UBC Social Ecological Economic Development Studies (SEEDS) Student Report

Designing a Formal Proposal for a LFS Community Kitchen

Wen Zhe (Wilson) Tang

Cecilia Wong

WeiWei Mao

Ralph Yu

Yu-Chen (Jen) Hsu

University of British Columbia

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Scenario 6
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Group #4
Wen Zhe (Wilson) Tang
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ABSTRACT

There has been an on-going need from groups within the Faculty of Land and Foods for a kitchen space. In our specific scenario, we have been able to create an efficient and attractive community kitchen layout to fit that need. In addition, we have developed a proper management scheme for the kitchen itself. We were also able to create a list of activities the kitchen design could support, along with the necessary equipment and appliances needed to run a successful kitchen. Included in our proposal is also a layout of the kitchen's floor-plan and financial estimates (including potential project sponsorships).

Over the course of our proposal development, we have received several recommendations from the stakeholders within this project. The main advice given to our team was to expand the Agora Café instead of creating a separate community kitchen. This idea will be further explained within the following proposal. Furthermore, our team has developed some recommendations of our own for future LFS students and teaching staff if they are to be involved in a similar scenario. Such recommendations include a more efficient management scheme (which, again, will be more detailed in the following proposal).

INTRODUCTION

Under the Faculty of Land and Food Systems, there are several student-lead groups, such as the LFS Orchard Garden, Agora Café, and the AgUS. One item that all these groups have in common is the lack of a proper kitchen facility to aid in their everyday activities. Specifically, AgUS has posed an ongoing concern of the lack of prepping space, while the Agora Café has stated that they have a limited amount of resources when it comes to their cooking equipment. With that said, the LFS faculty members have recently gained interest in creating a kitchen design that would bring in financial support from donors in order to make this kitchen idea a reality.

Our scenario objective was to develop a complete and outlined proposal for a community kitchen based in the Macmillan building (specifically in RM 66). With the input of several informative sources, two of which were Jill Middlemiss (AgUS President) and Steve Golob (head chef of 'Place Vanier'), we were able create both a basic and an ideal kitchen designs. Our proposed kitchen design will not only help the mentioned student-lead groups in the LFS Faculty, but it will also aid in future scenarios that may be experienced by LFS students and teaching staff in the years to come.

METHODOLOGY

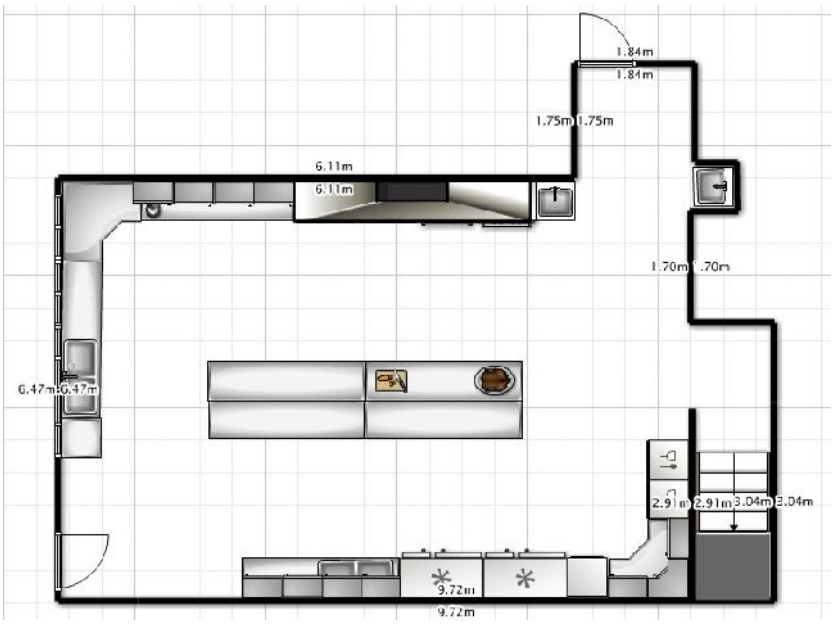
Before officially starting the project, we first discussed how we are going to collect our data and information. We decided to do some background research on what a community kitchen is first then contact our stakeholders for a detailed interview. The first stakeholder we contacted was Steve Golob, the head chef of Place Vanier. After the interview, Steve recommended that we contact the facility manager of the Macmillan building, Jurgen and his friend, Stephen, who is a professional kitchen designer. Since the first interview with Steve took place in Vanier, we scheduled a second interview near room 66 of the Macmillan building. The second stakeholder we contacted was Alvin Tejuco. Alvin is the manager of Agora and has worked with Agora for a couple of years. At the same time, we contacted Jurgen for a detailed tour of room 66. Jill, the president of AgUS, was then contacted for an interview on her thoughts about starting a LFS community kitchen. Interviews with Steve, Jurgen and Alvin were conducted before our reading break. Interviews with Jill, Stephen and the second interview with Steve were done the first week after our reading break.

