Metropolitan Partnership Development Fund

Vacant Shop Takeovers Final Report

November 2022



INNER SOUTH-EAST Metropolitan Partnership



City of

STONNINGTON

Jobs, Precincts and Regions

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1. EXECUTIVE SUMMARY

This report outlines the key objectives, deliverables, outcomes, and recommendations for the *Chapel Street Vacant Shop Takeovers* project (previously 'Renew Chapel') delivered by the City of Stonnington through the Metropolitan Development Fund (MPDF) program.

The marked increased and visibility of vacant shops since COVID-19 has been identified as a local priority for the City of Stonnington and as a result, a vacant shop program was delivered to address this issue and its associated social and economic impacts. Renew Australia (a national social enterprise focused on community renewal and economic development), were engaged to undertake this project given their demonstrated experience in delivering vacant shop programs in other local government areas (LGA's).

The section of Chapel Street between High Street and Toorak Road was identified as the priority. A feasibility study commenced as per the Renew methodology to understand local context and willingness to participate in a Renew Vacant Shop Program. This included 31 one-on-one interviews with Chapel Street property representatives and business stakeholders; the delivery of three targeted surveys; and social media promotion for the feasibility study.

Despite the volume of vacant shops along Chapel Street, engagement with property representatives and Landlords remained low. While there was general interest in a vacant shop activation program, this did not translate into a commitment of property and participation from Landlords, which was not the anticipated result by Council. Consequently, a full-scale vacant shop program was not considered viable by Renew. A report was provided to Council at the completion of the feasibility study which included key insights and recommendations that could be adopted by Council as an alternative. This included the need to offer a multifaceted and flexible approach to vacant shop activation and offer further incentives to encourage participation from Landlords.

Council began engagement with property representatives independently after the completion of the feasibility study to garner interest in a vacant shop activation program more broadly (as opposed to the Renew Initiative) and identify new opportunities for on-the-ground delivery. Council secured three vacant shops at the Jam Factory site and engaged Artbox – an artist's led initiative to active these spaces for a period of eight weeks. The program titled '*Vacant Shop Takeovers*' launched in September 2022 and featured Australian Artists '*The Huxleys*', Imogen Von Sebille known as '*MO*' and choreographer Jonathan Sinatra.

Each installation was conceptualised to:

- Increase foot traffic and interest in each property as a viable commercial opportunity
- Reinvigorate key areas of Chapel Street and improve the place experience

- Support the creative and entrepreneurial sector and grassroots advocacy for the integration of more art in the urban environment
- Demonstrate 'proof of concept' and expand to recruit and encourage other Landlords to participate in a Vacant Shop program
- Support day and night-time activation

At the completion of the program, highlights included:

- Display of high-quality works by diverse Australian Artists
- Production of artwork for day and night-time activation
- Grassroots advocacy for more widespread integration of art and creative content in the urban environment
- Positive feedback and observations from participating artists and surrounding businesses
- 42 people attending the launch event on Saturday 17 November

Artbox also collected quantitative sample data and insights to measure foot traffic and dwell time using motion sensor-activated video data. While Artbox's research methodology is still in its preliminary stages of development and subject to many limitations and constraints, the research found:

- 40% increase in pedestrian foot traffic
- 13X increase to pedestrians giving the vacant shopfront their attention
- 2.7X increase in dwell (attention to space in seconds)

Continuing to invest and develop a more comprehensive evaluation framework and methods to determine return on investment for public art and static installations is noted a key recommendation from the program. Gaining a deeper understanding of the barriers preventing participation from Landlords and developing holistic response to vacant shop activation which includes complementary marketing and events were also noted as key recommendations for long term success.

2. INTRODUCTION

City of Stonnington received funding through the Metropolitan Partnership Development Fund (MPDF) to deliver the Vacant Shop Takeovers Project with a specific focus on Chapel Street. This project aligned with the Inner South-east Metropolitan Partnership priority of developing vibrant local economies and activating places and spaces for social connection.

The 2021-22 round of the MPDF program aimed to develop and deliver regional, place-based projects that support priorities identified by the Partnerships in each of their regions, including on-ground projects to support recovery from COVID-19 impacts. Projects also inform and provide evidence for the Metropolitan Partnerships' advice to government.

