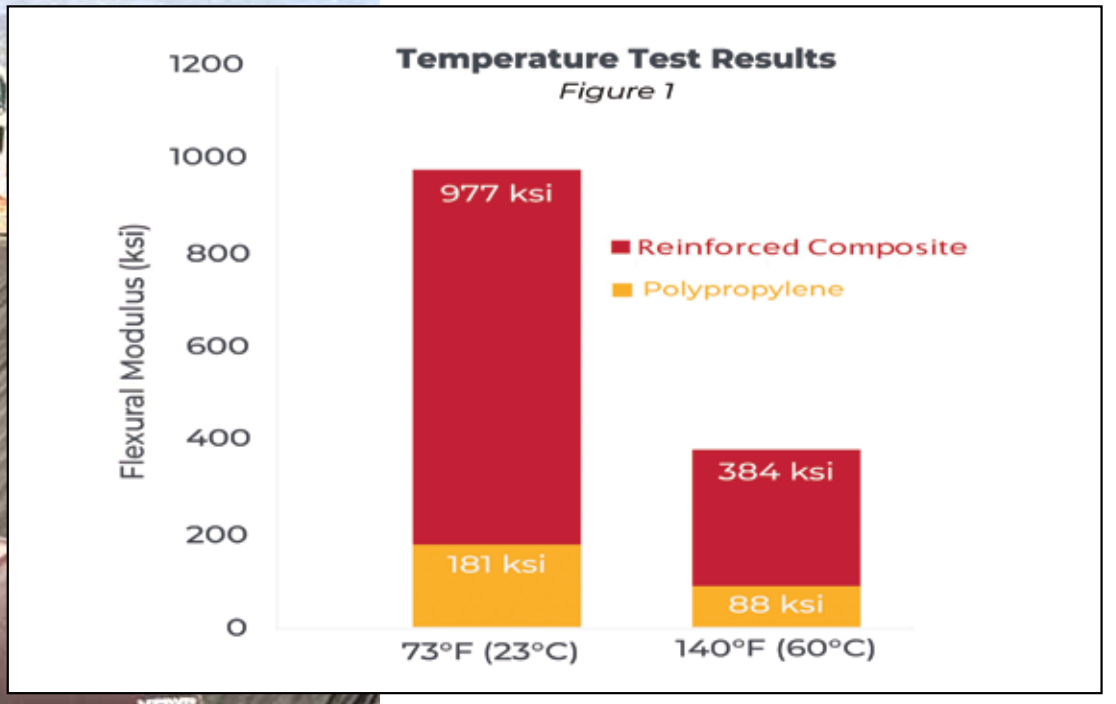
Fiberglass is a top material choice for underground fuel and water tanks, and is by far the #1 material choice over steel for retail fuel storage.