In addition to interviewing our stakeholders, we took the liberty of visiting actual community kitchens in the lower mainland to get a sense of how an actual community kitchen

floor plan was like. The community kitchens we visited were called “Foster Parent’s Kitchen” and “Fresh Choice Kitchen”. We asked the staff a couple of questions regarding how they ran the community kitchens. We also took photographs of how their kitchens looked like for future references. Our visit to the community kitchens took place during our reading break in February.

FINDINGS

From our interviews with Jill and Alvin, both required certain aspects to be implemented into a community kitchen. Both individuals need more prepping space and storage areas. Specifically, Alvin states that Agora would need to have stoves and ovens in order to expand their menu. For AgUS, Jill states that they lack enough utensils for public student events, such as Wednesday night barbeques.



Picture A – Community Kitchen Floor Plan for Room 66 in the Macmillan

Since our group is not able to get the actual blue print for room 66, we produced a very rough kitchen design with the help from a professional kitchen designer, Stephan Gagnon. The

design plan for the community kitchen is shown in picture A. Please note that all measurements for our proposed design are estimated figures.

There are several modifications that need to be changed to the room before installing the kitchen equipments. Primarily, the ceiling must be raised to at least a meter higher in order to install a proper ventilation system. Ventilation system composes of canopies (ie. Fume hood), replacement air systems, filter systems, air flow systems, and air conditioning.

Drainage is another big problem we encountered during our consultation with Stephan. Since the room is connected to women's washroom located in the basement, there is no concern with getting the water source. However, a drainage system must be built in to allow excess water to drain away. Since we did not have the blue print to look at the foundation of the ground, we could not conclude on whether it was feasible to put in a drainage system. However, according to Jurgen Pehlke, the LFS Operations Manager, it is possible to install drainage system but the cost would be immense.

In order for the community kitchen to meet the standards of kitchen safety, a fire suppression system is also required. A fire suppression system includes fume hood, smoke detectors, fire alarms, sprinklers, chemical agents, and fire extinguishers. The chemical agents are the substances used to cease the fire quickly and effectively. The 20" fume hood, as shown in picture A, would cover all the large cooking appliances (ie. stove and oven).

Other than the three major constructions mentioned above, the lighting must also be changed. The current lighting is too dark and is considered unsafe for the kitchen users. As well, anti-slippery tiles are recommended by Chef Steve and Stephan. The walls are in decent condition and only need to be re-painted. Chef Steve really likes the big windows inside room 66

because it adds brightness to the room. However he did mention that screenings are needed for the windows to prevent unwanted bugs or insects from touching the food.

Stephan also suggested transforming space A (please refer to picture A) into a dry good storage room. Wire shelving will need to be put in, as well as cupboards and wall-mounted shelving.

With the different needs for Agora and AgUS in mind, our group came up with a list of possible permanent kitchen appliances that may be beneficial to both parties.

For all the major cooking, we chose a gas stove with double ovens, six burners and a griddle, as shown in picture B.

Picture B:
Commercial fully equipped gas range cooker from Big John Grills & Rotisserie

This appliance will be placed on the north end of the kitchen, and as mentioned before, with a hood above it. For detail measurements and information of the stove, please refer to table 1.

