

How to run a Civic Lottery: Designing fair selection mechanisms for deliberative public processes

A Guide and License
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MASSLBP



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A few words of welcome

One of our favourite days at MASS HQ is when the return envelopes start to arrive. It begins as a trickle, with just one or two letters coming in with the morning mail. Within a week, our long-suffering mail carrier is dropping them off by the bundle.

During the next three weeks, my colleagues spend an hour or two each day, gathered around a table, slicing open envelopes and entering each response into a database. Very quickly, two piles of sorted mail start to grow: the Yes pile and the No pile.

Since 2007, we have been conducting a practical experiment to demonstrate that citizens can and want to play a much more active role in helping to shape the policies that shape their lives. Exactly how this works and what we have learned will be the subject of our next guide. For now, we want to explain one of the components that has made this experiment so successful: the Civic Lottery.

With the assistance of Canada Post, we have sent more than 300,000 letters to Canadian households on behalf of dozens of different ministries, city councils, and public agencies. Each envelope is brown with a government logo printed on the front. In every respect it looks like any other important piece of mail you might receive from the government – including, not accidentally, a tax bill.

What you discover when you open one of these envelopes is something very different. It's not a court summons, an opinion survey, or a statement of money owed. Instead, it is an invitation to take part in what is still a very rare feature of democratic life: a policy jury whose members will spend several days learning about a public issue, representing their community, working towards consensus, and issuing detailed recommendations to government. At MASS, we call these juries "Reference Panels" because governments refer issues to these juries, which then refer back detailed recommendations. They might concern health care, infrastructure, privacy regulations, urban planning, or any number of issues that matter to a community.

To us these letters are a bit like the "golden tickets" in Roald Dahl's beloved book *Charlie and the Chocolate Factory*. They come as a surprise and can lead recipients to some unexpected places. And they require that the recipient – just like Charlie – starts by saying "yes."

Our work with Civic Lotteries and Reference Panels has taught us a number of things about contemporary political life and how we might create a culture of more active and vibrant citizenship. It has also fuelled our confidence in the quiet wisdom and basic decency of most people who exceed all expectations when offered the chance to give something back or make something better.

By publishing this guide and explaining our techniques, our hope is that more jurisdictions will come to use Civic Lotteries as a mechanism to bring a much wider range of voices to the policy-making table.



Peter MacLeod
Principal, MASS LBP



Democracy and decision- making beyond elections

For many people, democracy begins and ends at the ballot box. Every four or so years, voters are called upon locally, provincially, or federally to cast their vote, and politicians come out of the woodwork to try to persuade citizens to cast it for them.

Agendas are presented. Doors are knocked on. Promises are made. Attention is piqued. The newscasts are awash in the story of the day – the gaffe, the flub, the attack ad, the zippy one-liner. Lawns are filled with signs. “That’s democracy in action,” everyone says. And then, as suddenly as it began, the election is over.

Once the dust is settled and winners are declared, everyone gets on with their lives and waits for the next contest. But democracy doesn’t end with elections. In fact, elections are just the beginning of the democratic process – and they’re imperfect beginnings at that. Electoral democracy is good at forming governments and holding politicians more or less accountable by rewarding or punishing them based on their ideas, characters, and past performances. But with few exceptions, elections are lousy at indicating support for, or opposition to, specific policies.

Even though candidates and parties may run on very detailed platforms that offer promises and ideas about what they’ll do if elected, it’s hard to tell why a voter casts a ballot for one person over another. It’s just as hard to know which policy or policies (if any) they support or oppose. Even polls, which can tell us, on aggregate, a bit about public support for a given policy during a particular point in time, tell only part of the story – and they carry a high risk of error.

Consequently, after elections governments begin seeking public input, either to build political capital or generate support for some proposal or another, or else to come up with ideas for how to solve specific issues. This desire for input from citizens is great news for democracy, since regular public participation in the political decision-making process generates all kinds of good outcomes. It can build civic capacity and trust, and also ensure that the people get what they want. This is what should happen in a democracy. After all, it is the people’s government.

But this is also where theory and practice often fall apart. Far too often, public consultations happen too late, discuss little of substance, or reach only a fraction of the population. To public servants and members of the public alike, consultation can feel like a tick box exercise. It is a necessary but not especially consequential part of the policy process. Worse is that townhall meetings, dep-

utations, and letter-writing campaigns—to name just three of the most common approaches to soliciting input—are each highly susceptible to political hijacking by partisan or special interests. It's all too easy to stack a town hall with highly-motivated supporters or opponents of some proposition, just as it's all too easy to now use social media to swamp the phone lines or inboxes of a politician.

Civic Lotteries are an important tool that governments and public agencies can use to broaden participation while also guarding against the disproportionate influence of organized interests hoping to move a crowd and sway an outcome. They are also based on one of our oldest democratic traditions which is called sortition, and means a process for randomly selecting people to serve a public function much as we do when we convene a jury. Civic Lotteries use similar principles. They make it possible for governments and public agencies to assemble a broadly representative sample of people to discuss and decide on an issue, free from the pressures of outside influences.

For the past decade, MASS LBP has been running Civic Lotteries for a wide array of governments and public agencies. More than 300,000 households in Canada have received letters inviting them to take part in deciding how their community should be governed. Nearly 2,000 people have taken part in deliberative decision-making processes that have lasted from a few days to upwards of two weeks spread out over several months. That's nearly 2,000 individuals who have had a chance to exercise their citizenship: who have opted in to the important practice of democratic engagement, of deciding how we should live together. These participants not only became active agents of self-government; they also built civic skill-sets that can be used to improve their lives and the lives of others while helping to ensure that governments are responsive to the people they are elected to serve.

In the following pages, you'll find a clear and comprehensive step-by-step guide on how to run a Civic Lottery. No matter how big the population you serve, no matter how many participants you wish to engage, and no matter how tricky the problem you're looking to address, this guide sets the standard for organizations and governments who wish to invite and select individuals to become a part of a deliberative decision-making process.

The real world of democracy

Governments and other public organizations regularly consult and engage with citizens, residents, and members when they make decisions.

Traditionally, institutions that wish to engage in a consultation process issue start with an “open call” to recruit participants for their town hall meeting, online forum, or committee. These institutions try to increase responses to the “open call” by encouraging people to participate through advertising and other forms of marketing. In many cases, respondents may then participate directly in the engagement process, such as a town hall meeting, just by showing up. In some cases, participants are vetted by the institution through an application or selection process, such as before appearing in front of a special committee.

Public institutions may also use a “closed call” model to recruit members of the public to participate in consultations. In this case, public servants or politicians ask handpicked members of the community who have specific experience or technical expertise to participate, such as for a committee or board of directors. Participants can be selected on merit, their affiliation with an interest group, experience, or because of their role in the community.

Both the open and closed recruitment methods usually generate a non-representative cross-section of the population – that is, a sample that does not mirror the demographics of the community, such as gender, age, income, education, and so forth. The design of these two types of selection processes may thus create unfair results – either through direct manipulation (for instance, giving a seat on a blue ribbon panel to a trusted friend) or through poor or uneven recruitment techniques (for instance, using only online registrations). Thus there are shortcomings of both open and closed calls because not everyone has an equal chance at selection.

That’s the bad news. The good news is that there’s a way to fix the problems of representativeness and fairness when consulting the public. How? Through sortition, also known as random selection, by a process known as “the Civic Lottery”. This guide will walk you through that process, MASS LBP’s approach to recruiting participants for public consultation or engagement processes.