The growing blight of vacant shops in Melbourne's shopping strips was one of the most challenging and confronting scenes of the COVID-19 pandemic. This was no more evident in Stonnington than on Chapel Street, where the significant lockdowns resulted in approximately one in five shops vacant at the peak of COVID-19 restrictions in 2020. In 2021/2022 the effects and challenges of long-term vacancies continued to remain evident.



Chapel St vacancy snapshot (January 2022)

The Metropolitan Partnership Development Fund (MPDF) program provided the opportunity to address the marked increase in vacant shops and its associated social and economic impacts in the City of Stonnington. This also aligned with Council's existing *See Opportunity Action Plan* which aims to ensure our precincts remain resilient and vibrant. As a result, the development of a Chapel Street Vacant Shop Project was proposed as part of the partnership.

The key objectives of the project were to:

- Improve business and community confidence and revitalise a premier precinct that has been heavily impacted by COVID-19.
- Improve amenity and showcase Chapel Street as an attractive opportunity, highlighting the precinct as a vibrant area for investment.

- Encourage business innovation, entrepreneurship and small business development whilst also supporting local makers, creatives, and social enterprises.
- Support Stonnington's Economic Development Strategy and Action Plan to promote Chapel Street as a premier destination to live, work and play.

The project deliverables included:

- Scoping/ feasibility study to determine greatest opportunities and priority areas along Chapel Street.
- A tailored Vacant Shops program based on feasibility study.
- Community engagement with property owners and managers.
- Community engagement with local makers, creatives, social enterprises, and small businesses.
- End to end project management.

Renew Australia was engaged for the project based on previous experience and success delivering vacant shop activations. Renew Australia works with property managers, owners, and agents to activate vacant space with creative enterprises on a rent-free or low rent 30-day rolling license and requires a minimum six-month commitment from Landlords.

As a result of the feasibility study, a '*Renew Chapel*' vacant shop program was not considered viable. Council engaged Artbox - an artists-led initiative, in stage three of the project to deliver a short-term vacant shop activation as an alternative.

3. PROJECT DELIVERY

The project was divided into three key stages underpinned by Renew Australia's methodology.

Stage One: Project Initiation

Renew Australia was engaged to commence the project and develop a tailored vacant shop program for Chapel Street. During this stage, the City of Stonnington was introduced to the Renew Australia methodology and suite of tools used to engage, consult, and implement a viable vacant shop program.

The key milestones completed in Stage One included:

- Appointment of Renew Australia
- Project scope and boundary defined
- Vacant commercial properties identified
- Property owners, managers and creatives databases sourced
- Engagement with the Chapel Street Precinct Association regarding the Project

- Announcement of the Renew Australia Chapel Street Scoping Study
- Invitation to participate for property owners and managers
- Invitation to participate for creatives

Due to significant vacancy clusters in the area, the project scope and boundary was established between High Street and Toorak Road on Chapel Street.

Stage Two: Scoping and Feasibility

The scoping phase was highlighted as a prerequisite to assess viability and opportunities in the Chapel Street Precinct. Through this initial phase, Renew Australia undertook desktop research, stakeholder mapping, visual mapping of vacant spaces and stakeholder engagement with real estate agents and property owners in the area to evaluate their interest and willingness to participate in a Renew Initiative.

The key milestones completed in Stage Two included:

- Delivery of three targeted surveys to property owners/ managers, local businesses, and creative industries.
- 31 one-on-one phone interviews with Chapel Street property representatives and business stakeholders.
- Social media promotion and marketing:
 - Total of five posts across Facebook and Instagram.
 - Total 2.8k reach across all posts.
 - Total of 176 content interactions across all posts.
 - Total of 60 link clicks and engagements for the scoping study survey.



The survey was developed to understand the current local context, the willingness to participate in a *Renew Chapel* program and any barriers or obstacles to participation.

Approximately 36% of property representatives interviewed expressed interest in participating if a project commenced. 54% also expressed potential interest if they had available properties at the time.

General interest was reported during the engagement process, however no formal commitment to participate was provided by property representatives. Low levels of

engagement were reported overall with "engagement fatigue" being identified as contributing factor. COVID-19 restrictions were also still in order at the commencement of the study, which contributed to uncertainty for property representatives, business resourcing, and operating hours. Some of these issues remained prevalent at the finalisation of the report.