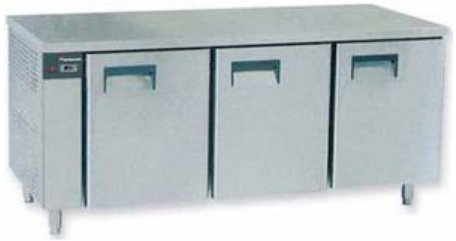
Table 1 – Commercial gas cooker measurements

Features	Measurements	Other Info
2 x Medium Oven	26.5"w x 22"d x 14"h	3 racks with 2.5" between rack positions

6 x Cook Tops	24,000 BTU (British Thermal units)	"star" pattern burners
Griddle Plates	20,000 BTU	Available in 12" width increments
Controls	500º thermostat Optimal pressures: - 4" WC for naturalgas - 10" WC for propane.	100% safety shut off

In the middle of the kitchen, there will be a stainless steel prep table with sliding doors underneath for extra storage space (please refer to picture C). An alternative plan is to install extra fridges under the prep table (please refer to picture D) instead of just regular storage.

Picture C:
Prep Table with storage from Fernato



Picture D:
Refrigerated Prep table from Bongard

A commercial dishwasher will be located on the east side of the kitchen, right outside space A (please refer to picture E).

Picture E:
Commercial front loading dishwasher from Miele Professional

The dishwasher we have chosen will be installed under the counter with more prepping surface on top. Its features include hot water sanitation, easy-loading and energy-saving. Along with that, two large triple-compartment sinks (please refer to picture F). made of stainless steel will be located on the west and south side of the kitchen. A pre-rinse unit (please refer to picture G) will also be mounted on the wall above one of the three-compartment sinks for pre-rinsing or bigger cleaning jobs. Another two individual hand sinks will be installed near the kitchen entrance and by the dishwashers.

Picture F:
Commercial 3 bowl sink from Elkay

Picture G:
Commercial kitchen mixing-valve taps with shower head from Delabie

The refrigerator and the freezer will both be the double-doored style (please refer to picture H and picture I). Each appliance will be placed at the south side of the kitchen. There will also be a smaller prep table beside the fridge and the freezer.

Picture H:
Commercial double door refrigerator from Randell

Picture I:
Commercial double door freezer from Frost Tech Limited

Other than the major kitchen appliances, we have also come up with a list of smaller cooking appliances and basic equipments that can be used by the kitchen users. Appliances such as a standing mixer, electrical blender, commercial food processor, and a microwave are

recommended to help ease the cooking and prepping process. We also suggest getting a rice cooker and a conveyor toaster. Please refer to table 2 for image references.

Table 2 – Cooking Appliances

1. Commercial standing mixer	
2. Electrical blender	
3. Commercial food processor	
4. Microwave Oven	
5. Commercial rice cooker	
6. Commercial conveyor toaster	

A kitchen needs a variety of basic equipments. We only chose to present the more conventional items. Future kitchen users have the privilege to purchase more specific apparatuses if needed. Please refer to table 3 for the complete list of basic equipments we have proposed.

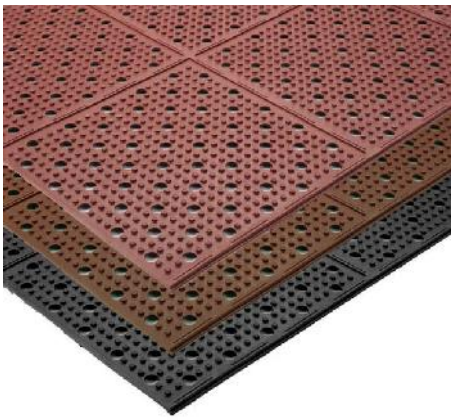
Table 3 – Basic Kitchen Equipments

1. Colander	
2. Stainless steel tongs	
3. Color-coded tongs	
4. Color-coded cutting boards	 
5. Stainless steel mixing bowls	

6. Electrical hand mixer	
7. Loaf Pans	
8. Cupcake/Muffin tins	
9. Springform cake pans	
10. Baking sheets	
11. Food storage Tupperware	 
12. Thermometer	 

13. Portion scale	
14. Strainer	
15. Measuring cups and spoons	

Cleaning is extremely important in maintaining sanitation and the cleanliness of the cooking space. Other than the usual cleaning supplies such as brooms and mops, we proposed proper waste management bins for compost, recycling and regular trash. Also, we considered purchasing the item called “Grease-proof mat” (please refer to picture J) in the kitchen to prevent grease buildup on the floor.