We have designed our Civic Lottery process to mitigate the shortcomings and distortions produced by traditional recruitment methods. In order to do so, our approach introduces randomization at multiple stages of the participant recruitment and selection process. This randomization ensures that the process is fair, since nearly every person has an equal opportunity of being invited to

participate. Moreover, through selective sortition, the process also ensures that the randomly-selected group is ultimately more representative of the community from which they are drawn. Since 2007, MASS LBP has designed and implemented over 30 Civic Lotteries to select participants for Citizens' Reference Panels, which are also known as citizens' juries.

What is a Civic Lottery?

Imagine that you have a problem you want to solve. The problem is complex or values-based (or both) and those who will be affected by what you choose to do disagree about what ought to be done.

So, you decide you're going to get those people together to discuss options, weigh the pros and cons of each option, and decide on a plan. The tricky thing is that there are far too many people and not nearly enough time to consult each of them in a meaningful way.

Lucky for you, the Civic Lottery exists.

The Civic Lottery is a process for randomly choosing individuals from within a specific population so that you can assemble them to discuss a given issue and come up with recommendations for what should be done. The process is based on a simple, random, and fair procedure that has been used throughout the world for centuries — the drawing of lots.

Those who wish to run a Civic Lottery (the conveners) first decide on: (a) the population they are ultimately working to represent through the civic lottery; (b) the number of individuals to be selected; (c) the basic demographic criteria that will be used to ensure the selected group broadly represents the population at large; and (d) the method for inviting a set number of randomly chosen individuals from within that population to volunteer.

Lots are drawn when randomly selected individuals are chosen to receive invitations. Often the invitation is in the form of a letter sent by mail to several thousand randomly selected households. Whatever method is chosen for distributing invitations, it should give everyone in the population roughly the same chance of being invited to volunteer. The invitation explains that the recipient is being asked to volunteer to help the convenor solve a problem that affects the population, and that, if selected, they will be working with others on behalf of the whole population to develop solutions. Those who volunteer are asked to provide basic demographic information required for the lottery process, but are not asked to make a case for why they should be selected — as long as they meet the basic eligibility criteria, they are placed into the pool of volunteers.

From amongst the pool of volunteers, the civic lottery process draws lots again by randomly selecting individuals in such a way that the selected participants match the demographic criteria for representation (for instance, an even gender balance). Finally, selected participants are contacted to offer them a role working with others to provide advice to the convenor.

Why run a Civic Lottery?

Good public policy doesn't just serve people, it also reflects their preferences — that is, it serves them in the way they want to be served.

It is often tempting to say to folks, "Trust us, we know what we're doing", and to proceed with those individuals in mind while otherwise keeping them outside the decision-making process. But there is value in having those affected by policy take part in making decisions.

In political science, there's a concept known as the "all-affected interests principle." The notion here is that in a democracy those affected by a decision ought to have a chance to take part in shaping that decision. This idea reflects a moral commitment to treating people as active agents who can self-govern, rather than as passive objects who must be governed.

Civic Lotteries enable conveners to bring people into decision-making processes, connecting them with the organizations and governments that shape their lives; in doing so, they live up to the high bar set by the all-affected interests principle. But that's not all. When lotteries are paired with deliberative mechanisms such as citizen' juries, they also build trust and produce more legitimate outcomes — people like and respect decisions more when they and people like them participate.

Plus, research suggests that diverse groups of decision makers —the sort you can put together through a Civic Lottery— are better at problem solving, and at coming up with creative solutions to tricky problems. And, on top of it all, Civic Lotteries are great at solving a very old problem in politics: the makeup of participation.

The problem of who shows up

As long as democracies have been around, they've had a pesky, persistent problem: certain people tend to show up to take part in the decision-making process more often than other sorts of people. For instance, these days, voter turnout skews older. Sure, voting is only a part of democratic life, but the sampling problem applies elsewhere, too. Surveys, town halls, protests, letters to elected representatives, and other regular features of civic engagement also tend to over-represent certain populations. That's a problem for those who want to make policy that reflects the diversity of their community.

Civic Lotteries solve the problem of who shows up by allowing conveners to randomly select participants from a predetermined population or set of populations. Say, for instance, you want to make a poli-

cy that disproportionately affects a particular socio-economic group, the members of which tend to shy away from the political process. Town halls and letter campaigns can easily be captured by special, powerful interests. But a Civic Lottery designed to include a specific proportion of members from the socio-economic group in question ensures that this group will be represented at the decision-making table. It can also insulate the process from the overwhelming influence of partisan, moneyed, or special interests.



Benefits of a Civic Lottery

So far we have touched on some of the benefits of a Civic Lottery, but there are a few particular, central goods to keep in mind. Civic Lotteries ensure that the chance of receiving an invitation to the public engagement process is equal for all.

No one can buy or strong-arm their way into the process. With Civic Lotteries, money doesn't talk, nor do special connections or partisan affiliation. The Civic Lottery approach protects the democratic engagement process from the disproportionate influence of self-interested, self-organized groups, such as ad hoc neighbourhood groups who might not represent the views of their community. Accordingly, the process is inherently fair from the get-go. Also, since the opportunity to participate is also equal for all those who wish to take part, the process remains fair throughout. Not only does each person in a particular population have an equal chance to being invited, they have a similarly equal opportunity to be selected once they accept their invitation to take part.

On top of fairness, those who are ultimately selected to participate in a Civic Lottery will also reasonably mirror the demographics of the community from which they have been selected, so the process produces a representative selection. However, conveners may choose to adjust the process, at the outset, to plan for any special equity considerations that they may have. So, the process can be tailored to be random, representative, and also appropriate for whatever sort of decision needs to be made in whichever community, for instance by giving disproportionate consideration to Indigenous peoples, particular linguistic communities, or other traditional or cultural groups.

This process brings an appropriately diverse, balanced set of perspectives to bear on the issue at hand. Because of this, the public is likely to view the recommendations produced as being a good approximation of the public will. If these recommendations are carefully considered and incorporated by the convenor, their decisions end up enjoying higher levels of legitimacy and public support.

Randomness: How it works and why it's useful

Civic Lotteries are built on the principle of sortition, or random selection, which maximizes fairness by ensuring that each person has an equal chance of being selected.

Randomness isn't magic, but it is so simple and useful that it can seem like it is. A simple, intuitive example can help us understand how it works. Let's take the instance of a game of baseball being played on a primary school playground.

Imagine two teams are about to play a game and they need to decide who bats first. Both teams agree to have an umpire flip a coin, and one of the captains calls heads or tails. Whoever wins the coin toss gets to bat first. So far, so good.

The umpire tosses the coin, the team that wins goes to bat, and the team that loses takes the field. The team headed to the field must first decide who will be catcher – a position that few people want to play. So, to decide on who will play catcher, the players agree to draw straws. They find nine straws of equal length and shorten one. The straws are grouped together and the length of each is hidden. Each player then picks a straw. The player who draws the short straw loses and must play catcher.

At the same time, the team that's first up to bat must decide on a batting order. Again, the players agree to draw straws—but they do it a little differently than the other team. They too find nine identical straws of equal length. However, they cut each straw so there are nine different lengths. The straws are grouped together and their lengths are hidden. The player who draws the shortest straw bats last, the player who draws the second-shortest straw bats second to last, and so on, through to the player who draws the longest straw, who bats first.

