

Civic Service Centre 36-City Field Guide

What public evidence can teach us about easier-to-find, easier-to-run city services.

36

cities

12

deep profiles

8

dimensions

73

sources

Independent CaL research. This is not a city ranking, municipal endorsement, or evidence of delivery for any municipality.

What this guide does and does not claim

It does

- Preserve a 36-city research universe.
- Describe demonstrated public evidence across eight dimensions.
- Separate 67 comparative sources from six origin-context sources.
- Publish limitations beside transferable practices.

It does not

- Rank cities or calculate an overall maturity score.
- Treat missing public evidence as poor performance.
- Claim municipal endorsement, delivery, or production operation.
- Publish target-specific or commercial proposal content.

Unknown is not zero

A blank rating means the reviewed public sources did not support a rating. It is not evidence that a practice is absent or weak.

How to read the evidence

-
- | | |
|-----------|---|
| 01 | Screen.

Review region, population, urban form, economic context, demographics, mandate, and public-data coverage. |
| 02 | Read practice.

Carry 18 cities into fuller review without assigning dimension values where source-level assessment was not completed. |
| 03 | Assess deeply.

Apply the exact 0 to 4 rubric to 12 source-led profiles, one dimension at a time. |
| 04 | Keep the limit visible.

Read practices, outcome evidence, confidence, citations, and limitations together. |
-

This is not a ranking: Dimension ratings cannot be averaged into a defensible winner. Context and evidence coverage differ.

The universe, part one

CITY	JURISDICTION	POPULATION AND SOURCES	DEPTH
Abbotsford	British Columbia, Canada	153,524 (2021) · [45] [46]	Practice review
Ajax	Ontario, Canada	126,666 (2021) · [45] [47]	Deep profile
Barrie	Ontario, Canada	147,829 (2021) · [45] [47]	Screened
Bellevue	Washington, United States	151,854 (2020) · [10] [54]	Deep profile
Brighton & Hove	England, United Kingdom	277,103 (2021) · [55] [56]	Screened
Burlington	Ontario, Canada	186,948 (2021) · [45] [47]	Deep profile
Burnaby	British Columbia, Canada	249,125 (2021) · [9] [45] [46]	Deep profile
Cambridge	England, United Kingdom	145,700 (2021) · [55] [56]	Practice review
Cambridge	Massachusetts, United States	118,403 (2020) · [52] [54]	Screened
Cambridge	Ontario, Canada	138,479 (2021) · [45] [47]	Screened
Cary	North Carolina, United States	174,721 (2020) · [50] [54]	Screened
Fort Collins	Colorado, United States	169,810 (2020) · [53] [54]	Screened
Guelph	Ontario, Canada	143,740 (2021) · [45] [47]	Screened
Kelowna	British Columbia, Canada	144,576 (2021) · [45] [46]	Deep profile
Kingston	Ontario, Canada	132,485 (2021) · [45] [47]	Screened
Mitaka	Tokyo, Japan	195,420 (2025) · [62] [65]	Screened
Musashino	Tokyo, Japan	148,000 (2026) · [21] [40] [62]	Deep profile
Oakville	Ontario, Canada	213,759 (2021) · [45] [47]	Practice review

The universe, part two

CITY	JURISDICTION	POPULATION AND SOURCES	DEPTH
Oxford	England, United Kingdom	162,100 (2021) · [12] [55] [56]	Deep profile
Pasadena	California, United States	138,699 (2020) · [51] [54]	Practice review
Pickering	Ontario, Canada	99,186 (2021) · [45] [47]	Screened
Putrajaya	Malaysia	109,202 (2020) · [66] [67]	Screened
Reading	England, United Kingdom	174,224 (2021) · [11] [55] [56]	Deep profile
Regina	Saskatchewan, Canada	226,404 (2021) · [45] [48]	Screened
Reykjavik	Iceland	139,875 (2024) · [59] [60] [61]	Screened
Richmond	British Columbia, Canada	209,937 (2021) · [45] [46]	Deep profile
Saanich	British Columbia, Canada	117,735 (2021) · [45] [46]	Screened
Saskatoon	Saskatchewan, Canada	266,141 (2021) · [45] [48]	Screened
Sherbrooke	Quebec, Canada	172,950 (2021) · [45] [49]	Screened
Sunnyvale	California, United States	155,805 (2020) · [32] [54]	Deep profile
Tama	Tokyo, Japan	148,113 (2025) · [62] [63]	Screened
Tartu	Estonia	97,435 (2024) · [57] [58]	Practice review
Tsukuba	Ibaraki, Japan	256,526 (2025) · [62] [64]	Screened
Urayasu	Chiba, Japan	172,157 (2026) · [23] [62]	Deep profile
Waterloo	Ontario, Canada	121,436 (2021) · [45] [47]	Deep profile
Whitby	Ontario, Canada	138,501 (2021) · [45] [47]	Practice review

Ajax

Ontario, Canada

Population 126,666 (2021) · sources [45] [47]

Transferable practices

- Use controlled documents and cross-functional internal reviews to keep service delivery repeatable.
- Apply Lean Plan-Do-Check-Act to delays, rework, and satisfaction problems.
- Combine a central CX team with standards, reception, digital access, and quality reporting.

Limitations

- Public evidence is stronger on quality systems and planned standards than resident-level outcome measures.
- Website and digital-service results are recent and need direct validation.