Picture J:
Commercial grease proof mats

Building this community kitchen requires a large amount of funds to support the construction, plumbing work, electrical work, flooring, equipments and consultation. The details of our cost estimates are provided in table 4.

Table 4 – Cost Estimates

Plumbing	~$15,000
Construction	~$30,000
Electrical	~$40,000
Floor	~$10,000
Prep Table	~$6,000
Prep Pit	~$8,000
Dish Pit	~$12,000
Refrigerator	~$20,000
Freezer	~$6,000
Stove	~$4,000
Oven	~$5,000 – $20,000
Consultation	~$30,000
Rough Total	**~ $186,000 – $200,000**

This newly innovated community kitchen will be a significant influence to both the Agora café and the AgUS committee. With a larger prepping space and advanced kitchen equipment, both Alvin and Jill have stated that the community kitchen is a great proposal. Specifically for the Agora café, they will benefit from equipment like the stove, as well as the extra ovens, to expand their current menu and provide more choices to customers. The large prepping space will allow the AgUS members to set up more efficiently for weekly events, such as the Wednesday barbeques.

The community kitchen will need a management team. From our interviews with Alvin and Jill, we are aware that the Agora café and the AgUS have completely different management systems. Both Alvin and Jill have requested to stay with their current management team. With this in mind, our group still suggests to hire a kitchen manager (KM), who will be responsible for overseeing the entire operations of the kitchen. In addition, the KM must also ensure that the

kitchen area meets health and safety regulations, as mandated by law. Since the community kitchen is shared by the Agora café and AgUS, both Alvin and Jill will coordinate with the KM for schedules and maintenance of the kitchen.

During the interview with Chef Steve, he has kindly provided a list of characteristics on how to become a good leader. This list can be used as a criterion for hiring the KM. Please refer to Appendix X for the complete list of characteristics.

Through our research, we have found two possible funding options. The first potential sponsor is the AMS innovative project fund. This fund is used by students who are involved in projects that will create significant changes to student lives. This grand has a maximum value of $5,000. Another possible funding option is the AMS lighter footprint strategy. This concept is a significant step to reduce the campus's ecological footprints and increase sustainability. Our community kitchen project is qualified for this fund because it is able to provide a space that can be used to promote healthy eating.

DISCUSSION

Our rationale for building the community kitchen is to provide more cooking space for both the AgUS and the Agora café. Currently, AgUS members are using the basement area near the AgUS office as their prepping space for Wednesday Night BBQs. Hygiene is the major issue that comes with this approach because students use the same space for school work on a daily basis. Unfortunately, no one is obligated to sanitize and clean the area every day. With this in mind, it is clearly unacceptable that the food we eat is prepped in the same space that may be contaminated with unknown bacteria and germs. Also, the lack of sinks for washing food and equipment has been a long term problem for the AgUS members. They often have to wash their

ingredients outside and that is considered very inconvenient. With more sinks and prepping space, they will have a cleaner and more convenient area to prepare the food.

Agora café has been thinking about expanding their menu for quite some time. However, it is hardly feasible because of the lack of appropriate kitchen appliances. Agora café currently relies on hot plates, microwave, a small conventional oven, a toaster oven and specialized soup pots for all their cooking. This sets a limitation to what the café can offer. Agora's present menu is all vegetarian as those dishes are easier and quicker to prepare. Unlike meat handling, the making of vegetarian dishes does not require Coastal Health food safe certification. This is the major reason as to why Agora café does not offer meat dishes since most Agora café workers are student volunteers. According to Alvin, having the community kitchen will not change their principle on having meat choices but it will certainly help increase more vegetarian choices for the customers. With a proper gas stove, they can make better quality and larger quantities of meal choices. Agora café can also use the new ovens to provide more baked goods.