The limits of randomness and some solutions

While randomization can be used to create a fair process in theory, it doesn't always make for a fair process in practice, especially once things become more complicated than a coin-toss.

For example, sometimes exceptions need to be made to support the fairness of the game and the rules that enable that fairness. In the case of baseball, for instance, the umpire is never allowed to play. It is accepted that umpires cannot both fairly enforce the rules and play. They can do one or the other. Even if the decision of what team the umpire played for was "decided" by a fair coin toss or by drawing straws, their mere presence on the team would create unfairness or perceived unfairness, which undermines the game.

These are the sorts of fairness considerations that must inform the design of a random selection process. These design elements become even more complex when one of the most important values or principles of a process is “representation” – a consideration that changes how the process is designed.

Let’s go back to the example of a baseball game at an elementary school. This time, two schools agree to play a game of baseball against each other, with the pride of each school at stake. However, the schools also agree to a rule that each team must represent their school’s strengths and weaknesses equally – no school can stack its teams with just the best players. The students of each school, regardless of whether they want to play baseball or not, understand that it is their duty to offer to play.

The first school, which has 200 students, decides to draw straws to select the nine players for their team. Two hundred identical straws of equal length are found and nine are cut short. The straws are grouped together with their lengths hidden. Each student picks a straw. The students who draw the short straws are selected as the school’s representative baseball players.

This process is random and fair, but the makeup of the team is not fair in the eyes of many students. There are equal numbers of girls and boys in the school, but through random selection, eight of the nine players selected are boys – which is an entirely possible outcome when selecting a small number of participants from a large pool of candidates.

So, the school’s principal decides to redesign the selection game. This time, two games of drawing straws are held: one to select five players from amongst the boy students and one to select five players from amongst the girls. That gives the team ten players – but only nine are needed. The last girl and last boy selected by straws then face off to flip a coin – the winner of this coin-toss is selected to become the ninth player on the team.

This final iteration of the selection process solved two different problems at once: first, it made the selection of individual players fair, and second, it ensured that the final baseball team was representative of both genders.

This is the basic logic used in the design of the Civic Lottery.

Elements of a Civic Lottery

There are several elements of a Civic Lottery. These parts overlap to make the Civic Lottery a great choice for policymakers whenever they're looking to engage members of a population in a deliberative democratic process.

Equality of opportunity

The Civic Lottery process creates an equal opportunity for all individuals in a given population to receive an invitation to participate in the engagement process. In addition, the process creates an equal opportunity for those who volunteer to be selected to participate in the engagement process. This opportunity is provided by randomization, which, regardless of the specific tools used to conduct the random selection, is inherently consistent and unbiased.

Representativeness

The Civic Lottery process further promotes equal opportunity for all residents or citizens by ensuring that proportional numbers of subpopulations (according to gender, age, location, and so forth) can be randomly selected for the public engagement process – thus mirroring the wider population according to the needs of the engagement process while respecting social norms of equality and inclusiveness.

Defensibility

The Civic Lottery process removes the possibility of human intervention –and meddling– from the invitation and selection process, ensuring that results are unbiased and can be defended when subjected to public scrutiny.

Consistency

The Civic Lottery process is able to consistently and predictably recruit a group of participants for a wide range of public engagement processes on a broad set of topics. While the particular makeup of each iteration will vary according to the needs of the conveners, the process itself is consistently random and fair.

How to run a Civic Lottery

In this section we provide an in-depth, step-by-step guide to running a Civic Lottery.

First, within a Civic Lottery, there are typically three stages of randomization:

1. the initial invitees who receive an invitation;
2. the combination of the demographics or other participant criteria;
or the combination of representative criteria, primarily demographics;
or the combination of criteria that define representativeness for each participant, primary demographics; and
3. the participants who match the combined or bundled criteria.

Next, the Civic Lottery itself comprises four steps for preparing the process and selecting panelists who will participate in policy making.

Step 1: Defining the Task and Parameters

The process conveners identify a target population or “public” in relation to the consultation issue; they set the rules of the lottery, and they set participant criteria. If needed, a formal Terms of Reference can publicly document the rules, criteria, and consultation issue.

Step 2: Inviting Volunteers

The conveners randomly select the initial target population and they design, deliver, and manage the invitation message, plan, and tool(s).

Step 3: Registering and Validating Volunteers

The conveners collect responses from volunteers and validate them against the lottery rules – typically disqualifications.

Step 4: Selecting Panelists

The conveners transfer the population criteria to “lots,” from which they randomly select individuals and create participant profiles. They then randomly select validated volunteers, matching each participant profile, forming a final group representative of the population. Finally, they inform the selected, validated participants and confirm their participation.

Step 1: Defining the Task and Parameters

Define the issue: A government, public institution, or organization identifies and defines an issue or a decision that requires public consultation.

Examples (used onward):

1. To fund public transit across several cities, for instance by raising taxes (Burlington, London, and York);
2. To develop an amalgamation plan for the municipalities of Township of Creemore and the City of Cardigan;
3. To change the services offerings of the cancer treatment program at a local hospital (Sacred Heart);
4. To develop a new federal pharmaceutical drug policy.

Define the “public”: The conveners define the “public” in relation to the issue or decision to be made. This population may be identified by geography, demographics, social traits, shared experience, or any combination of these or other relevant considerations.

Examples:

1. Residents of the cities of Burlington, London, and York;
2. Residents of the Town of Creemore and City of Cardigan;
3. Residents within the service catchment or radius of the Sacred Heart Hospital;
4. Citizens or permanent residents of Canada.

Establish the exclusionary criteria for bias: The conveners define criteria for excluding participation by certain types of individuals based on a series of rules in relation to the issue or decision to be made. This is done to mitigate any bias in participant selection that could undermine the engagement process.

Examples:

1. Elected councillors, employees, or committee members of the cities of Burlington, London, and York, and public transit employees;
2. Elected councillors, employees, or committee members of both municipalities;
3. Employees and board members of Sacred Heart Hospital; local, provincial, and federal government employees; local, provincial, and federal politicians;

4. Local, provincial, and federal politicians; employees or advocates for the pharmaceutical sector.

Establish other exclusionary criteria: The conveners may also establish other exclusionary criteria based on traditions or legal rights, including status of citizenship, voting age, prisoners, and so forth.

Examples:

1. Citizens or residents alike; anyone 16 years and older;
2. Citizens or residents alike who live in the municipalities; anyone of legal voting age;
3. Citizens or residents alike; anyone 16 years and older;
4. Citizens or permanent residents of Canada; anyone of legal voting age.

Decide whether this is an open or closed recruitment process.

Most Civic Lotteries are closed processes. In a closed recruitment process, only members of the defined population who have received a verified ballot (by mail, email, telephone, etc.) are eligible to volunteer. This reduces the ability of stakeholders, special interests, and frequent participants to swamp the lottery process while increasing the chances that those who traditionally do not participate end up getting selected.

In an open recruitment process, anyone within the defined population who fits the criteria is eligible to volunteer, regardless of whether they have received an invitation. Open recruitment processes are more likely to involve those who are already participating via other avenues (such as open meetings and online surveys).

Step 2: Inviting Volunteers

A: The conveners source a universal contact list for the population and randomly select a subset of individuals to receive invitations. The contact list should be universal in order to give everyone in the population roughly the same chance of receiving the invitation. The number of invitees included to receive an invitation depends on several variables, including total population size of the polity, method of distributing invitations, expected level of interest in the issue, and project budget.