Engagement with the Chapel Street Precinct Association was also attempted on several occasions however the Association declined to participate. The collaborative capacity of Council and the Chapel Street Precinct Association was limited prior to the commencement of study and was subject to an ongoing review by Council at the time of the project.

At the completion of the Scoping Study, incentives, and other opportunities to encourage owner participation in activation programs were recommended. This included:

- Considering an improvement fund for properties to incentivise participation
- Considering and co-funding a façade improvement scheme
- Targeted events and activities to support place activation
- Improve general cleaning and maintenance

A 'Renew Chapel Street' Pilot Project (proof of concept) was also offered for consideration, instead of a full scale Renew Vacant Shop Project due to low engagement levels from property owners.

While these challenges occurred, the engagement offered key insights to assess feasibility and opportunities for implementation and are provided below.

Current challenges in finding tenants in the Chapel Street precinct included:

- Lack of applicants who can meet rental costs: 75%
- Challenges arising after COVID-19: 67%
- Undesirable location or surrounding: 41.67%
- Lack of applicants who can commit to a long-term lease 25%
- Spaces too big or too small for applicants: 25%
- Local businesses moving to shopping centres: 8.33%

'Chapel Street gets a bit 'sad' with owners not looking after windows and facades. Some are very grotty, which gives the location an unloved, downtrodden feel.'

PROPERTY REPRESENTATIVE

Property representatives regularly engaging with the Chapel Street precinct provided the following suggestions for precinct activations and changes:

- 'Window displays and possibly decals would be welcomed.'
- 'Anything. The more activation the better. A business in there, actually doing something is better than just a window cover or static display.'
- 'Month-to-month is fine as 'pop-up' type businesses so it doesn't inhibit a property from achieving an ongoing lease.'
- 'If business trialling type activation, would need to be on a monthly basis for leasing flexibility.
- Pop-ups can tie up the space and be counteractive if, for instance, they just want to move in for the lead up to Christmas.'
- 'Potential decal project in vacant windows with seasonal change. Bright and either transparent or smaller decals that don't take up entire window. Could be themes to give whole street feel, such as Christmas, red poppies, seasonal change, fashion event or food festival related etc.

Stage Three: Discovery and Requirements (Implementation)

During this stage, the key findings and results of the feasibility study were reviewed by Council to identify the most viable on-the-ground delivery outcomes as part of the MPDF program and See Opportunity initiative. The 'Renew Chapel Street Pilot Project' was identified as the best opportunity for implementation at this stage.

The conditions for the commencement of a pilot project included:

- Minimum of two properties committed to the program to provide critical mass
- Maximum of four properties
- Minimum 6-month term
- Improvement costs to activate spaces would need to be considered after a full site inspection of site

Renew was advised by Council to progress conversations with the property representative at an identified pilot site based on initial interest garnered during the engagement phase. After an initial site visit, Renew developed a proposal to activate this cluster of vacant shops. Unfortunately, contact from the property representative ceased after several attempts to engage by Renew and Council. The reasons for this remain unknown.

As a result of this, Council continued to explore vacant shop opportunities independently. This included prioritising short term activations and interventions (8 weeks – 6-months) in response to key findings from the feasibility study. Council contacted five property representatives who provided initial interest during the scoping and feasibility stage again, to understand whether interest in vacant shop activation had increased. Council also approached Jam Factory to see whether any opportunities existed at this key Chapel Street site.

As a result of this engagement, Council entered a dialogue with two property representatives to explore short term vacant shop activations. Newmark Capital offered three vacant shops for activation at the Jam Factory site to deliver the MPDF program and Council's *See Opportunity* action plan. Council engaged Artbox to assist with activating these vacant shops for an 8-week period.

Artbox developed a program '*Vacant Shopfront Takeovers*' which reimagines vacant shopfronts as artwork by working with well renowned Australia artists and creatives. The following artists and creatives were commissioned by Artbox to participate in the program:

- 1. *Ghost Jam,* an installation celebrating family restaurant memories by artist MO at the rear of TGIF.
- 2. *Friday Night Fever* lights up the TGIF hoardings by glamourous local art duo The Huxleys.
- 3. *The Daily Dance* Project by Jonathan Sinatra occupies a shopfront next to Soda Rock, with an evolving mix of video and live iterations of his ritual dance project.