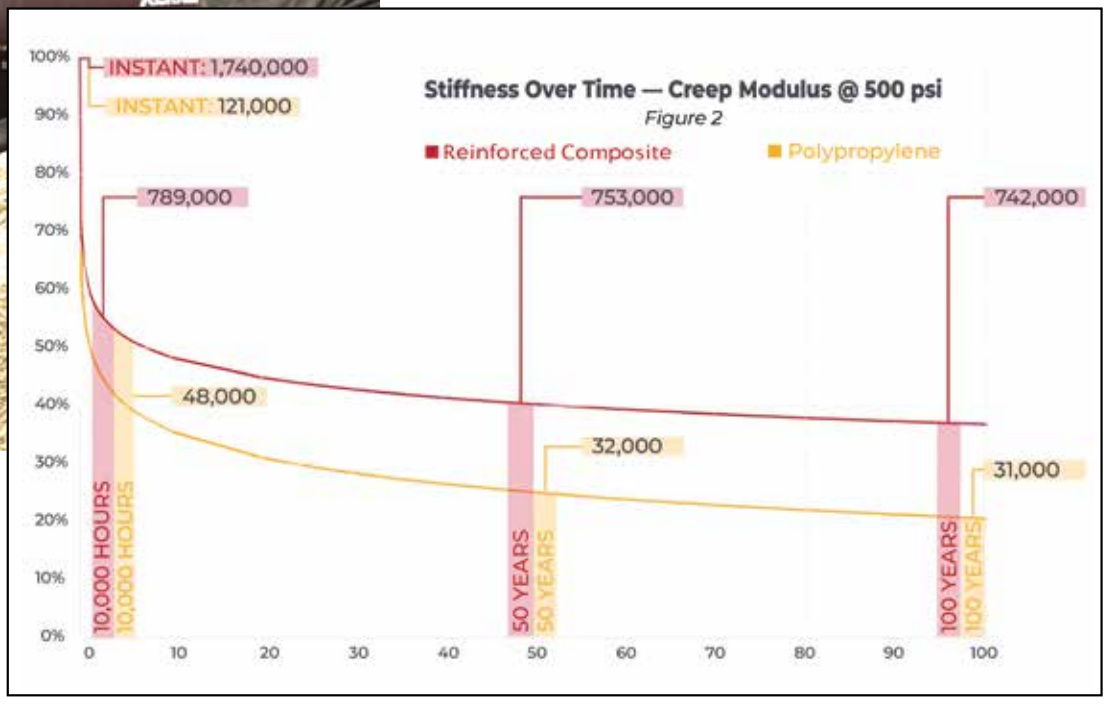
ADVANCED MATERIAL TECHNOLOGY EXPANDS ITS REACH

BY **ANN K. RYAN**

For decades, North America's largest convenience store chains have led the way in adapting the newest material technology for underground liquid storage. It started when the industry recognized the inherent weakness in steel tanks storing liquid fuels. Corroding steel tanks were causing serious environmental damage from fuel leaking into surrounding soil and groundwater. The fact is: Unprotected metal ultimately rusts. It was a material problem.







THE NEXT-GENERATION OF COMPOSITE TECHNOLOGY

The latest advancement in material technology is the creation of long-fiber reinforced polymer stormwater chambers. This alternative to traditional thermoset sheet molding compound materials is yet another step forward in producing high-capacity output of an extremely robust chamber. Independent third-party testing makes it clear that in two elemental properties — temperature and time — stormwater chambers made of long-fiber reinforced composite will significantly outperform polypropylene chambers.

These graphs show the advantages that long-fiber reinforced composite has over traditional plastic in terms of both temperature extremes (Figure 1) and stiffness over time (Figure 2).

The solution took the shape of 100% corrosion-resistant fiberglass underground storage tanks that were introduced to the marketplace in the 1980s. It didn't take long for major fuel retailers — including large c-store chains — to switch to fiberglass tanks. Today, the large majority of these companies prefer — and install — fiberglass fuel tanks over steel tanks.

The trend toward fiberglass and away from steel continued as customers looking for water and wastewater tanks also recognized the value of fiberglass for water applications. The type of water tanks commonly installed at both urban and rural sites include potable water, fire protection water, onsite septic and industrial wastewater and chemical tanks. Aside from fuel tanks, the most commonly installed tanks at convenience stores and car washes are grease interceptors, oil interceptors, oil-water separators and water reclaim tanks.

Composite Expands to Stormwater

Today, the word about fiber-reinforced composite is spreading to the stormwater industry, which is the last underground liquid storage market that had not previously considered the advantages of this advanced material. While steel was the traditional material used for fuel tanks, and steel and plastic were the traditional water tank materials, plastic, concrete and steel have been the most common stormwater storage materials.

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More and more engineers and contractors are seeing the benefits of installing reinforced composite stormwater chambers over plastic, concrete and steel.

Once again, c-stores are leading the way: adding composite stormwater management systems both to new and existing stores. In many locations, this is driven by regulations. In other instances, companies want to protect their investment from the costly damage that can occur with severe weather events. Increasingly, engineers and contractors are choosing composite products over plastic or concrete. Just as the weaknesses of using steel in the fuel tank world entered public awareness nearly 50 years ago, the weaknesses of plastic, concrete and steel are becoming clear today.

The Comparison: Reinforced Composite vs. Plastic and Concrete

No matter the application or market, the advantages of fiberglass-reinforced polymers for stormwater storage products are essentially the same as for fiberglass tanks:

- 100% corrosion-resistant
- Superior structural integrity
- High strength-to-weight ratio
- Resistant to temperature extremes
- Scalable design flexibility
- Quick and easy installation
- Lightweight for easy shipping

As important as understanding why reinforced composite is a superior choice for stormwater, is knowing why other corrosion-resistant options — namely plastic and concrete — are not the best choices.

Most stormwater chambers today are made of polypropylene — an unreinforced plastic material. While polypropylene is corrosion-resistant,



it is far inferior to fiber-reinforced polymer in numerous ways:

- Lower resistance to high temperatures
- Less stiffness maintained over time
- Burial depth limitations

An engineer looking for added value without sacrificing on performance has this to say about choosing composite over plastic: "We get a more efficient system with more benefits, and we saved my client at least $200,000, if not a quarter of a million dollars."

This North American c-store construction manager is not looking back after switching from plastic to composite "The general contractor loves the system. The product is great. We love working with them, and they're easy to assemble."