Examples:

1. Municipal property tax assessment rolls;
2. Address lists provided by the postal system;
3. Cancer care patient and family members list;
4. A universal marketing list.

B: The conveners can define subsections within the larger population of invitees and ensure that a certain number of invitees are within each subsection. These subsections should mirror traditional or well-known divisions to ensure that they will be accepted as fair by the public.

Examples:

1. The borders and populations of the three cities;
2. The borders and electoral wards of Creemore (5) and Cardigan (7);
3. The borders and populations of the three health areas;
4. The borders and populations of the thirteen provinces and territories.

C: For closed recruitment processes, the conveners give each invitation a unique code that is used to verify each Civic Lottery ballot. The codes should be randomly generated numbers with at least one security feature, such as a check digit* to ensure the code is legitimate. Keycodes should also be linked to the original contact information in order to provide a second method of verification to ensure the ballot was not traded to someone other than the intended recipient.

* https://en.wikipedia.org/wiki/Check_digit

Example:

Keycode: AA 231218424

Address: #13-1273 Hammond Street, Toronto, Ontario

Breakout:

$$AA \cdot 23 \cdot 12 \cdot 184 \cdot 24$$

AA (simple ID tags), 23 (block #1), 12 (block #2), 184 (block #3), 24 (address #)

Security feature 1: the first key (1.5) is used to calculate the third block from the first two:

$$23 \text{ (block \#1)} \times 12 \text{ (block \#2)} \div 1.5 \text{ (key \#1)} = 184 \text{ (block \#3)}$$

Security feature 2: the second key (0.7) is used to calculate the address block (24) from the digits in the street address (#13-1273):

$$1 + 3 + 1 + 2 + 7 + 3 = 17$$

$$17 \div 0.7 \text{ (key \#2)} = 24.28 \text{ (address \#)}$$

A note about check digits and validation:

There are many other methods to create verifiable codes and validation features to ensure a Civic Lottery remains fair and secure. The above is one of the ways that MASS LBP uses to create our own keycodes. One piece of advice that we like to share – ensure that any validation method that you choose or design does not create a barrier to entry, excess frustration for the volunteer, and/or an accessibility issue.

D: The conveners send an invitation to each selected contact, typically a mailed package (though email and telephone call methods have been explored). A mailed invitation package generally contains an introductory letter, information sheet, response form, and return envelope, packaged in an addressed and branded outer envelope. The invitation should address seven important pieces of information:

1. An introduction to the convening public institution;
2. An introduction to the problems or issues;

3. An introduction to the selection and engagement process;
4. An outline of the rules and exclusions of the selection process;
5. An introduction to the specific issue to be addressed;
6. The request to volunteer, which includes: volunteer dates, deadlines, methods of registration, and other information pertaining to the process; and
7. An outline of the responsibilities of volunteers if selected by the lottery.

E: The target population should receive the invitations four to six weeks before the registration deadline. This gives the invitees time to consider participating, decide what to do, and respond to conveners. This length of time ensures a reasonable turnout since it allows possible participants to organize their schedules (work, family, etc.) and underlines the seriousness or importance of the process.

Step 3: Registering and Validating Volunteers

A: Invitees are generally given multiple ways to respond to the request – for example, by returning a response form included in the invitation package, by phoning the Civic Lottery’s coordinators, or by filling out a secure online form.

The conveners then check the volunteers’ information for completeness and, for closed recruitment processes, validate their keycodes. They remove from the lottery any volunteer with missing information or who does not have a valid keycode.

Base registration information:

The following registration information collects all necessary information to allow the convenor to randomly select a representative group based on age, gender, and location of residence.

1. Response: Yes or No
2. Availability and Commitment: Yes or No
3. Keycode
4. First Name
5. Last Name
6. Address
7. City/Town
8. Province, State, or Territory
9. Postal Code or Zip Code
10. Primary Phone Number
11. Secondary Phone Number
12. Email
13. Age Bracket
14. Self-Identified Gender
15. Information Collection Acknowledgement
(based on laws and common practice)

B: In some cases, other information is necessary to gather a properly representative group of volunteers through the lottery process.

Examples:

1. Homeowner or renter;
2. Duration of residence in town;

3. Whether they are a former or current cancer patient, or the family member of a former or current cancer patient;
4. Indigenous or Aboriginal, or visible minority or Francophone.

A note about criteria and registrant information:

Keep the number of criteria that define representation reasonable. The more criteria you add to the process of selection the more difficult the lottery will become to conduct and less opportunity volunteers within the lottery will have of being selected. With too many criteria the lottery will become “locked up.” Some additional advice: don’t treat the lottery like a survey. Ask only the information that you need. The length of the registration may be a barrier for volunteers and reduce the number of respondents.

C: Once the deadline has passed, conveners review all “Yes” responses, verify addresses and keycodes, and complete additional processing. The conveners review the list for duplicates and other possible issues (such as misspelled names, improperly formatted addresses, etc.). They resolve these issues if possible and log the way they were resolved. At this stage, conveners can tag the list with additional demographic or geographic information. For example, if geographic areas are being used as selection criteria for the lottery (such as electoral boundaries or natural borders), conveners look up, tag, and then re-verify each address to ensure accuracy.

D: Throughout the registration and validation stage, conveners keep a log (in the form of a book or file) that documents critical changes to the list, such as the removal of volunteers due to unverified keycodes, incorrect addresses, or other issues, such as volunteers from outside of the designated geographic area. Keeping a log helps ensure the selection process can be easily explained and that any changes to the process or the list can be defended if scrutinized.

Step 4: Selecting Panelists

A: The panelist selection process has two stages: a) the creation, randomization, and cross-selection of demographic lots to create volunteer profiles; and b) the randomization and selection of ballot lots to select participants.

B: Civic Lotteries use three core selection criteria: gender, age by bracket, and location of residence. These selection criteria are derived from well-documented and publicly accepted population information – for example, the census. As noted above, a limited number of other criteria can be included. The total number of selection lots per criterion equals the total number of people who will be selected to participate in the engagement process. The conveners define or create selection lots for each selection criterion based on their proportion in the larger population. This creates a system of “representation by population” based on each selection criterion.

Example:

A Civic Lottery is used to select 24 participants who will develop a new municipal strategic plan for the Town of Creemore.

| Selection Criteria | Creemore Census | Lot Quantities |
|-----------------------------|-----------------|----------------|
| Population: | 20,000 | 24 |
| <u>Criterion #1: Gender</u> | | |
| Male | 9,750 | 12 |
| Female | 10,250 | 12 |
| <u>Criterion #2: Age</u> | | |
| 18-39 | 3,000 | 4 |
| 40-59 | 5,000 | 6 |
| 60+ | 12,000 | 14 |
| <u>Criterion #3: Zone</u> | | |
| Zone 1 | 3,000 | 4 |
| Zone 2 | 9,000 | 10 |
| Zone 3 | 3,000 | 4 |
| Zone 4 | 5,000 | 6 |

C: The conveners then create Civic Lottery profiles by randomly selecting a single lot from across the criterion pool. Each profile is comprised of a bundle of randomly chosen selection criteria from each criterion category.

Example (continued from above):

A random characteristic is selected from each criterion category to determine the profile of the first lot (Profile #1):

Criterion: Gender · Lot #1 · Selection: Female. (Remaining lots: 12 Male and 11 Female lots)

Criterion: Age · Lot #1 · Selection: 60+. (Remaining lots: 4 of 18-39, 6 of 40-59, 13 of 60+)

Criterion: Zone · Lot #1 · Selection: Zone 4. (Remaining lots: 4 of Zone 1, 10 of Zone 2, 4 of Zone 3, and 5 of Zone 4)

Profile #1: Female resident of Creemore, aged 60+, from Zone 4.