An overview of key milestones is provided below:

- Site development July September 2022
- Promotional video developed August 2022
- Promotion video release September 2022
- Promo assets (round one) September 5, 2022
- Bump-in September 2022
- Launch night September 17, 2022
- Promo assets (round two) October 2022
- Bump out w/c November 14, 2022

4. OUTCOMES AND RECCOMENDATIONS

At the completion of the program, the City of Stonnington delivered a bespoke vacant shop pilot program that delivered many positive outcomes and highlights including:

- Display of high-quality works by diverse Australian Artists
- Production of artwork for day and night-time activation
- Grassroots advocacy for more widespread integration of art and creative content in the urban environment
- Positive feedback and observations from participating artists and surrounding businesses
- 42 people attending the launch event on Saturday 17 November

More importantly, the program identified useful insights and learnings for Stonnington that should be considered for vacant shop activation in the future, and a deeper understanding of the challenges and barriers to success.

Research Methodology

To measure the impact of the Vacant Shop Takeovers, Artbox gathered data before and during the activation, using motion sensor-activated video data to provide insights on foot traffic and dwell time. Two data samples recorded on two different Thursdays between 5pm – 10pm provided some preliminary evidence albeit experimental research at this stage.

Key Findings

- 40% increase in pedestrian foot traffic
- 13X increase to pedestrians giving the vacant shopfront their attention
- 2.7X increase in dwell (attention to space in seconds)

Given the low data sample and constraints and limitations associated with the experimental research, additional research would need to be undertaken to validate the results and reach statistically sound data however, anecdotally the results indicate a positive impact supported by the qualitative feedback that was also collected.

Qualitative Data

Qualitative feedback was sampled from two participating Artists, two Artbox Producers, three local vendors and 14 members of the public through surveys offered via QR codes based at each installation. The installations received a total of 91 engagements from the public from September – November 3 from QR code engagement. The QR codes were linked to more information about the project as well as a public survey.

While there were only 14 survey participants, 100% of respondents noted 'Yes' to the question 'Would you like to see more art installations in vacant shops?" and provided an average rating of 8.71 for the question "On a scale from 1 (not) to 10 (highly), how likely are you to recommend friends and family to view these installations?'

Public Sentiment

Some comments and feedback received from the public throughout the program included:

"This is amazing!!! I chanced on the installations going to the movies, what a surprise!! It would be so great to have more of this happening with all the vacant shops around town!!"

"I would like to see more video installations and screenings- this was my favourite." "Loved the street appeal of these installations. Pls bring more accessible art to the streets."

"Absolutely love this concept of art in vacant shops. Would love this to venture further into regional locations of Australia were they might not get to experience these wonderful artworks as much."

"I had a really excellent time and think that these vacant spaces provide artists a really low-key location to explore new ideas outside of a more high pressured environment"

"Pls have more art in Chapel St Jam factory precinct. It's been so wonderful to see it."

Artist Sentiment

Each participating artist in the Vacant Shop Takeover Program was invited to provide feedback on the program. Some insightful comments include:

"I found there was lots of interest from the public while I was installing the project, [I found] it was very appealing to kids. A lot was asking what it is for? They were Interested to see if something was happening\ within the space. Similarly, the Huxley's have been contacted numerous times to see what's going on inside? People are really wanting activity."

- Artist Mo (Imogen Van Sebille), Ghost Jam

"I'll be sad when it's gone, it's a great resource and great opportunity. It's nice to think, I did something for that space for that time and that moment- as an artist I always think I could have done more, but it's been quite a fun thing to sit and inconspicuously watch people interact with the work at night. I found this is when I had the most conversations, standing outside at night lots of people would stop and talk and come over and be interested in what was going on."

"I was so happy as this year I've lived just as an artist and doing my silent disco [side business]. I've got to give hands up to Artbox and CoS for the opportunity. I was happy to get picked as an artist who doesn't have the same name and clout [as other artists], it happens so much in the contemporary dance world where you get programmed for how many bums you'll get on seats and I found this environment freeing. The interaction with the security and the Jam Factory were awesome too, I felt very supported."