The primary step for designing the community kitchen is to modify the foundation of room 66. As mentioned before, raising the ceiling is our primary concern. The current ceiling in the room is a dangerous issue because it is considered too low to meet the standards for kitchen safety. Without a higher ceiling, we cannot build in a new ventilation system that is essential for a professional kitchen.

Currently, there is no ventilation system inside room 66. In order to have a safe and comfortable working environment, a ventilation system must be installed. Since cooking can produce high quantities of heat, fumes and vapors, they need to be eliminated into external areas with ventilation (HSE, 2011). Not only that, ventilation is able to introduce fresh and cool air into the kitchen space to create a comfortable working area.

Other than ventilation, drainage is another immense project. Without a proper drainage system, there would be no linkage from the water source to various appliances. The discharge for excess water would also be a problem. For instance, drainage for commercial dishwasher needs to be heat resistant and gravity fed (Aluline, 2010). For floor channels, there should be inbuilt traps for cleaning accessibility (Aluline, 2010). Overall, a standard drainage system is necessary to the community kitchen.

Fire suppression is a key to having a safe kitchen simply because it can protect the kitchen from unexpected fire hazards. It will suppress and eliminate fire more efficiently and quicker to prevent the fire from spreading. The canopy hood should be located as close to the source as possible, thus it is the reason why the hood is placed above all the larger cooking appliances.

As mentioned before, brighter lighting will need to be installed to increase brightness and safety of the room. We recommend installing the energy saving lighting system to save energy and expense in the long run. Even though the investment of this particular system costs more than installing regular lighting, we believe that energy costs may be lessened in the long run because of a reduction in energy usage. As well, the anti-slippery tiles will help prevent accidents and falls.

Both Stephan and Chef Steve believe that room 66 has a good size to become a well-equipped kitchen. The transformation of space A into a dry good storage room is a good way to maximize the current space. In addition, we do not have to build in extra storage space and save some expense. The girl's washroom entrance must be blocked for sanitation purpose. The newly built-in wall will also be a better foundation for the storage room.

The key to our design of the community kitchen is based on one major concept: easy traffic flow. The whole idea was to make kitchen users' lives as easy as possible. All appliances and furniture are placed at where they complement each other. For example, the sink, the freezer and the fridge, and the prepping tables are placed together on the south side of the kitchen. This is to increase the efficiency when receiving stocks from the receiving entrance. Individuals who receive the stocks can clean and organize the items more effectively with everything nearby.

Management was another issue for this community kitchen project. We suggest hiring a kitchen manager and an assistant kitchen manager. Upon being hired, they will need to become members of the AgUS and the Agora café to further understand the needs of both parties; however, they will not be involved in any decision-making within the two groups. The kitchen manager and the assistant manager will be responsible for the whole operation and time management of the kitchen. Since this space is going to be shared by the AgUS and the Agora café, they have to request their time slot with the management team to prevent double booking. Both the AgUS and the Agora café are responsible for cleaning the kitchen after they use it. This way, the kitchen does not need a particular cleaning crew and extra cost can be spared. As of now, we recommend lending the kitchen space to only AgUS and the Agora café. Once the kitchen operation undergoes more efficiently, the management team can consider lending out the kitchen space to other members in the faculty in the future.

We had a very difficult coming up with the estimated cost for this project. Fortunately, after the consultation with Stephan, we managed to come up with a rough cost plan for the design of the kitchen. We also discussed with Dr. Riseman about the cost problem and he suggested ignoring the cost this year and just focus on the design of the community kitchen. Since there are many different choices for kitchen equipments, the approximated cost we have

come up with is very rough. The final cost of the equipments would depend on the quality desired and personal preference.