D: The conveners then use the Civic Lottery profile (#1) to randomly select a volunteer from the respondents. Using the profile criteria, they identify all matching volunteers from the larger pool of volunteers and then randomly select a single participant as the “winner.”

Example (continued from above):

Profile #1: Female · 60+ · Zone 4

| Gross Volunteer Pool | Profiles |
|-------------------------|------------------------|
| Grace Jones | Female · 60+ · Zone 4 |
| Patti Smith | Female · 60+ · Zone 4 |
| Ian MacKaye | Male · 60+ · Zone 4 |
| Björk Guðmundsdóttir | Female · 60+ · Zone 1 |
| Robert Plant | Male · 18 -39 · Zone 1 |
| Robert Fitzgerald Diggs | Male · 40 -39 · Zone 2 |
| Gary Grice | Male · 18 -39 · Zone 2 |
| Tahliah Debrett Barnett | Female · 60+ · Zone 3 |
| Corey Woods | Male · 60+ · Zone 1 |
| Clifford Smith | Male · 40-59 · Zone 3 |
| Merrill Beth Nisker | Female · 60+ · Zone 4 |
| ...Continued... | ...Continued... |

| Matching Volunteer Pool | Profiles |
|----------------------------|-------------------------------|
| Grace Jones | Female · 60+ · Zone 4 |
| Patti Smith | Female · 60+ · Zone 4 |
| <i>Merrill Beth Nisker</i> | <i>Female · 60+ · Zone 4*</i> |

Profile #1 Winner: Merrill Beth Nisker

E: Conveners repeat the process until they have selected the total number of volunteers required (Method #1). Alternatively, conveners can randomly select all of the profiles first and then conduct the random selection of volunteers from the larger pool (Method #2).

F: It is possible that no volunteers within the larger volunteer pool match a randomly selected profile.

Using Method #1: conveners then break up the selected profile and return to the criterion pools for a redraw. They then redraw the profile and use the “new” profile to randomly select a new matching volunteer.

Using Method #2: conveners “unselect” the last two randomly selected volunteers and disassemble, or “break up”, the the corresponding randomly selected profiles. The volunteers and their criterion are returned to the selection pools. Conveners then redraw two profiles and use the two “new” profiles to randomly select two new matching volunteers. If this does not solve the issue, conveners break up a third profile, randomly select volunteers, and redraw three new profiles and volunteers.

G: In the event of an impossible profile match because of an insufficient number of volunteers for a given criterion (such as age), the conveners must change the selection criteria. Prior to the start of the selection process, conveners should define a ranking of criteria based on the order of representative importance. Typically gender is the most important criterion and, therefore, fixed during the selection process in order to ensure gender parity. However, depending on the needs of decision makers and the nature of the issue to be decided, changes may be made to age, geographic zone, or other criteria and their rankings may be amended.

Examples:

1. Geographic zone will be more important than age because the issue is tied to taxes and transit, both highly related to geography;

2. Geographic zone will be more important than age because the issue is municipal strategy, which is highly related to geography;
3. Age will be more important than geographic zone because the issue is hospital services, which could be highly related to age;
4. Age will be more important than geographic zone because the issue is pharmaceutical policy, which could be highly related to age. However, because of the tradition and relationship of federalism, this would be superseded by geographic representation.

H: In the event of a volunteer resigning after selection, the conveners reuse the criteria profile to reselect a new volunteer from the matching volunteer pool.

Using Civic Lotteries

MASS LBP has almost exclusively used the Civic Lottery process to select groups of citizens to be convened as members of our Citizens' Reference Panels, which are akin to citizens' juries. These panels are typically comprised of 24 to 36 volunteers who meet over four to six full-day sessions.

The Citizens' Reference Panel is led through a deliberative process in three phases: learning, deliberation, and recommendation. The goal of each panel is to create a series of well-informed recommendations that are forwarded to the decision-making body that has a mandate to implement the recommendations, such as a city council, ministry, or board of directors. These recommendations can be used to develop new policies, inform decisions, or create new strategies or plans.

Decision-makers are not obligated to implement all or any of the recommendations, but they have a responsibility to publicly acknowledge and respond to them.

The Civic Lottery process could also be used to select a representative group of citizens, employees, members of organizations, students, and more, to serve on standing committees, boards of directors, online panels, and as judges for competitions.

Based on MASS LBP's experience and observations from inviting and selecting volunteers to serve on Citizens' Reference Panels, we have identified a set of consultation principles that help strengthen the outcomes of using a Civic Lottery:

1. The issue the process will address must be specific and clearly explained in the invitation. Broad appeals to "think" about the future of an issue rarely work – instead, it should be framed as a "very real problem" that volunteers can work together to solve.
2. The volunteers' role in solving this problem should also be detailed along with the steps the volunteers will take during the process to reach consensus with others.
3. Prospective volunteers should understand that their participation is not guaranteed but will be confirmed by lottery.
4. The public entity responsible for convening the process should be explicitly identified, as well as any commitments they have made to the process and its recommendations.

5. The invitation should emphasize the importance of public service and that the volunteer will be responsible for representing their community – not only their personal views and interests.
6. A generous amount of time should be provided during the invitation stage of the process. More time gives possible volunteers the opportunity to think about volunteering and make necessary arrangements to their schedule and responsibilities should they be selected. Typically, this means at the very least six weeks from the reception of invitation until the first meeting of the panel.
7. Volunteering for a Civic Lottery should be about public service and should not be motivated by monetary incentives. However, this does not preclude the use of supports or subsidies to ensure the process is open to all and barriers to entry are overcome.

Watch for Updates

This guide is based on MASS LBP's ten years of experience with designing democratic engagement processes.

When we started MASS, we didn't know what we didn't know.

We had an idea of what a sortition process should look like, but we weren't sure how —or if— it would work in practice.

Since then, we have designed and run over 30 Civic Lotteries and we've learned a great deal. We know three things to be true: our process works consistently; we learn something new with each new lottery, public issue, and project; and we improve our approach with each iteration of the lottery.

So, treat this guide as a living document. Version 1.4.

We will update and refine it in future versions as we continue to learn from our work.

In the meantime, please stay in touch and tell us about your work and what you've learned.

Gratitude

This paper is MASS LBP's first attempt to document our experience using random selection, sortition, or in our words, Civic Lotteries.

Balancing the work of clients, volunteers, and business held us back from writing this document for too many years.

For their work on this undertaking – we would like to thank:

David Moscrop, Ph.D., Associate, MASS LBP;

Joanna Massie, Coordinator, MASS LBP; and

Patrick Baud, Associate, MASS LBP

Finally, we would also like to thank the many thousands of Canadians who have received one of our letters and took the 'democratic leap' and volunteered. Their confidence, enthusiasm and desire to serve their community is the inspiration behind everything we do.

Chris Ellis

Senior Director, MASS LBP

Glossary

Age bracket: a category that defines a span of ages. For instance, all volunteers or participants of and between the ages of 18 and 24 can be defined by the age bracket of 18 to 24. Age brackets are a core selection criterion and are typically defined by or sourced from known sources of population reporting, such as national census data.