"If I was to do it again it would be good to have an avenue for artists to be in informal conversations with people from the councils. I would love to see a day where people walk down the street and a walking tour of the creative pop ups, a cultural walk."

"The installation has been great for building followers and collaborators for the project- especially around the1000 dance milestone, I've seen something like a 5k increase in followers."

- Jonathan Sinatra, Daily Dance Project.

"The [vacant shopfront art installation] concept is really great. Giving artists these spaces, it's really important. We've had people see our work who would otherwise never see it. Jimbo the Drag Clown, a world famous drag queen from Rupaul's DragRace was doing a show at [the Chapel St venue] Chasers, and their manager called to ask if they could have their afterparty in 'our venue' after seeing the installation! Jimbo also got in touch directly to say they loved our costumes and would like to collaborate in the future."

"We had so many people get in touch thinking we were opening a nightclub, lots of people sending in resumes, asking what nights we were open... It was one of the best outcomes, and completely unintended. It's given us a fine idea to build on, something really exciting that's opening but never does."

"Nothing but good things have come out of this project, [the shopfront activation] is a really strong concept. We really like the idea and think more artists should be able to do it, especially when retail is suffering, and all these spaces are empty. Even after several weeks, a lot of people are writing to us to say they love the installation and ask us where they could see more of our work. A group of them ended up coming to see our Fringe Festival show, which was really great!"

- Will and Garret Huxley, Friday Night Fever

Local Trader Testimonials

"Yeah they are so cool, love their costumes I've been wondering what's going on in there [TGIF]. It's nice to see this section of the street looking good." - 15 Grams Espresso Bar

"I've been seeing people stop there, it looks much better than before" - Kiss Kill Lingerie

"It's cool, it looks like a shop" - Boost Juice

Success Factors

Some of the key success factors for the program include:

- The prominent and historic location of Jam Factory.
- Newmark Capital providing the premise on peppercorn rent and allowing modifications to the premise to support the activations.
- No desire or requirement for the properties to be leased by Newmark Capital as the Jam Factory site will be undergoing a redevelopment commencing in 2023.
- Substantial funding which enabled more ambitious creative outcomes.
- Diligent support from the Metropolitan Development Partnership Fund to remain flexible and agile with program timelines.

Recommendations

The greatest challenge encountered during the program was low engagement with landlords which hindered the ability to secure vacant shops. As a result, gaining a deeper understanding of the barriers to participation from landlords should be prioritised in future. While the Renew Study uncovered some of these underlying issues, a more extensive study and analysis which consolidates the experience of other LGA's and entities delivering similar initiatives, may uncover macro trends and motives to help inform policy, incentives and a suite of tools that can be implemented to remain agile and responsive to landlord needs and wants.

There is a growing sentiment that a multi-faceted approach to vacant shop activation which includes events and marketing to complement and enhance the program, can offer greater benefit for all stakeholders. This can also provide more opportunity for data collection to measure and evaluate outcomes.

The transient and incidental nature of the activation made it challenging to determine direct social and economic impact. While Artbox were able to develop 13

some preliminary data samples and insights, measuring the impact and return on investment for public artwork and static installations is still a developing field of research and is subject to many variables and assumptions. The development of a robust evaluation framework that includes qualitative and quantitative data would prove invaluable for this program in future.

Additional insights and recommendations identified from the program are provided below:

- Feasibility study prior to delivery can assist with understanding local context, opportunities, and barriers unique to a precinct to develop a vacant shop program.
- The volume of vacant shops does not necessarily translate into increased opportunities and willingness to participate in a vacant shop program from landlords.
- There are many requirements that need to be considered for interest to be converted to commitment from landlords e.g., properties available at the time, length of activation, improvement costs, resources, and management.
- Additional incentives should be considered to attract and encourage landlords to participate e.g., improvement funds or façade improvement schemes.
- Support and advocacy from the relevant Business Associations and strong relationships with managing agents leads to greater opportunities for success.
- Managing competing priorities and timeframes for artists and landlords can require extensive lead times real estate listings are subject to change.
- An iterative and agile approach to vacant shop activation over a long period of time will maximise opportunities for success long term.