Profile sources [6] [7] [30] [44]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	3 / 4 high confidence	A Customer Service Strategy and corporate CX initiatives are being advanced by a dedicated team.	The strategy is reflected in current department and budget records.	[6] [30]
2. Organization, governance, and dedicated capability	3 / 4 high confidence	Customer Experience oversees the quality system and corporate service standards while providing direct front-door services.	Ownership is explicit and crosses central and frontline roles.	[6]
3. Channels and enabling technology	3 / 4 high confidence	Reception, telephone, a new municipal website, HeyJAX, dashboards, translation, and accessible digital design form the channel set.	The refreshed channel layer launched in 2026.	[6] [7]
4. Service standards, SLAs, and performance	3 / 4 high confidence	Corporate standards, controlled work instructions, documentation templates, and quality reporting support consistent delivery.	Standards implementation and controlled documents are current practices.	[6] [30]
5. Customer satisfaction and experience measurement	2 / 4 medium confidence	Quarterly quality reporting was redesigned to improve trend insight.	A public enterprise CX satisfaction series was not found.	[6]
6. Continuous improvement and innovation	4 / 4 high confidence	Lean PDCA, internal cross-functional review, process improvement, and quality-system evolution are explicit.	The method addresses delay, rework, effectiveness, and satisfaction risk.	[6]
7. Training, culture, and staff enablement	3 / 4 high confidence	Internal reviews act as training refreshers; the Town hosts customer-service events and supports learning.	Enablement is embedded in quality operations.	[6] [30]
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	The CX team, standards, refreshed website, and quality reporting are implemented/current.	Comparable quantified customer outcomes remain limited publicly.	[7] [30]

Bellevue

Washington, United States

Population 151,854 (2020) · sources [10] [54]

Transferable practices

- Make customer service, access, and transparency an explicit Council priority with enterprise ownership.
- Pair service-management investment with statistically reliable service and inclusion surveys.
- Publish progress from portals, call-centre analysis, and platform implementation rather than describing technology alone.

Limitations

- Bellevue's municipal and fiscal context differs from Canadian municipalities.
- Some initiatives remain in implementation, and United States service mandates are not identical to Canadian municipal mandates.

Profile sources [10] [13] [14] [33] [34]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	4 / 4 high confidence	Council directs enterprise approaches to service management, engagement, analytics, access, and transparency.	The priority is active and backed by implementation reporting.	[13] [34]
2. Organization, governance, and dedicated capability	3 / 4 high confidence	Council priority governance, performance management, finance, and business transformation roles are visible.	Progress is reported against named priorities.	[13] [14] [34]
3. Channels and enabling technology	4 / 4 high confidence	A new service-management platform, customer portal, notification/self-help features, and channel improvements are being implemented.	Multiple live and in-flight artifacts show enterprise integration.	[13] [34]
4. Service standards, SLAs, and performance	3 / 4 high confidence	Performance management and service surveys operate alongside priority progress reporting.	Targets and progress are used at budget and Council levels.	[14] [33] [34]
5. Customer satisfaction and experience measurement	4 / 4 high confidence	Regular statistically reliable performance, budget, business, inclusion, and engagement surveys support service improvement.	The 2023 performance result reported 87% saying service quality exceeded or greatly exceeded expectations.	[14] [33]
6. Continuous improvement and innovation	3 / 4 high confidence	Business transformation, portal phases, call-centre options analysis, and platform consolidation show ongoing improvement.	Quarterly progress artifacts evidence an active portfolio.	[34]
7. Training, culture, and staff enablement	2 / 4 medium confidence	Cross-functional evaluation and subject-matter teams support priorities and budgeting.	A dedicated CX training architecture was not found publicly.	[33]
8. Demonstrated outcomes, challenges, and lessons	4 / 4 high confidence	Survey results, sample sizes, portal releases, call-centre analysis, and implementation status are publicly reported.	Evidence includes outcomes and work still underway.	[33] [34]

Burlington

Ontario, Canada

Population 186,948 (2021) · sources [45] [47]

Transferable practices

- Place enterprise CX strategy, service design, contact centre, standards, training, CRM, and insight under visible leadership.
- Use a 'One City, One Customer' principle to align distributed services.
- Link resident feedback and analytics to service planning and technology modernization.

Limitations

- The 2026 source is a budget commitment; delivery and outcomes still need direct validation.
- Public evidence does not yet show a complete post-implementation performance series for the new CRM and strategy.

Profile sources [5] [26] [44]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	4 / 4 high confidence	A current enterprise CX strategy and service-excellence vision cover touchpoints, accessibility, consistency, and responsiveness.	The strategy is embedded in the 2026 departmental mandate and corporate plan.	[5] [26]
2. Organization, governance, and dedicated capability	4 / 4 high confidence	A Director-led Customer Experience Department manages Service Burlington and leads enterprise transformation.	Mandate and ownership are explicit in the approved budget.	[26]
3. Channels and enabling technology	3 / 4 high confidence	Service Burlington, multichannel access, a knowledge base, self-service, and a new CRM form the enabling model.	CRM modernization is funded/current, but full outcomes are not yet public.	[5] [26]
4. Service standards, SLAs, and performance	3 / 4 high confidence	The department is accountable for corporate service standards, reliable response, and issue escalation.	Standards are an explicit current goal.	[26]
5. Customer satisfaction and experience measurement	3 / 4 high confidence	Customer feedback, analytics, and data-driven insight are explicit operating responsibilities.	The public mandate links insight to decisions; a complete score series was not found.	[26]
6. Continuous improvement and innovation	3 / 4 high confidence	Service design, enterprise transformation, technology modernization, and continuous-improvement capability are explicit.	The model is funded and operating as a dedicated department.	[26]
7. Training, culture, and staff enablement	3 / 4 high confidence	CX training and a customer-focused culture are explicit departmental goals.	Delivery is committed; quantified staff capability outcomes are not public.	[26]
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	The current budget demonstrates commitment, ownership, and an active transformation portfolio.	Post-implementation measures for the renewed strategy and CRM remain limited publicly.	[26]

Burnaby

British Columbia, Canada

Population 249,125 (2021) · sources [9] [45] [46]

Transferable practices

- Route calls, email, app, and online requests through one intake and tracking function.
- Offer 24/7 access while making the after-hours handoff target explicit.
- Expand the centre department by department instead of promising a big-bang launch.