Ballot, response form: a paper, digital form, or phone-in ballot that the volunteer must complete in its entirety and submit to enter the lottery. The ballot has basic identification questions (name, address, etc.) listed, as well as questions that are related to the selection criteria (age, gender, geographic area, and/or additional criteria). Each ballot is unique and is marked as such with a key-code (see below).

Keycode: a unique alphanumeric code that identifies each ballot. Each keycode is linked to the individual mailing address to which the invitation was sent and the ballot which forms the response to the invitation. This ensures integrity of the lottery by preventing anyone from being able to submit counterfeit ballots. It also guarantees the conveners cannot accidentally double count any ballot.

Lot(s): the unit (units) of any selection criteria used to create a volunteer profile. Lots can take the form of a physical representation of selection criteria, such as a set of individual criteria paper cards, or a digital representation in the form of a list or grouping of table fields. Each card or field represents a portion of the criteria for the lottery. For instance, when randomly selecting a group of six people (three women and three men) from a hat, one would use three paper cards marked as "female" and three marked as "male" as lots. Using a spreadsheet program, one would create a list of three table fields (cells) marked as "female" and three marked as "male" used as lots.

Participant, panelist: in this document, the terms "participant" and "panelist" refer to a person who is selected through a lottery.

Population definition: a numeric definition of population according to proportionate selection criteria. For instance, if a population of 100 has 33 men and 67 women, the population definition conveners would need to select would be a group of 18 people with 6 men and 12 women. The conveners would then use the definition to create the number of lots used for each criterion for the lottery.

Public: in this document, the noun "the public" refers to any group, membership, or community of people that is the target of a consultation process.

Recruitment: the activity of seeking volunteers or participants for a Civic Lottery or consultation process through marketing and outreach efforts, such as direct mail, advertising, etc.

Resident, citizen, or member: in this document, the terms “resident,” “citizen,” or “member” refer to the smallest unit of “the public” – a person who is a potential participant of a consultation process.

Selection criteria: the factors or categories for representation in the lottery. These criteria are design choices that define the way in which the lottery proportionately represents the target population for the larger consultation process. The main criteria are self-identified gender, age, and where one lives (geography). The conveners may identify additional categories according to the problem or theme of the public consultation process, including: primary transportation type for a consultation on transportation policy; whether one is a homeowner for a consultation on housing; or ethnographic categories to identify and ensure particular communities, including Indigenous peoples and visible minorities, are adequately represented.

Gender: the gender the respondent self-identifies with and not the medical sex of the respondent.

Validation: the process of reviewing the keycodes and other volunteer information that has been submitted during recruitment to ensure the integrity of the lottery process. The conveners identify invalid submissions, including duplicate submissions, those with addresses that are outside of the designated area due to forwarded mail, those with missing or incorrectly filled-out information, or those with missing or incorrectly matching keycodes, and remove them from the lottery process. The conveners make efforts to clarify any missing information or possible mistakes made by the respondent prior to selection.

Volunteer, respondent, positive respondent, negative respondent: A positive respondent is a member of the public who is both interested in and has submitted the information necessary for them to participate in the Civic Lottery process. By contrast, a negative respondent is a member of the public who is interested in the consultation, but has also indicated they are unable to participate in the Civic Lottery process and/or consultation process.

Volunteer profile: defines a complete set of randomly selected lots that represent a possible volunteer. For instance, in a lottery defined by three selection criteria (self-identified gender, age, and geographic area), three randomly selected lots (one for self-identi-

fied gender, one for age, and one for geographic area) constitute a complete volunteer profile.

MASS LBP Reference Panels Selected by Civic Lottery

1. Toronto Planning Review Panel (II) (10,000 packages mailed)
2. Greater Toronto Airports Authority Residents' Reference Panel on Airport Growth (15,000)
3. Metrolinx Residents' Reference Panel on the Regional Transportation Plan (10,000)
4. Duncan-North Cowichan Citizens' Assembly on Municipal Amalgamation (10,000)
5. Citizens' Reference Panel on Pharmacare in Canada (10,000)
6. Lethbridge Citizens' Assembly on Councillor Employment and Compensation (5,000)
7. St. Michael's Hospital: Residents' Health Services Panel (14,500)
8. St. Michael's Hospital: Academic Family Health Team Patient Design Session (10,000 emails)
9. Toronto Planning Review Panel (I) (12,000)
10. Calgary Commission on Municipal Infrastructure (10,000)
11. The Citizens' Reference Panel on the Mental Health Action Plan for Canada (10,000)
12. Metrolinx Residents' Reference Panel on the Davenport Community Rail Overpass (10,000)
13. Halton Region Citizens' Reference Panel on Strategic Priorities (II) (10,000)
14. Grandview-Woodland Citizens' Assembly (19,000)
15. St. Joseph's Health Centre Community Reference Panel (10,000)
16. Residents' Reference Panel on Supervised Injection Services (16,500)
17. BC Services Card User Panel on Digital Services (16,500)
18. Metrolinx Regional Residents' Reference Panel on Transportation Investment (10,000)
19. Ontario Ministry of Consumer Services Reference Panel on the Condominium Act (10,000)
20. Calgary Arts Development Citizens' Reference Panel (5,000)
21. Toronto Residents' Reference Panel on Household Income (7,500)
22. Citizens' Reference Panel on Ontario Health Services (10,000)
23. Toronto Community Housing Tenant Communications Strategy & Tenants' Reference Panel (7,500)
24. The Ottawa Hospital Patients' Reference Panel on Clinical Services Transformation (15,000)
25. Hamilton Citizens' Reference Panel on Cultural Policy and Planning (5,000)
26. Halton Region Citizens' Reference Panel on Strategic Priorities (I) (7,500)
27. Citizens' Advisory Panel on Clinical Hospital Services Distribution Plan (5,000)
28. Northumberland Hills Hospital Citizens' Advisory Panel on Health Service Prioritization (5,000)
29. Ontario Youth Matter Youth Advisory Council (5,000)
30. Mississauga-Halton Local Health Integration Network Citizens' Reference Panel on Regional Health Priorities (5,000)

31. Central Local Health Integration Network
Citizens' Reference Panel on Regional
Health Priorities (5,000)
32. South East Local Health Integration
Network Citizens' Reference Panel on
Regional Health Priorities (5,000)
33. South East Local Health Integration
Network Citizens' Regional Health Assembly
(5,000)