STAKEHOLDER RECOMMENDATIONS

Our project focuses on a proposal plan on converting room 66 into a community kitchen. However, because there are limitations to the room, some of our stakeholders have made some recommendations that will be beneficial if the community kitchen plan is implemented. Jurgen points out that room 66 is a big enough to start a community kitchen, however there is a lack of pipes for a drainage system. Putting a new drainage system into room 66 is very costly and time consuming. Another problem with room 66 is that there is a door leading to the women's washroom. This raises the question of sanitation and safety issues. Jurgen recommends that we expand Agora about 4 feet. This means that we will gain an extra 4 feet in the kitchen. To use the Agora space more efficiently, Jurgen suggests that we remove the cupboards in the front to install ovens. Expanding Agora is less costly and time efficient because there is already a drainage system in place. Jurgen estimates that if Agora is to expand, it can ideally be done in about 4 months.

Alvin likes the idea of starting a LFS community kitchen. He agrees that turning room 66 into a community kitchen might be too costly due to the lack of drainage system. He suggests that we turn the area outside of room 66 into a community kitchen instead. Since there are already pipes present in that area, implementing a drainage system is much simpler and cost effective. Alvin points out that because Agora lacks storage space, he suggests that either room 66 or room 62 can be turned into a storage room. Alvin states that if we expand Agora, that means Agora will be used by people that are not associated with Agora, which does not seem to

be ideal. By expanding the area outside of room 66, Agora can do their prep work for the following day in the morning so the kitchen area can be free for staff and students in the afternoon. Expanding that area also allows both Agora and AgUS to utilize the kitchen.

During the interview with Jill, we brought up the idea of expanding Agora and turning the area outside of room 66 into the community kitchen instead. Jill likes the idea since AgUS already uses that area to prep for Wednesday night barbeques. Jill recommends using glass walls to separate the community kitchen area from the rest of the basement. She suggests that in order to make either room 62 or 66 into an effective storage area, we must implement shelves and ventilation systems to ensure temperature control.

PROJECT EVALUATION

After completion of our project, we have learned how to effectively conduct interviews in order to properly propose a successful community kitchen. We were also able to apply critical thinking strategies as well as implement the knowledge we learned from previous/current LFS courses. We learned how to work as a team, while working around different class schedules and group dynamics.

Throughout our project, we encountered several successes and challenges. We were able to successfully conduct interviews, as well as follow-up interviews, with all three of our stakeholders. Within these interviews, we were able to attain informative advice on how we can successfully develop and create an efficient community kitchen. We were also very fortunate to get in touch with a professional kitchen designer to help us with the design. In addition, after touring active community kitchens, we were able to have a greater understanding of what a community kitchen should be. Overall, our team was able to achieve our purpose, to create a well-planned proposal for a community kitchen.

Although we had several success factors, we also came across a few challenges. Since our group members have different majors, with a full school load, it was difficult to organize meeting times and due dates. Also, each of us had different writing styles; as a result, the editing process of our final proposal was slightly tedious. A major setback for our floor-plan design was that we were unable to have access to a blue-print of room 66. This made it difficult to have proper dimensions for the room, and made it unclear as to where the drainage systems were placed.

Using the SMART guidelines, we have a few recommendations for future LFS students. In order to properly assess the area of the room as well as its drainage system whereabouts, we advise students to retrieve an accurate blue print of room 66. In addition, it is crucial to create a floor-plan design with the exact measurements in order to create a realistic proposal. Also, we recommend that students conduct their interviews earlier in the project timeframe; within the first two weeks of the project start date.

To work efficiently with a team, we recommend two meetings and discussions a week in order to keep on task with the project. Also, to make the objective of this project more realistic and achievable, we suggest teams to set up a timeline for weekly deadlines. For example, in the first two weeks, conduct your interviews, and in the following third week, tour an operating community kitchen.

CONCLUSION

Overall, upon completion of our scenario, we were able to achieve our goal of creating a community kitchen design proposal. Throughout this experience, our team has gained a new found respect for community works, and we have also gained an understanding of what is needed

to create a successful community kitchen. Although our proposal contains no cost constraints, we do believe that our proposal is achievable and sufficient.