Limitations

- The centre is still expanding; enterprise coverage is not yet demonstrated.
- No current public organization-wide satisfaction series or staff-enablement model was found.

Profile sources [1] [9] [44]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	3 / 4 high confidence	A defined single-point service model manages intake, tracking, and follow-up while departments retain specialist resolution.	The model is operating across multiple departments and expanding.	[1]
2. Organization, governance, and dedicated capability	3 / 4 high confidence	A new department owns centralized intake and follow-up.	Accountability is visible, although detailed governance forums are not public.	[1]
3. Channels and enabling technology	3 / 4 high confidence	Phone, email, app, and online requests feed the centre; public access is available 24/7.	Channel convergence is implemented rather than only planned.	[1]
4. Service standards, SLAs, and performance	2 / 4 high confidence	Outside-hours inquiries have a published 1-2 business-day routing target.	A bounded handoff target is public; broader service levels are not.	[1]
5. Customer satisfaction and experience measurement	Unknown low confidence	No current public enterprise CX satisfaction or experience-measurement artifact was found.	No adverse inference is made.	[1]
6. Continuous improvement and innovation	2 / 4 high confidence	The project reports learning from community needs and staged departmental expansion.	Evidence is implementation-oriented; a formal improvement cycle is not public.	[1]
7. Training, culture, and staff enablement	Unknown low confidence	No current public staff training or enablement framework for the centre was found.	No adverse inference is made.	[1]
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	The centre is live and its staged expansion and routing target are documented.	No quantified satisfaction or first-contact-resolution result is public.	[1]

Kelowna

British Columbia, Canada

Population 144,576 (2021) · sources [45] [46]

Transferable practices

- Design a portfolio of narrow, service-specific assistants before attempting a universal bot.
- Publish use outside office hours and retain human alternatives for complex needs.
- Use co-creation, iterative delivery, and feedback as explicit operating practices.

Limitations

- The strongest evidence concerns digital assistants, not the entire municipal CX operating model.
- The City itself notes bots remain weak for account-specific questions.

Profile sources [3] [28] [29] [44]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	2 / 4 high confidence	The intelligent-city program frames online service around resident access and service-specific needs.	A digital service model is evident; an enterprise CX framework is not public.	[28] [29]
2. Organization, governance, and dedicated capability	2 / 4 high confidence	An Intelligent Cities capability coordinates the initiative across business areas.	Dedicated capability is evident but detailed CX governance is not public.	[3] [29]
3. Channels and enabling technology	4 / 4 high confidence	More than a dozen web/voice bots, a service portal, real-time integrations, and staff transfer paths operate across services.	Channels are live, available after hours, and integrated in selected cases.	[3] [28] [29]
4. Service standards, SLAs, and performance	2 / 4 high confidence	24/7 availability and service-specific boundaries are described.	No broad SLA or service-standard set was found.	[3]
5. Customer satisfaction and experience measurement	3 / 4 high confidence	The City cites its 2024 Citizen Survey and uses ongoing feedback in service design.	Fifty-seven percent identified chat-based service as a technology priority.	[3] [29]
6. Continuous improvement and innovation	4 / 4 high confidence	Co-creation, iterative development, ongoing feedback, and multiple service-specific experiments are explicit.	The initiative has been recognized across three municipal/communications award programs.	[3] [29]
7. Training, culture, and staff enablement	2 / 4 medium confidence	Bots shift routine demand so staff can handle complex questions; specific training evidence is not public.	The enablement effect is described, not measured as staff capability.	[3]
8. Demonstrated outcomes, challenges, and lessons	4 / 4 high confidence	In six months, bots handled over 5,000 weekend and 6,500 after-hours conversations; limits are disclosed.	The evidence combines use volumes, resident priority, awards, and acknowledged failure modes.	[3]

Musashino

Tokyo, Japan

Population 148,000 (2026) · sources [21] [40] [62]

Transferable practices

- Frame front-yard reform around no visit, no waiting, and no writing while retaining assisted access.
- Redesign life-event processes using ECRS before automating them.
- Combine user review, UI/UX training, digital inclusion, personalization, AI, and RPA in one action plan.

Limitations

- Japanese municipal responsibilities, language, and administrative systems differ from Canadian municipal systems.
- Immigration and language diversity differ materially from many large Canadian cities; measured customer-experience outcomes are limited publicly.

Profile sources [21] [22] [40] [41] [43]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	3 / 4 high confidence	The 2026 DX action plan defines user-oriented service and front-yard reform across online and in-person interactions.	The plan is current and linked to citywide digital policy.	[22] [41]
2. Organization, governance, and dedicated capability	3 / 4 high confidence	A citywide action plan assigns initiatives and governance through the information-policy function.	Implementation responsibilities are visible at program level.	[22] [41]
3. Channels and enabling technology	3 / 4 high confidence	Online procedures, appointments, consultation, personalization, tablets, AI/RPA, and no-writing/no-wait counter reform form a joined channel agenda.	The action plan spans digital and assisted front-yard service; ecosystem measurement was not found.	[22]
4. Service standards, SLAs, and performance	2 / 4 high confidence	The plan has action timing and service design principles.	Public enterprise service levels or response targets were not found.	[22]
5. Customer satisfaction and experience measurement	3 / 4 high confidence	Citizen surveys, user-needs assessment, user review, and data-led improvement are built into the planning approach.	Feedback is structurally required, though a common satisfaction series was not found.	[22] [41]
6. Continuous improvement and innovation	3 / 4 high confidence	ECRS life-event redesign, UI/UX review, iteration, AI/RPA, and front-yard reform constitute a broad improvement portfolio.	The action plan is current and implementation-oriented; measured portfolio benefits were not found.	[22]
7. Training, culture, and staff enablement	3 / 4 high confidence	UI/UX and digital capability training for staff are explicit, alongside digital-inclusion support for residents.	Training is part of the action plan.	[22]
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	A detailed current action plan and program portfolio are public.	Comparable resident outcome measures were not found in English-accessible sources.	[22]