5. PROJECT IMAGES













6. APPENDICES

Appendix 1 – Vacant Shopfront Takeover Media Release

https://www.stonnington.vic.gov.au/News-and-notices/2022/News-items/Artistsbring-life-back-to-the-Jam-Factory-in-vacant-shop-takeover

Artists bring life back to the Jam Factory in vacant shop takeover

Published on 16 September 2022

Dance, projection, colourful creatures, friendly ghosts, and a touch of disco fever will see Chapel Street's iconic Jam Factory come alive again, for the next 8-weeks until 6 November 2022.

Three vacant shops in the complex will be transformed from 17 September 2022, as part of an artist takeover by three Melbourne artists, intent on inspiring and exciting locals and visitors to the famous precinct, while giving a fresh perspective on how we see familiar places.

Integrating art with the urban environment, these unique works aim to brighten the once bustling precinct, which has experienced economic and social challenges since the Covid-19 pandemic.

Many of Stonnington's activity centres have suffered, therefore a key action of the City of Stonnington's <u>Place-led Economic Development</u> <u>Strategy</u> is to reactivate our commercial precincts and explore avenues to takeover vacant shopfronts and bring them back to life.

Partnering with *Artbox*, founders of these artistic shopfront takeovers, the City of Stonnington is excited to bring meaningful and unexpected encounters with art back into its public places by supporting artists to occupy and enliven vacant retail space to enhance the daily experience, and strengthen local identity and culture.

Participating artists include The Huxleys who, throughout the 8-weeks,

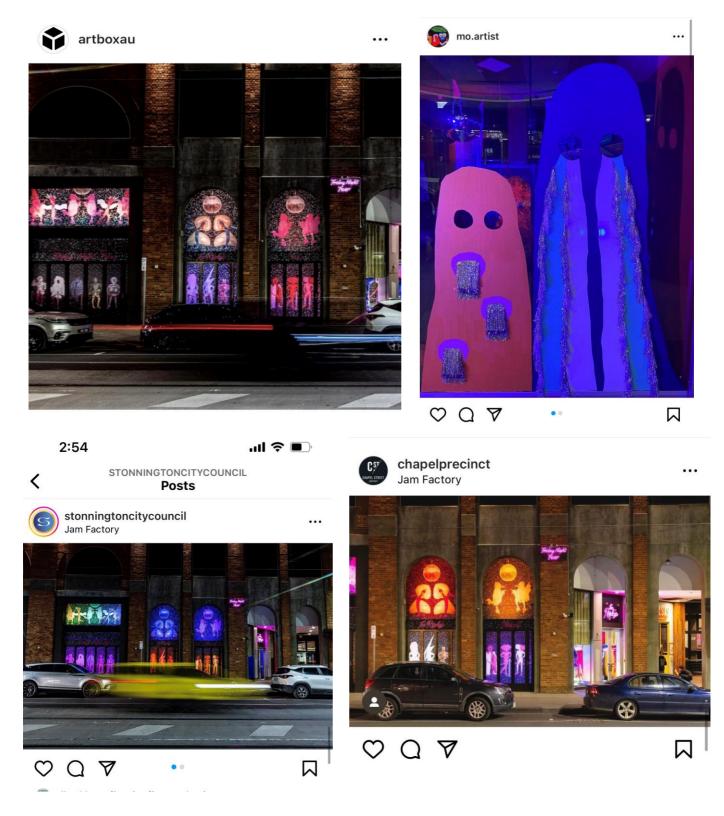


will celebrate Chapel Street's renowned night life with *Friday Night Fever*, <u>MO</u> who brings us *Ghost Jam* – an installation celebrating local family restaurant memories, and dancer <u>Jonathan Sinatra</u>, who will use the space as a temporary studio and performance space, as he continues to create a new dance work each day, as part of his *Daily Dance Project* – the beginning of the takeover marks his 1000th work and counting!