ACKNOWLEDGEMENT

We would like to thank you all of our stakeholders for giving up their time despite their busy schedules. We would especially like to thank Chef Steve Golob for his enthusiasm and contribution for providing us with further connections. We would also like to thank professional kitchen designer Stephan Gagnon for sharing his valuable knowledge and advice.

APPENDIX

Appendix A - Contact information of Stakeholders

Agora Manager: Alvin Tejuco
Email: alvintejuco@hotmail.com

LFS Orchard Garden Manager: Jay Baker-French
Email: lfsgarden@gmail.com

AgUS President: Jill Middlemiss
Email: jill.kiera@gmail.com

Multimedia Developer: Duncan McHugh
Faculty of Land and Food Systems
Email: duncanmm@interchange.ubc.ca

Head Chef, Place Vanier: Steve Golob
UBC Food Services
Email: golob@interchange.ubc.ca
Faculty Operations Manager: Jurgen Pehlke
Faculty of Land and Food Systems
E-mail: jpehlke@mail.ubc.ca

Appendix B - Recommendation from Stakeholders – What is needed to become a leader provided by Chef Steve Golob

- Hard work always/never take it easy
- Be positive

- Be adaptable
- Be a motivator
- Avoid being negative
- Be a team leader
- Be direct/honest
- Do not make decisions emotionally
- Be rational
- Be calm when pressures at work build up
- Be available as much as possible
- Lead by example
- Have your team as followers/but not as puppets/make them leaders also
- Be approachable
- Keep learning
- Be open minded
- Be humble/remember your road to get where you are
- Have pride in your job
- Always be professional
- Be organized
- Be punctual
- Use humor when appropriate
- Trust our instincts/training
- Keep notes
- Find a mentor
- Ask advice/do not be ashamed to do so
- Travel/experience life outside the job
- Listen to your staff
- Try not to be a perfectionist
- Leave work at work/find a balance
- Do not be too driven
- Always try to find the best in people
- Inspire your staff
- Eye to eye contact with your staff
- Never hesitate to make a decision
- Do not procrastinate
- Be pro-active
- Work on the solutions
- Work hand in hand with the co-workers
- Do not belittle the staff
- Be passionate
- Enjoy your work

- Do not be foolish in thinking you are the best
- Listen/ask questions
- Build confidence in yourself
- Admit when you are wrong
- Be effective
- Avoid being shy
- Self promote yourself to other but do over indulge
- Do not always take yourself too serious
- Keep business and pleasure separate
- Avoid and recognize people who are not sincere
- Do not lie to staff
- Build their confidence
- Avoid being indifferent
- Have fun at your job
- Be a mentor to others

Appendix C - Sample Interview Questions

1. Basic kitchen vs. Ideal Kitchen
   - Priorities vs. secondary needs
2. Budgets
   - Are there any sponsors to your kitchen?
   - What are the "categories" to your budget and what are the proportions?
3. Equipments: What needs to be "durable"? What can be "cheap"?
   - What are the permanent equipments? eg. cooking vent, dishwasher
   - What is your rationale behind those that are needed?
   - The specifications, sizes, quantities
4. - What are the cooking appliances needed? eg. food processor
   - Sustainable equipments? re-usable, recyclable?
5. Food source
   - Who provide your kitchen with the food?
   - Do you get deals when buying in bulk?
   - What about the things that you need in smaller quantities?
6. Kitchen management
   - What are the positions needed?
   - Cleanup crew?
   - Who shops for the food (ie. the ones we need in smaller quantities)
   - Schedules?
7. Safety and Hazards
   - Does everyone in the kitchen have to be properly trained with food safe and/or other certified skills? Even volunteers?

-What are the skills needed? Any tests given?
- Regulations on clothing and accessories?
- Fire escape routes and plans?
- Flooring
- Extinguishers

8. Other Questions
   - How do you think having a CK on UBC campus will contribute to the importance of "eating right"?
   - How do you think having a CK will help places like Agora Cafe or just general FNH students?

Appendix D - Sample Community Kitchen Designs

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