Oxford

England, United Kingdom

Population 162,100 (2021) · sources [12] [55] [56]

Transferable practices

- Govern an enterprise citizen-experience strategy through a delivery board and change boards.
- Publish channel volumes, satisfaction, answer-rate, wait-time, and overall targets.
- Join inclusive assisted access, digital standards, resident feedback, and right-first-time process improvement.

Limitations

- UK service responsibilities and Customer Service Excellence accreditation are not directly portable to BC.
- Website satisfaction remains materially below assisted-channel satisfaction, an important caution against digital-channel substitution.

Profile sources [12] [19] [20] [35] [36] [37]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	4 / 4 high confidence	The 2025-2027 Citizen Experience Strategy defines citizen-focused, positive-experience, inclusive-access, and right-first-time outcomes.	It refreshes an earlier strategy and provides a current action plan.	[35]
2. Organization, governance, and dedicated capability	4 / 4 high confidence	A Citizen Experience Delivery Board drives delivery under Change Boards with reporting to Cabinet portfolio holders.	Governance and portfolio accountability are explicit.	[35]
3. Channels and enabling technology	4 / 4 high confidence	Contact centre, face-to-face service, webforms, accessible website, tenant portal, translation, alerts, and assisted support operate together.	2024-25 channel volumes are published.	[19] [35]
4. Service standards, SLAs, and performance	4 / 4 high confidence	Corporate standards, KPIs, service offers, answer-rate and satisfaction targets are published, with performance graphs.	The City aims to answer 93% of calls and sets channel/overall satisfaction targets.	[35] [36]
5. Customer satisfaction and experience measurement	4 / 4 high confidence	The City reports satisfaction by face-to-face, telephone, and website channels and is improving question consistency.	2024-25 results were 98%, 84%, and 56% respectively.	[35] [36]
6. Continuous improvement and innovation	4 / 4 high confidence	Process-review projects, website/webform improvement, payment redesign, user feedback, and an iterative digital standard are active.	The action plan assigns dates and delivery windows.	[35] [37]
7. Training, culture, and staff enablement	3 / 4 high confidence	The strategy commits better tools, training, empowerment, inclusive communication, and a citizen-focused workforce.	Accreditation and action-plan evidence show institutionalization, though staff outcomes are less quantified.	[35]
8. Demonstrated outcomes, challenges, and lessons	4 / 4 high confidence	The City reports 64,206 webforms, 190,074 calls, 5,783 visits, channel satisfaction, all 57 accreditation criteria, and 16 Compliance Plus ratings.	It also discloses the weaker website result and ongoing work.	[35] [36]

Reading

England, United Kingdom

Population 174,224 (2021) · sources [11] [55] [56]

Transferable practices

- Use one enterprise promise, role model, and measure set across customer-facing teams.
- Optimize whole journeys and pair CRM/case management with voice automation and real-time insight.
- Publish named owners, annual targets, and increasing self-service expectations.

Limitations

- UK local-government responsibilities and funding differ materially from BC municipalities.
- The 2020-2024 strategy should be read with the current 2025-2028 service plan, not treated as current alone.

Profile sources [11] [17] [18] [38] [39]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	4 / 4 high confidence	A whole-organization CX strategy links promise, behaviour, channels, process, data, and measures; the current service plan continues the model.	The operating model is current through 2025-2028 planning.	[17] [38]
2. Organization, governance, and dedicated capability	4 / 4 high confidence	An Assistant Director oversees Policy, Change & Customer Services, including a Customer Fulfilment Centre, data/policy, and change delivery.	Named functions, owners, and targets are public.	[38]
3. Channels and enabling technology	4 / 4 high confidence	Customer Hub, contact channels, Salesforce customer/case management, self-service, and voice automation support service delivery.	Systems are tied to journey optimization and data rather than presented alone.	[17] [39]
4. Service standards, SLAs, and performance	4 / 4 high confidence	Targets cover calls answered, customer satisfaction, service-guide currency, self-service share, project delivery, and budget variance.	Targets rise over three years and have named data owners.	[38]
5. Customer satisfaction and experience measurement	4 / 4 high confidence	Satisfaction, first-contact resolution, self-service, and contact performance are explicitly measured.	The current plan reports satisfaction peaked above 90% and sets 90-95% targets.	[17] [38]
6. Continuous improvement and innovation	4 / 4 high confidence	A transformation board governs standardized end-to-end journey optimization, CRM, voice automation, and continuous improvement.	The productivity report documents an active improvement program.	[39]
7. Training, culture, and staff enablement	3 / 4 high confidence	Current reporting credits staff training with resilience and satisfaction improvement; the strategy defines roles and behaviours.	Enablement is connected to service results.	[17] [38]
8. Demonstrated outcomes, challenges, and lessons	4 / 4 high confidence	Satisfaction peaked above 90%; voice automation handles an initial 30-40% of calls on several journeys; targets and challenges are explicit.	Evidence combines outcomes, implementation mechanisms, and future targets.	[38] [39]

Richmond

British Columbia, Canada

Population 209,937 (2021) · sources [45] [46]

Transferable practices

- Use a multichannel information centre as a resource and referral layer.
- Pair human routing with transactional digital services such as MyBusiness and MyPermit.
- Design for a highly multilingual, immigrant-rich population rather than a single default user.