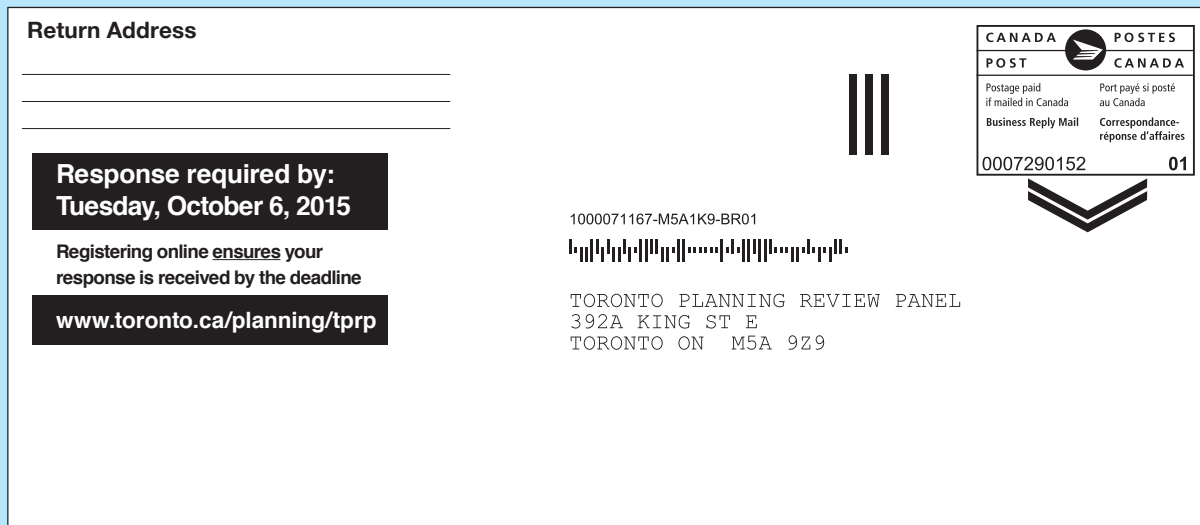
Commissioned Civic Lotteries

1. McMaster: Citizens' Reference Panel on
Health Technologies (3,500)
2. BioBanking in British Columbia: A
Deliberative Public Consultation (5,000)
3. Explosives and the Environment in
British Columbia: A Deliberative Public
Consultation (5,000)
4. Prince Edward County Citizens' Assembly
(5,000)

Civic Lottery Invitation Package:



Outer window envelope. (Size: No. 10)



Return envelope. (Size: No. 9)

Candidate Response Card

☐ **YES, I would like to volunteer as a member of the Toronto Planning Review Panel**

☐ *No, I do not wish to volunteer on the Panel but I would like to receive further information*

First name: Last name:

Gender: Male ☐ Female ☐ Age: 18 – 29 ☐ 30 – 44 ☐ 45 – 64 ☐ 65+ ☐

Primary Phone: - - Secondary Phone: - -

Email:

Sanjay Smith
#2-143 York View Dr
Toronto, ON M5A 1D3

Office use

XX123456

Volunteer by
October 6

Please turn over

Lottery Ballot – Front Side.

Candidate Response Card

Please complete your candidate card by checking all that apply:

1) ☐ I own my home ☐ I rent my home

☐ Aboriginal ☐ Visible Minority

3) I am available to attend all four orientation sessions of the Panel: ☐ Yes ☐ No

October 17, 2015 October 31, 2015 November 14, 2015 November 28, 2015

4) I am available to attend at least 10 of the 12 subsequent meetings of the Panel in 2016 and 2017.
Please refer to the enclosed Frequently Asked Questions sheet for the list of subsequent meeting dates.

☐ Yes, I've read the list of dates and can attend ☐ No, I've read the list of dates and cannot attend

NOTICE OF COLLECTION: The personal information requested here is collected under the legal authority of the City of Toronto Act, S.O. 2006, Chapter 11, Schedule A, s.136 (b) & (c) and the Planning Act, R.S.O. 1990, Chapter P.13.

Your personal information will be used for the purpose of forming the Toronto Planning Review panel and will not be shared with any other parties or for any other purpose than the creation of this panel. Questions about this collection can be directed to the Coordinator Stakeholder Engagement & Special Projects in the Office of the Chief Planner by calling 416-392-3812, or by e-mail at dfusca@toronto.ca.

Deadline
October 6
Respond Today

Please turn over

Lottery Ballot – Back Side



September 4, 2015

Dear Toronto Resident,

The City's Planning Division needs your help to make sure we are creating a city that is prosperous, livable, equitable, and environmentally responsible.

This letter is a special invitation to apply to be part of the new Planning Review Panel, and to add your voice to Toronto's planning process. If you are 18 years of age or older and live in Toronto, you can apply — no experience is necessary.

Whether you're new to Toronto or a long-time resident, you know the city is changing fast.

New buildings and infrastructure are being constructed to meet the needs of the 20,000 net new residents who each year decide to make Toronto their home. This makes Toronto one of the fastest-growing and most dynamic cities in North America.

The City's Planning Division is responsible for ensuring that this growth enhances the city we share — from Steeles Avenue to the waterfront, and from Rouge River to Etobicoke Creek.

This means thinking about the long-term impacts of growth, while balancing the different interests, needs, and priorities of the city's 2.8 million residents. **We need your help to get this balance right.**

The Planning Review Panel is a new way for City Planning to hear the perspectives of Torontonians like you. As a member of the Panel, you will learn about your city and provide input and local expertise on important planning issues shaping Toronto. These issues could relate to transportation, zoning for new homes and businesses, neighbourhood density and character, historic buildings, and the locations of libraries, community centres, parks, and other neighbourhood amenities.

Membership on the panel is open to any Toronto resident who receives this letter and is 18 years of age or older. From among the pool of applicants, 28 members will be randomly selected to ensure broad representation from across the city. You do not need to be a Canadian citizen, and there is no cost to participate.

The Planning Review Panel will meet six times each year, following a special orientation program this fall. Each member will serve on the Panel for two years.

Joining the Panel is a great way to:

- Learn first-hand about your city and the planning process;
- Contribute your perspective and learn about the views of other Toronto residents; and
- Provide insight to the Planning Division concerning important issues shaping the city.

You do not need to be an expert to participate. It's your perspective as a Toronto resident that matters most.

Please turn over 

**Deadline
October 6
Respond Today**

Members of the Planning Review Panel will meet from 9:30 a.m. – 4:00 p.m. on the following Saturdays this fall. You must be able to attend each of the sessions, as well as 10 of 12 additional meetings that will occur over the next two years (see the *Frequently Asked Questions* sheet for further details).

Saturday, October 17, 2015

Saturday, November 14, 2015

Saturday, October 31, 2015

Saturday, November 28, 2015

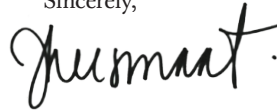
To volunteer for the Planning Review Panel, please phone 1-844-711-8186, mail in the enclosed form, or register online at www.toronto.ca/planning/tprrp by Tuesday, October 6, 2015.

I believe our City's planning process will be strengthened by creating new ways for Torontonians to learn and contribute to the decisions that affect them.

Toronto is an exciting place to live, and it's important that we all have a hand in shaping it.

Whether you are new to Toronto or a long-time resident, I sincerely hope you will volunteer to serve on Toronto's first Planning Review Panel.

Sincerely,



Jennifer Keesmaat

Chief Planner and Executive Director
Planning Division
City of Toronto



A MESSAGE FROM THE MAYOR OF TORONTO, JOHN TORY:

"We are all passionate about the city we live in and want the best for Toronto. The City is looking at more and better ways of bringing you to the table when making decisions that affect you and your family. The Planning Review Panel is an excellent, thoughtful and direct way for you to give City Hall the advice we need to make good choices about the future of our city. Whether you just moved to the city or have lived here your entire life, I encourage you to volunteer. Let's work together to turn a good city into a truly great one."

How to register as a volunteer for the Toronto Planning Review Panel:

There are three quick and easy ways you can register:

1. Phone 1-844-711-8186 to register by phone (or ask questions about the selection process);
2. Complete the enclosed Candidate Response Card and mail it back using the enclosed envelope; or
3. Register securely online at www.toronto.ca/planning/tprrp

Please ensure you register in one of the above ways by Tuesday, October 6, 2015. If you are selected for the Panel, you can expect a phone call on the evening of Wednesday, Oct 7, 2015.

