

COUNCIL MEMBERS' MOTION

*For consideration at the Standing Committee on City Finance and Services meeting on
October 8, 2025*

2. VanStat: A Pilot Program for Smart, Transparent, and Accountable City Services

Submitted by: Councillors Zhou and Montague

WHEREAS

1. The City of Vancouver delivers services that touch every aspect of daily life—from keeping streets clean and safe, to maintaining parks and facilities, to ensuring timely permits, emergency response, and community supports. These services are often managed in separate departments, but residents experience them as one city;
2. Other cities have shown that data-driven performance and accountability systems can transform how governments deliver services. For example, CompStat (short for Computer Statistics) was first developed by the New York City Police Department in 1994 and has since led to measurable improvements in governance, transparency, and safety in cities such as New York, Seattle, and Chicago;
3. The CompStat model uses data analytics and regular accountability meetings to monitor trends, allocate resources more effectively, and respond quickly to community needs. While it was pioneered in policing, its principles have been successfully adapted to broader city services, as in Baltimore, where they helped improve service delivery and efficiency across government;
4. Vancouver has an opportunity to adapt this proven accountability framework into a pilot program, referred to as VanStat, designed to break down silos, align priorities, and focus on outcomes that matter to residents;
5. At the core of the model are monthly Performance Review Meetings (PRMs), which create a predictable and disciplined cycle where departments review progress, identify challenges, make decisions, and follow through on commitments. This helps ensure resources are aligned to the most pressing needs of Vancouverites;
6. During the VanStat pilot, monthly PRMs would focus on trends and results across city services. Deliverables would include a public-facing digest, setting and tracking of monthly targets, reporting on milestones, discussion of trade-offs, resource reallocations, and performance on key service indicators;
7. City of Vancouver department representatives (“Accountable Owners”) such as Deputy City Managers, Department General Managers, and relevant team leads would participate in PRMs. Departments engaged in the pilot would include:

- Vancouver Police Department
 - Facilities, Planning & Development
 - Civic Engagement & Communications
 - Vancouver Fire and Rescue Services
 - Arts, Culture & Community Services
 - Business & Economy Office
 - Office of the Chief Safety Officer
 - Real Estate Services
 - Development, Buildings & Licensing
 - Indigenous Relations
 - Parks and Recreation
 - Engineering Services;
8. The VanStat pilot would initially be limited to internal City departments, with the long-term goal of encouraging external partners such as Vancouver Coastal Health and relevant provincial ministries to join, where joint action could improve outcomes for residents; and
9. The proposed governance structure would include the Mayor and City Manager as Executive Co-Chairs, a VanStat Director as program lead and liaison to the Mayor's Office and City Manager, and an Action Log & Tracker cataloguing all commitments, responsible owners, timelines, and performance outcomes, with a weekly close-out rate as a key accountability measure.

THEREFORE BE IT RESOLVED

- A. THAT Council direct staff to establish a three-month VanStat Pilot Program modelled on the CompStat accountability framework, adapted for holistic city service delivery, focused on the West-end, Downtown, Strathcona, and Mount Pleasant neighborhoods;

FURTHER THAT the VanStat Pilot Program shall include, but not be limited to:

- Convening monthly Performance Review Meetings (PRMs) for all participating or required departments and department leads;
 - Preparing a public-facing monthly digest to share progress and outcomes with residents;
 - Implementing a governance structure with the Mayor and City Manager as Executive Co-Chairs, supported by the VanStat Director, to oversee pilot operations, accountability, and reporting.
- B. THAT Council direct VanStat staff to report back within 3-6 months of implementation with an evaluation of the pilot program, including recommendations for expanding VanStat across all City departments and for the potential inclusion of external partners such as Vancouver Coastal Health and relevant provincial ministries.

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