Limitations

- Public evidence describes the operating model but not enterprise service standards.
- The annual report names improvements without publishing comparable CX outcome measures.

Profile sources [2] [27] [31] [44]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	2 / 4 high confidence	Customer Service is described as a first multichannel point of contact, resource, and referral centre.	A working model is visible, but no current enterprise CX framework was found.	[2] [31]
2. Organization, governance, and dedicated capability	3 / 4 high confidence	The service is an identifiable function within Finance and Corporate Services.	Organizational ownership is clear at the first-contact layer.	[2]
3. Channels and enabling technology	3 / 4 high confidence	The City combines centre, phone/TDD, feedback routing, interactive services, MyBusiness, and MyPermit.	Current annual reporting records continued digital-service improvement.	[2] [27] [31]
4. Service standards, SLAs, and performance	2 / 4 high confidence	Routing, filing, follow-up, and service-request paths are described.	No enterprise SLA or public standard set was found.	[31]
5. Customer satisfaction and experience measurement	Unknown low confidence	No current public organization-wide CX satisfaction framework was found in the reviewed sources.	No adverse inference is made.	[2] [27] [31]
6. Continuous improvement and innovation	3 / 4 high confidence	MyBusiness and MyPermit are reported as service-delivery and customer-experience improvements.	The 2025 annual report records implementation progress.	[27]
7. Training, culture, and staff enablement	Unknown low confidence	No current public enterprise CX training or staff enablement artifact was found.	No adverse inference is made.	None found
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	Current digital improvements are documented qualitatively.	Comparable satisfaction, effort, resolution, or cycle-time outcomes were not found.	[27]

Sunnyvale

California, United States

Population 155,805 (2020) · sources [32] [54]

Transferable practices

- Replace the resident service-request platform with managed ticket migration and multichannel access.
- Publish service-request volumes alongside broader annual service results.
- Invite users to review a demonstration and give feedback during transition.

Limitations

- No current public enterprise CX strategy or dedicated CX governance model was found.
- The strongest public evidence is channel- and volume-focused; standards and satisfaction evidence are thin.

Profile sources [15] [16] [32]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	2 / 4 high confidence	A resident-facing request and feedback model is clear through Access Sunnyvale/MySunnyvale.	No current enterprise CX framework was found.	[15] [16]
2. Organization, governance, and dedicated capability	2 / 4 high confidence	Platform ownership and transition responsibilities are visible at service level.	Enterprise CX governance is not public.	[15]
3. Channels and enabling technology	3 / 4 high confidence	MySunnyvale provides web and mobile issue reporting, service requests, feedback, and migrated open tickets.	The replacement went live in 2026; enterprise measurement and continual-improvement evidence were not found.	[15]
4. Service standards, SLAs, and performance	3 / 4 high confidence	The annual report publishes service-request and operational service volumes.	Volume transparency exists, but broad response-time standards were not found.	[16]
5. Customer satisfaction and experience measurement	2 / 4 high confidence	The City invited feedback on the platform demonstration and supports feedback through the service channel.	No enterprise satisfaction series was found.	[15]
6. Continuous improvement and innovation	3 / 4 high confidence	The City replaced the legacy platform with ticket migration, new interfaces, and a managed public transition.	A current implementation artifact demonstrates change in practice.	[15]
7. Training, culture, and staff enablement	Unknown low confidence	No current public enterprise CX training or staff-enablement artifact was found.	No adverse inference is made.	[15] [16]
8. Demonstrated outcomes, challenges, and lessons	3 / 4 high confidence	The 2025 annual report records 18,648 service requests; the 2026 transition record describes migration and rollout constraints.	Evidence shows scale and implementation, not satisfaction or resolution quality.	[15] [16]

Urayasu

Chiba, Japan

Population 172,157 (2026) · sources [23] [62]

Transferable practices

- Offer online appointments and consultation where a visit remains necessary.
- Move high-volume transactions to online and cashless paths while improving the physical counter.
- Use a no-writing one-stop counter as a resident-effort reduction target.

Limitations

- This is a structural and front-yard analogue, not a demonstrated enterprise CX leader.
- Immigration/language diversity is materially less comparable; public satisfaction, standards, training, and outcome evidence are sparse.

Profile sources [23] [24] [42]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	3 / 4 high confidence	The digitalization plan frames resident convenience and administrative burden reduction across the public front yard.	The plan was revised in 2024 and remains current on the City site.	[24] [42]
2. Organization, governance, and dedicated capability	2 / 4 high confidence	Initiatives are assigned to responsible departments and scheduled.	A dedicated enterprise CX governance body was not found publicly.	[24]
3. Channels and enabling technology	3 / 4 high confidence	Online applications, appointments, consultation, mobile/cashless payment, and one-stop no-writing counters are part of the plan.	Multiple channel changes have delivery schedules; integrated operating measurement was not found.	[24] [42]
4. Service standards, SLAs, and performance	2 / 4 high confidence	The plan sets implementation timing but does not publish broad resident-facing service levels.	Delivery schedules are available; SLAs are not.	[24]
5. Customer satisfaction and experience measurement	Unknown low confidence	No current public enterprise CX satisfaction or experience-measurement framework was found in the reviewed sources.	No adverse inference is made.	[24] [42]
6. Continuous improvement and innovation	3 / 4 high confidence	The City is shifting from paper/in-person transactions while redesigning the physical counter and adding online consultation.	The plan reflects coordinated process/channel improvement.	[24] [42]
7. Training, culture, and staff enablement	Unknown low confidence	No current public enterprise CX staff training or culture artifact was found in the reviewed sources.	No adverse inference is made.	None found
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	A detailed implementation plan and current population record are public.	Measured resident outcomes and implementation lessons were not found.	[23] [24]

Waterloo

Ontario, Canada

Population 121,436 (2021) · sources [45] [47]

Transferable practices

- Redesign the service and back office before digitizing a form.
- Treat CRM as enterprise case management with a common customer record.
- Keep convenient non-digital channels available while improving digital uptake.