Before plastic was invented, concrete was a common corrosion-resistant material option for underground stormwater systems. In some parts of North America, concrete is still seen as the most robust material for stormwater systems. However, as they learn more about the structural integrity of reinforced composite, engineers are pivoting away from concrete because of its inherent weaknesses:

- Involves costly, labor-intensive onsite construction
- Has a lengthy installation process
- Requires heavy equipment to install
- Has a high transportation cost due to material weight

This is what a customer had to say about choosing composite over concrete for a stormwater system at a truck stop: "Working with the composite product is so much smoother, both to lay out and put the units together. It's a fluid process. But not with concrete. The composite product represents the growth in technology. That means in every aspect — the budget, the construction sequence and the final product in terms of maintenance."

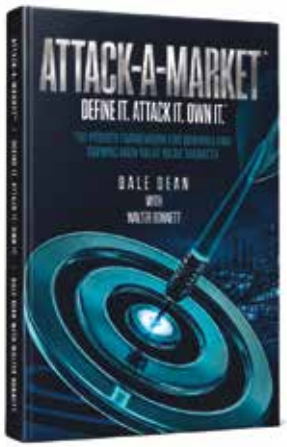
A hundred years ago, almost no one knew about fiberglass-reinforced materials — except for the engineers who saw how this lightweight, corrosion-resistant composite material could be fashioned into parts for cars, boats and planes. A few decades later, fiberglass was introduced as a smart choice for underground storage tanks, and today reinforced composite is becoming a clear preference in the stormwater world.

It can be easy to look to the familiar when planning a project. But that isn't necessarily the wise approach. Taking time to consider the newest advancements in material technology is not only best practice, but essential to protect investments for decades to come. C

Ann K. Ryan has written for international, financial and industry publications for more than 30 years. Much of her recent work has focused on the environmental advantages of composite materials and technology. She serves as a communications and marketing consultant for Xerxes.

THE WORD ABOUT FIBER-REINFORCED COMPOSITE IS SPREADING TO THE STORMWATER INDUSTRY, WHICH IS THE LAST UNDERGROUND LIQUID STORAGE MARKET THAT HAD NOT PREVIOUSLY CONSIDERED THE ADVANTAGES OF THIS ADVANCED MATERIAL.





DeanHouston Releases New Attack-A-Market® Business Book

A proven framework to help B2B manufacturers identify, attack and own growth markets

COVINGTON, KY, September 17, 2026 – DeanHouston, a business-first marketing firm specializing in growth strategies for industrial and technical brands, today announced the release of Attack-A-Market®: Define It. Attack It. Own It.™, a new marketing-strategy book that provides B2B manufacturers with a practical framework for identifying strategic growth opportunities, aligning sales and marketing, and building long-term market leadership.

Written by DeanHouston Founder & Chairman Dale Dean and Executive Vice President of Strategy Walter Bonnett, Attack-A-Market® captures more than 40 years of experience helping industrial and technical products manufacturers navigate changing markets, uncover new revenue opportunities and create a sustainable competitive advantage.

More than a traditional business book, Attack-A-Market® introduces a repeatable methodology built on one central belief: companies achieve their greatest growth by identifying the markets where they can create meaningful differentiation and focusing their resources on becoming the recognized leader.

The book guides readers through the core principles of the Attack-A-Market framework, including how to:

- Identify high-potential niche markets
- Evaluate market attractiveness and competitive fit
- Build an expert knowledge base within sales and marketing teams
- Develop customer-focused value propositions
- Align sales and marketing around a common growth strategy
- Execute integrated campaigns that generate awareness, preference and demand
- Leverage modern technologies, including artificial intelligence, to optimize market development

To support the release, DeanHouston is launching a series of educational initiatives designed to help organizations put the methodology into practice. These include executive webinars, speaking engagements, strategic workshops, and additional thought leadership content focused on market expansion and growth strategy.

"Our goal has never been simply to publish a book," added Dean. "Our goal is to help manufacturers think differently about growth. If Attack-A-Market inspires organizations to narrow their focus, deepen their expertise and discover opportunities they didn't realize existed, then we've accomplished what we set out to do."

Visit deanhouston.com/attack-a-market to learn more about the book or explore how the Attack-A-Market methodology can support your organization's growth strategy.



OPW RETAIL FUELING a DOVER company

OPW Retail Fueling to Showcase Latest Fueling Equipment Innovations at the 2026 PEI Convention

SMITHFIELD, NC, September 23, 2026 — OPW Retail Fueling, a global leader in fluid-handling solutions, will highlight its latest offerings at Booth C7237 during the upcoming PEI Convention at the NACS Show, which will be held Oct. 6-9 at the Las Vegas Convention Center in Las Vegas, NV.

At the convention, OPW Retail Fueling will showcase an impressive range of new products. Highlights include the latest enhancements to its E-Series dispenser sump portfolio, such as the Pre-Plumbed Commercial DSE Dispenser Sump, designed for use with Gasboy Atlas X, Wayne Select, and Wayne Helix 2000 and 4000 dispensers. Also on display will be the new Quick Bolt-On Coupling (QBC), an innovative option for the OPW FlexWorks piping system that features a cutting-edge clamshell interlock design, as well as the Fiberglass DSE Top Adaptor, a new option for bonded sumps.