Location: 500 Chapel Street, South Yarra

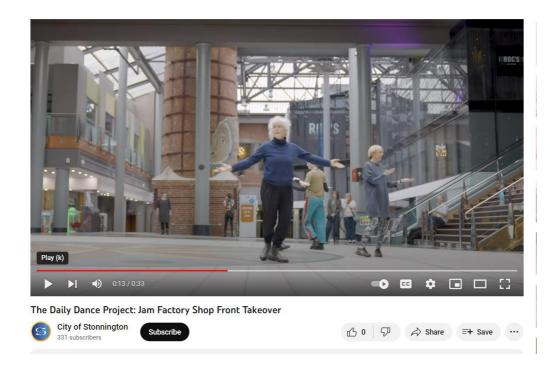
This project is delivered by Artbox in partnership with the City of Stonnington supported by the Victorian Government through the Metropolitan Development and Partnership Fund Program, with assistance from Newmark Capital.

Appendix 2 – Social Media Posts promoting Vacant Shopfront Takeovers by Various Stakeholders

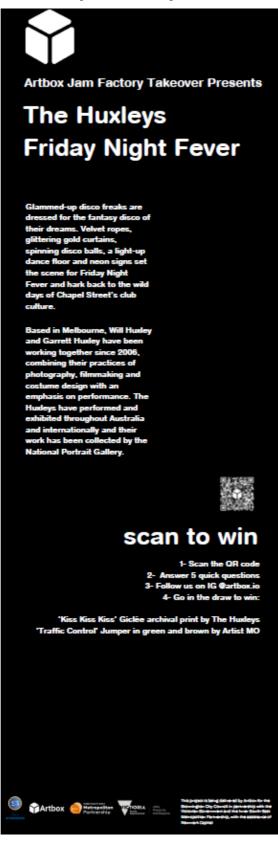


Appendix 3 – The Daily Dance Project: Jam Factory Shopfront Takeover Video

https://www.youtube.com/watch?v=tQrUFg1ynzs



Appendix 4 – Friday Night Fever by The Huxley's Didactic Panel



Appendix 6 – The Daily Dance Project by Jonathan Sinatra Didactic Panel



Appendix 7 – QR Code Survey – Vacant Shop Takeover Program

- 1. What is your postcode of residence?
- 2. On a scale from 1 (not) to 10 (highly), how likely are you to recommend friends and family to view these installations?
- 3. How mud you think that you have spent in the area as part of your visit? Including food/beverage, retail and services?
- 4. How long do you expect to stay within the Chapel Street area during your visit?
- 5. Would you like to see more art installations in vacant shops?
- 6. Any further thoughts you would like to share?

Appendix 8 – Sample Data Insights developed by Artbox

The below table compares 2 data samples of 5 hours as close to neutral as possible. Both videos were recorded on a Thursday between 5-10pm through the same camera placement, they are well lit and have the same weather conditions. Whilst this does not yet give us statistically significant data, it does give us some evidence, albeit anecdotal, on the impact of the activation.

Those 3 factors are how many:

- 1. Pedestrian events recorded and logged via computer vision and AI.
- 2. Attended to the display by turning their head through human observation of the footage.
- 3. Seconds did they dwell on the Jam Factory shop front window through human observation of the footage.

Day 0 Control (No Art Takeover)	Sample time (5pm - 10pm)	Delta	Day 7 (Art Takeover)	Sample time (5pm - 10pm)	Delta
Pedestrian	52	0	Pedestrian	74	1.4
Attended	5	0	Attended	66	13.3
Dwell	3	0	Dwell	8 seconds	2.7 seconds

Observations

- On Day 0, we noted 52 pedestrian traffic events within a 5 hour sample. On Day 7, the same day of the week (Thurs) at the same time period, we noted 74 pedestrian events, an increase of 40% more pedestrian activity and events.
- 2. When observing who attended to the shop front window, noted roughly 10% of people attending to it on Day 0 and 90% attending to it with the shopfront window activated with an Artbox Takeover. This difference means that attention to the space went up 1,330%. Given our qualitative research (survey data), this suggests a shift of 5 people attending to the shopfront before the activation to 66 people attending to it after (for the 5 hour 1 day A/B test), yielding a pleasurable, memorable and meaningful experience.
- 3. When looking at dwell times, the time people spend looking at the space on average, we observed an increase from 3 seconds to 8 seconds a 270% increase in dwell times.
- 4. Dwell time reached up to 6 minutes at the shop front window at its maximum dwell.