Limitations

- Much of the strongest evidence is strategic or implementation planning rather than measured outcomes.
- A current enterprise CX governance and satisfaction model was not found publicly.

Profile sources [4] [8] [25] [44]

DIMENSION	RATING	FINDING	OUTCOME EVIDENCE	SOURCES
1. CX strategy, framework, and service model	3 / 4 high confidence	The Digital Services Strategy sets a service-centred organization vision with convenient, accessible service across channels.	Council continues to report implementation activity.	[4] [25]
2. Organization, governance, and dedicated capability	2 / 4 high confidence	The strategy assigns enterprise capabilities and a customer-service program role.	Current dedicated CX governance is not fully described publicly.	[4]
3. Channels and enabling technology	3 / 4 high confidence	The strategy defines enterprise CRM/case management, common customer data, telephony, live chat, chatbot, and integration capabilities.	CRM scoping and supporting work were active in 2024.	[4] [8]
4. Service standards, SLAs, and performance	2 / 4 high confidence	Design principles and service expectations are defined, but enterprise SLAs were not found.	Public evidence is stronger on direction than operational targets.	[4]
5. Customer satisfaction and experience measurement	2 / 4 high confidence	User testing and community needs inform implementation.	No broad current CX measure set was found.	[8]
6. Continuous improvement and innovation	3 / 4 high confidence	The strategy explicitly calls for service redesign, user testing, accessibility, iteration, and back-office change.	Implementation updates show the approach in use.	[4] [8]
7. Training, culture, and staff enablement	3 / 4 high confidence	The strategy includes digital skills and practices for staff delivering services.	Enablement is part of the target model, though outcomes are not public.	[4]
8. Demonstrated outcomes, challenges, and lessons	2 / 4 high confidence	Current implementation artifacts exist, including CRM scoping and user-tested accessible services.	Comparable outcome data remain limited.	[8]

CX strategy, framework, and service model

Transferable lesson

Strategy becomes useful when it changes ownership, service design, and investment decisions. **Sources** [1] [2] [4] [5] [6] [13] [15] [16] [17] [22] [24] [25] [26] [28] [29] [30] [31] [34] [35] [38] [41] [42]

Exact public-evidence rubric

0 No public strategy or service-model evidence.	1 Isolated service statements; no shared model.	2 Defined strategy/model for part of the organization.	3 Enterprise or multi-service model is operating with accountable delivery.	4 Model is governed, measured, refreshed, and demonstrably shapes decisions.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	3 / 4	high	[6] [30]
Bellevue	4 / 4	high	[13] [34]
Burlington	4 / 4	high	[5] [26]
Burnaby	3 / 4	high	[1]
Kelowna	2 / 4	high	[28] [29]
Musashino	3 / 4	high	[22] [41]
Oxford	4 / 4	high	[35]
Reading	4 / 4	high	[17] [38]
Richmond	2 / 4	high	[2] [31]
Sunnyvale	2 / 4	high	[15] [16]
Urayasu	3 / 4	high	[24] [42]
Waterloo	3 / 4	high	[4] [25]

Organization, governance, and dedicated capability

Transferable lesson

The strongest public evidence combines visible ownership, cross-service governance, and executive reporting. **Sources** [1] [2] [3] [4] [6] [13] [14] [15] [22] [24] [26] [29] [34] [35] [38] [41]

Exact public-evidence rubric

0 No visible ownership or governance.	1 Informal champions or project-only ownership.	2 Named role/team, but limited enterprise decision rights.	3 Dedicated capability with explicit responsibilities and governance.	4 Executive sponsorship, decision forums, portfolio ownership, and reported accountability operate together.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	3 / 4	high	[6]
Bellevue	3 / 4	high	[13] [14] [34]
Burlington	4 / 4	high	[26]
Burnaby	3 / 4	high	[1]
Kelowna	2 / 4	high	[3] [29]
Musashino	3 / 4	high	[22] [41]
Oxford	4 / 4	high	[35]
Reading	4 / 4	high	[38]
Richmond	3 / 4	high	[2]
Sunnyvale	2 / 4	high	[15]
Urayasu	2 / 4	high	[24]
Waterloo	2 / 4	high	[4]

Channels and enabling technology

Transferable lesson

Joined service channels connect case flow, knowledge, accessibility, human escalation, and back-office redesign. **Sources** [1] [2] [3] [4] [5] [6] [7] [8] [13] [15] [17] [19] [22] [24] [26] [27] [28] [29] [31] [34] [35] [39] [42]

Exact public-evidence rubric

0 No usable public evidence of customer channels/capabilities.	1 Isolated channel or tool with weak integration.	2 Multiple channels are defined; integration or accessibility is partial.	3 Coordinated channels/case capabilities operate across services with human escalation.	4 Integrated, inclusive channel ecosystem is measured and continually improved.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	3 / 4	high	[6] [7]
Bellevue	4 / 4	high	[13] [34]
Burlington	3 / 4	high	[5] [26]
Burnaby	3 / 4	high	[1]
Kelowna	4 / 4	high	[3] [28] [29]
Musashino	3 / 4	high	[22]
Oxford	4 / 4	high	[19] [35]
Reading	4 / 4	high	[17] [39]
Richmond	3 / 4	high	[2] [27] [31]
Sunnyvale	3 / 4	high	[15]
Urayasu	3 / 4	high	[24] [42]
Waterloo	3 / 4	high	[4] [8]