Visitors to the OPW Retail Fueling booth will have the opportunity to experience the following industry-leading solutions up close:

The Pre-Plumbed Commercial DSE Dispenser Sump

The newest member of the OPW "E-Series" family is a factory-assembled and tested commercial DSE Dispenser Sump with all entry fittings, stabilizer bars, shear valves, riser pipes, and tees or elbows. It utilizes the versatile DSE base made with Advanced Composite Technology to produce consistent wall thickness and smooth, watertight walls. The smooth sides bond effectively to entry fittings to prevent leaks, and the entire system is highly site-configurable to match specific piping layouts for commercial dispenser applications.



The Quick Bolt-On Coupling (QBC)

This innovative fitting creates a fluid-tight seal using an embedded gasket that clamps easily to a flat face, significantly reducing the need for NPT threaded connections. The face-to-face metal seal completely encapsulates the gasket, removing it from exposure to liquid or any external elements. As the only quick-connect style fitting approved by OPW and UL-listed for their piping systems, it is fully compatible with all fuel types, DEF and standard OPW FlexWorks piping.

The Fiberglass DSE Top Adaptor

Building on the success of the popular DSE fiberglass dispenser sump, the system now features a new fiberglass top that can be bonded to the base. This bonded fiberglass-reinforced plastic (FRP) design creates a completely watertight seal with no hardware kits required. Compatible with both Gilbarco Encore and Wayne Ovation dispensers, the DSE can be ordered as a complete unit or as standalone base and top sections.

The 71SO Segmented Overfill Valve:

Retaining the breakthrough two-stage positive shut-off mechanism of the original 71SO, this updated valve introduces a drop tube made of four 5-foot-long interlocking sections. This easily assembled, segmented design eliminates the potential for shipping damage, overlength freight fees and frees up space in both distributor warehouse racks and service trucks. The segments attach easily without messy glues or epoxies during on-site installation, allowing immediate installation after assembly without the standard 24-hour wait times of competing models.

For updates from the OPW booth during the show, follow along on LinkedIn and Facebook. To learn more about OPW Retail Fueling products and expertise, please visit opwretailfueling.com

WASHWORLD

Washworld, Inc. Celebrates Rich Andreas' 20 Years of Dedicated Service

DE PERE, WI: Washworld, Inc. is proud to recognize Rich Andreas (V.P. of Sales & Marketing) for reaching an extraordinary milestone - 20 years of dedicated service to the company. Over the past two decades, Rich has been instrumental in developing the culture and driving wash innovations that have contributed to the continued growth and success of Washworld. His commitment to "always putting the customer first," exemplifies one of the company's core values and has helped establish the standard of excellence that defines Washworld today.

"Rich's dedication, expertise, and commitment to our customers have made a lasting impact on our company, our team, and the experience we provide every day," said Pete Jensen, co-owner of Washworld. "He has been an integral part of our success, and we are grateful for his many contributions over the past 20 years."

As Rich Andreas celebrates this important milestone, Washworld extends its sincere appreciation for his loyalty, leadership, and countless contributions. His passion for serving customers and advancing innovation continues to inspire those around him and reflects the values that define Washworld.

Congratulations to Rich Andreas on 20 years of outstanding service and dedication.

KLEEN-RITE CORP.
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Kleen-Rite's Free Car Wash Training Expo is Back for 2026!

COLUMBIA, PA, September 10, 2026 – Kleen-Rite is proud to announce that the 2026 Learn More, Earn More Expo will be held on November 11th, 2026 in Columbia, PA. It's the only free car wash training expo in the industry and includes manufacturer exhibits with over 60 vendors, breakout educational seminars, equipment displays, and fantastic networking opportunities. Plus, a catered BBQ lunch is served, and the day ends with the chance to win awesome door prizes!

An additional event, The Car Wash Experience, will be held on November 10th, 2026 – also in Columbia. The perfect complement to attending the expo, the event consists of a bus tour of local car washes and a presentation by keynote speaker Eric Wulf, CEO of the International Carwash Association.

Registration is open now to reserve a spot for both days!

Day 1 – The Car Wash Experience

November 10th, 2026, from 7:30 a.m. to 3:00 p.m. Location: 257 South 9th Street, Columbia, PA 17512

Cost: $40 (+$4.52 Eventbrite fee)

Registration Link: https://www.eventbrite.com/o/29281544993

Day 2 – Learn More, Earn More Car Wash Training Expo

Date and Time: November 11th, 2026, from 8:30 a.m. to 3:30 p.m.Location: 129 South 9th Street, Columbia, PA 17512

Cost: FREE

Registration Link: https://www.eventbrite.com/o/29281544993

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