Service standards, SLAs, and performance

Transferable lesson

Published standards are most useful when they are segmented by journey or channel and linked to corrective action. **Sources** [1] [3] [4] [6] [14] [16] [22] [24] [26] [30] [31] [33] [34] [35] [36] [38]

Exact public-evidence rubric

0 No public standards or performance evidence.	1 Local expectations exist without consistent measures.	2 Some published targets, handoff expectations, or reporting.	3 Corporate/multi-service standards and measures have owners and operating cadence.	4 Targets, service promises, segmented results, governance, and corrective action are demonstrably linked.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	3 / 4	high	[6] [30]
Bellevue	3 / 4	high	[14] [33] [34]
Burlington	3 / 4	high	[26]
Burnaby	2 / 4	high	[1]
Kelowna	2 / 4	high	[3]
Musashino	2 / 4	high	[22]
Oxford	4 / 4	high	[35] [36]
Reading	4 / 4	high	[38]
Richmond	2 / 4	high	[31]
Sunnyvale	3 / 4	high	[16]
Urayasu	2 / 4	high	[24]
Waterloo	2 / 4	high	[4]

Customer satisfaction and experience measurement

Transferable lesson

Strong measurement systems combine operational evidence with satisfaction, effort, inclusion, and trends. **Sources** [1] [2] [3] [6] [8] [14] [15] [17] [22] [24] [26] [27] [29] [31] [33] [35] [36] [38] [41] [42]

Exact public-evidence rubric

0 No public CX measurement evidence.	1 Occasional feedback with no visible decision loop.	2 Defined survey/feedback measures for selected channels or services.	3 Repeatable, segmented measurement informs service decisions.	4 Statistically/operationally robust measures, trends, equity lenses, and improvement actions are integrated.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	2 / 4	medium	[6]
Bellevue	4 / 4	high	[14] [33]
Burlington	3 / 4	high	[26]
Burnaby	Unknown	low	[1]
Kelowna	3 / 4	high	[3] [29]
Musashino	3 / 4	high	[22] [41]
Oxford	4 / 4	high	[35] [36]
Reading	4 / 4	high	[17] [38]
Richmond	Unknown	low	[2] [27] [31]
Sunnyvale	2 / 4	high	[15]
Urayasu	Unknown	low	[24] [42]
Waterloo	2 / 4	high	[8]

Continuous improvement and innovation

Transferable lesson

Repeatable journey and process methods work best when a governed portfolio keeps feedback and learning active. **Sources** [1] [3] [4] [6] [8] [15] [22] [24] [26] [27] [29] [34] [35] [37] [39] [42]

Exact public-evidence rubric

0 No public improvement-practice evidence.	1 One-off projects or idea collection.	2 Defined method used in selected services.	3 Repeatable journey/process/service-design practice operates across services.	4 Governed portfolio uses evidence, iteration, benefits, and learning to improve continuously.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	4 / 4	high	[6]
Bellevue	3 / 4	high	[34]
Burlington	3 / 4	high	[26]
Burnaby	2 / 4	high	[1]
Kelowna	4 / 4	high	[3] [29]
Musashino	3 / 4	high	[22]
Oxford	4 / 4	high	[35] [37]
Reading	4 / 4	high	[39]
Richmond	3 / 4	high	[27]
Sunnyvale	3 / 4	high	[15]
Urayasu	3 / 4	high	[24] [42]
Waterloo	3 / 4	high	[4] [8]

Training, culture, and staff enablement

Transferable lesson

Staff enablement is stronger when roles, tools, behaviours, coaching, and measures reinforce one another. **Sources** [1] [3] [4] [6] [15] [16] [17] [22] [26] [30] [33] [35] [38]

Exact public-evidence rubric

0 No public enablement evidence.	1 Awareness messaging or isolated training.	2 Defined training/tools for selected roles.	3 Role-based capability, tools, behaviours, and leadership reinforcement operate across services.	4 Capability is measured, refreshed, embedded in people systems, and linked to service outcomes.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	3 / 4	high	[6] [30]
Bellevue	2 / 4	medium	[33]
Burlington	3 / 4	high	[26]
Burnaby	Unknown	low	[1]
Kelowna	2 / 4	medium	[3]
Musashino	3 / 4	high	[22]
Oxford	3 / 4	high	[35]
Reading	3 / 4	high	[17] [38]
Richmond	Unknown	low	None found
Sunnyvale	Unknown	low	[15] [16]
Urayasu	Unknown	low	None found
Waterloo	3 / 4	high	[4]

Demonstrated outcomes, challenges, and lessons

Transferable lesson

Activity volume is not an outcome; stronger evidence reports baselines, results, limits, and what changed next. **Sources** [1] [3] [7] [8] [15] [16] [22] [23] [24] [26] [27] [30] [33] [34] [35] [36] [38] [39]

Exact public-evidence rubric

0 No public implementation or outcome evidence.	1 Activity is described without implementation proof.	2 Current implementation artifact or qualitative lesson, with limited outcome evidence.	3 Measured operating result or multi-artifact implementation with limits disclosed.	4 Current outcomes, baselines/trends, causal caution, challenges, and lessons are reported together.
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Deep-profile evidence states

CITY	RATING	CONFIDENCE	SOURCES
Ajax	2 / 4	high	[7] [30]
Bellevue	4 / 4	high	[33] [34]
Burlington	2 / 4	high	[26]
Burnaby	2 / 4	high	[1]
Kelowna	4 / 4	high	[3]
Musashino	2 / 4	high	[22]
Oxford	4 / 4	high	[35] [36]
Reading	4 / 4	high	[38] [39]
Richmond	2 / 4	high	[27]
Sunnyvale	3 / 4	high	[15] [16]
Urayasu	2 / 4	high	[23] [24]
Waterloo	2 / 4	high	[8]

What repeats across the deep profiles

Ajax

Use controlled documents and cross-functional internal reviews to keep service delivery repeatable.

Burlington

Place enterprise CX strategy, service design, contact centre, standards, training, CRM, and insight under visible leadership.

Kelowna

Design a portfolio of narrow, service-specific assistants before attempting a universal bot.

Oxford

Govern an enterprise citizen-experience strategy through a delivery board and change boards.

Richmond

Use a multichannel information centre as a resource and referral layer.

Urayasu

Offer online appointments and consultation where a visit remains necessary.

Bellevue

Make customer service, access, and transparency an explicit Council priority with enterprise ownership.

Burnaby

Route calls, email, app, and online requests through one intake and tracking function.

Musashino

Frame front-yard reform around no visit, no waiting, and no writing while retaining assisted access.

Reading

Use one enterprise promise, role model, and measure set across customer-facing teams.

Sunnyvale

Replace the resident service-request platform with managed ticket migration and multichannel access.

Waterloo

Redesign the service and back office before digitizing a form.

Transfer means test the practice in local context. It does not mean copy a city, product, structure, or score.

What the public record cannot settle

Ajax

Public evidence is stronger on quality systems and planned standards than resident-level outcome measures. Website and digital-service results are recent and need direct validation.

Burlington

The 2026 source is a budget commitment; delivery and outcomes still need direct validation. Public evidence does not yet show a complete post-implementation performance series for the new CRM and strategy.

Kelowna

The strongest evidence concerns digital assistants, not the entire municipal CX operating model. The City itself notes bots remain weak for account-specific questions.

Oxford

UK service responsibilities and Customer Service Excellence accreditation are not directly portable to BC. Website satisfaction remains materially below assisted-channel satisfaction, an important caution against digital-channel substitution.

Richmond

Public evidence describes the operating model but not enterprise service standards. The annual report names improvements without publishing comparable CX outcome measures.

Urayasu

This is a structural and front-yard analogue, not a demonstrated enterprise CX leader. Immigration/language diversity is materially less comparable; public satisfaction, standards, training, and outcome evidence are sparse.

Bellevue

Bellevue's municipal and fiscal context differs from Canadian municipalities. Some initiatives remain in implementation, and United States service mandates are not identical to Canadian municipal mandates.

Burnaby

The centre is still expanding; enterprise coverage is not yet demonstrated. No current public organization-wide satisfaction series or staff-enablement model was found.

Musashino

Japanese municipal responsibilities, language, and administrative systems differ from Canadian municipal systems. Immigration and language diversity differ materially from many large Canadian cities; measured customer-experience outcomes are limited publicly.

Reading

UK local-government responsibilities and funding differ materially from BC municipalities. The 2020-2024 strategy should be read with the current 2025-2028 service plan, not treated as current alone.

Sunnyvale

No current public enterprise CX strategy or dedicated CX governance model was found. The strongest public evidence is channel- and volume-focused; standards and satisfaction evidence are thin.

Waterloo

Much of the strongest evidence is strategic or implementation planning rather than measured outcomes. A current enterprise CX governance and satisfaction model was not found publicly.

Compare dimensions, not reputations

Good questions

- What operating practice is visible?
- What outcome is actually reported?
- How recent and broad is the evidence?
- What remains unknown?
- Which context limits transfer?

Bad shortcuts

- Averaging eight ratings into one score.
- Reading unknown as zero.
- Comparing screened cities as if deeply assessed.
- Treating technology presence as service quality.
- Removing caveats from reported outcomes.

Use a two-to-four-city tray in the online explorer. The URL preserves allowlisted state only and never enters analytics.

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Client-service direction, performance measures, Business Improvement Committee, continuous-improvement commitment, and online-service priorities.
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Statistically valid resident sample, customer-service measures, trend comparisons, municipal norms, and service-satisfaction results.
72. **City of Coquitlam: Online Services**
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Current digital service catalogue, payments, account access, permits, registration, and 24/7 myCoquitlam access.
73. **City of Coquitlam: Business Plan**
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Integrated annual planning, priority setting, public-input criteria, performance dashboard, and current business-plan governance.

One public dataset, four deterministic downloads

Dataset schema	PublicBenchmarkDatasetV1
Manifest schema	PublicBenchmarkManifestV1
Research as of	2026-08-24
Source revision	acc35d6a507ec6c08aaa7d26e312254aab77e2d6

Pinned source inputs

benchmark-data	cd2d8903c9b9de782a0a61fc618af4a8dfa234db37da4be3e470837165241ae1
benchmark-rubrics	2d02764e4090b9f133884249b511d2155b801daf226bcb9068ed6158cbf08ba8
source-ledger	1f624aa8454bffa63e395a30fee28da34892e8ab175b5ad59a913d3531e57277
brand-crystal	8eac946a58e31103d85374f65b241eeae932a2aaa047502dc1a1bafc72ff61d5
brand-wordmark	13be8008480b68bcde957ba025b7c5ebf416ffff99c6ed23111d1f28f4c9b58a8

Excluded-field policy

- target-specific baseline material
- target-specific relevance and selection labels
- target-relative comparison components
- commercial proposal and procurement-administration content

Public corrections enter through the neutral override and correction record. Pinned source materials remain unchanged.