The Planning Review Panel will meet on the following dates between 9:30 a.m. and 4:00 p.m.: October 17 and 31, and November 14 and 28. You must be able to attend all of the sessions above and 10 of the 12 additional meetings held from January 23, 2016 to November 18, 2017 (see the *Frequently Asked Questions* sheet for further details). Please check and hold all dates until the evening of Wednesday, October 7, 2015, when the members of the Panel will be notified.

If you are unable to participate, please encourage members of your household 18 years of age or older to volunteer.

Frequently Asked Questions

Toronto Planning Review Panel



What is a Planning Review Panel?

A Planning Review Panel is a group of residents brought together to learn about, discuss, and provide input to City Planning staff on important city planning issues. Twenty-eight randomly selected Torontonians will be appointed to the Panel as volunteers for two years. The Panel will develop its input as a group and will work to reflect the interests of all Torontonians.

Why have a Planning Review Panel in Toronto?

Toronto is changing fast. Each year 20,000 net new residents make Toronto their home, and they all need places to live, work, and play. This means we need to build or upgrade new and existing buildings, public spaces and infrastructure to meet the city's changing needs. The Planning Review Panel will be a new way for residents to share their perspectives on how best to direct this growth and change. The City of Toronto's Planning Division believes the input of residents like you, and the expert knowledge you have about the communities you live in, is essential for good decision-making. The insights and local expertise of the Panel will complement other forms of community consultation and help to ensure that growth occurs in ways that reflect the values and priorities of Toronto's residents.

But I am not an expert — can I still be involved?

Absolutely. We do not expect you to have any specialized knowledge about city planning. Your perspective and experience as a Toronto resident is what matters most. Each member will have enough time to learn everything they need to make an informed contribution to the Planning Review Panel.

What is the City of Toronto's Planning Division?

The City Planning Division provides advice to City Council that helps guide growth in neighbourhoods across Toronto. We shape how the city looks and feels, and develop plans that ensure residents can work, live, play, and move throughout the city. We review applications for new buildings; promote well-designed streets, parks and open spaces; guide how buildings are located, organized, and shaped; plan transportation; work to transform Toronto's waterfront; and undertake in-depth research used by other City Divisions on land use, housing, community services, and the environment.

What would be my role as a member of the Planning Review Panel?

Between October 2015 and November 2017, members of the Planning Review Panel will meet 16 times. As a member of the Panel you will:

- Learn first-hand about the city and its planning process from independent experts as well as City staff;
- Contribute your perspective and learn about the views of others; and
- Provide input to the Planning Division on important issues shaping the city.

The Planning Division will request input from the Planning Review Panel on issues such as transportation plans, the desired density and character of different neighbourhoods, the importance of historic buildings and public art, and the location of new community amenities like parks, libraries, and community centres.

What will be done with the Panel's input?

The Planning Review Panel is intended to be an influential body and an important source of input that will help the Planning Division provide effective advice to City Council. The panel's perspectives, insights, and priorities will be referenced in reports to Council and published on the City of Toronto's website.

How was I selected to receive this invitation?

Your address was one of 12,000 households across Toronto randomly selected by Canada Post to receive this invitation.

Who is eligible to serve on the Planning Review Panel?

To be a member of the Planning Review Panel you must be 18 years of age or older and a current resident of a household that received this letter. You do not need to be a Canadian citizen to participate. Only one volunteer per household will be eligible for membership on the Planning Review Panel. Employees of the City of Toronto, contractors working for the Planning Division, members of other official City of Toronto Advisory Bodies, as well as elected municipal, provincial, and federal officials are ineligible to serve as members of the Planning Review Panel.

Please turn over 

Deadline
October 6
Respond Today

Can anyone from my household volunteer?

Yes. This invitation is transferable to anyone living in your household. If you are unavailable, please pass this invitation to any member of your household who is 18 years of age or older.

How will the members of the Planning Review Panel be selected?

Members will be chosen by randomly selecting names from among the pool of volunteers who respond to this letter — a process we call a Civic Lottery. We will make sure the panel is as diverse as Toronto itself, with equal representation of both men and women, as well as people of all ages, homeowners and renters, and people who identify as visible minorities. The Panel will also include at least one Aboriginal member.

How do I become a member of the Planning Review Panel?

First, you must respond to this invitation no later than Tuesday, October 6, 2015. You can register over the phone at 1-844-711-8186, online at toronto.ca/planning/tprp or by using the enclosed prepaid envelope. Then, on Wednesday, October 7, 2015, we will randomly select members of the Planning Review Panel from among those who have registered as volunteers. If you are selected, you will be notified by phone.

I am unsure whether I can attend all sixteen meetings, can I still volunteer?

It is very important that all members of the Planning Review Panel attend each meeting. We realize, however, that this is a significant commitment. At minimum, members must attend the four orientation sessions this fall, and ten of the twelve meetings in 2016 and 2017. Please consider and confirm your ability to participate before volunteering.

The four Saturday orientation sessions will run from 9:30 a.m. to 4:00 p.m. on the following dates. You must be able to attend all four of these sessions:

| | |
|------------------|-------------------|
| October 17, 2015 | November 14, 2015 |
| October 31, 2015 | November 28, 2015 |

The twelve additional meetings of the Planning Review Panel will run from 11:30 a.m. to 4:30 p.m. on the following Saturdays.

You must be able to attend, at minimum, ten of the twelve meetings:

| | |
|-----------------------|-----------------------|
| 2016 Meetings: | 2017 Meetings: |
| January 23, 2016 | January 14, 2017 |
| April 2, 2016 | March 4, 2017 |
| May 14, 2016 | April 22, 2017 |
| September 10, 2016 | June 10, 2017 |
| October 15, 2016 | September 16, 2017 |
| November 26, 2016 | November 18, 2017 |

Will I get paid to serve on the Planning Review Panel?

We are asking you to donate your time and volunteer as a member of the Panel. Lunches and snacks will be provided, and basic travel costs, including parking, will be reimbursed. Childcare and eldercare will be made available (or an equivalent subsidy) if requested. However, we do not provide an honorarium or any additional compensation. There is no cost to participate.

Will the Planning Review Panel have translation services?

The Panel's meetings will be in English and simultaneous translation will not be available.

I have a physical disability. Can you assist me in participating?

If you would like to be a member of the Planning Review Panel, but are concerned about potential barriers to participating, please call 1-844-711-8186. We are committed to assisting all members of the Planning Review Panel so that they can participate successfully, and will do our best to accommodate your needs.

If I do not get chosen for the Planning Review Panel, can I still be involved in city government?

Absolutely. The City of Toronto hosts a variety of public consultations each year on a range of local and city-wide subjects. A list of upcoming consultations can be found by visiting www.toronto.ca/involved and clicking on "Consultations."

How to register as a volunteer for the Toronto Planning Review Panel:

There are three quick and easy ways you can register:

1. Phone 1-844-711-8186 to register by phone (or ask questions about the selection process);
2. Complete the enclosed Candidate Response Card and mail it back using the enclosed envelope; or
3. Register securely online at www.toronto.ca/planning/tprp

Please ensure you register in one of the above ways by Tuesday, October 6, 2015. If you are selected for the Panel, you can expect a phone call on the evening of Wednesday, Oct 7, 2015.

The Planning Review Panel will meet on the following dates between 9:30 a.m. and 4:00 p.m.: October 17 and 31, and November 14 and 28. You must be able to attend all of the sessions above and 10 of the 12 additional meetings held from January 23, 2016 to November 18, 2017 (see the *Frequently Asked Questions* sheet for further details). Please check and hold all dates until the evening of Wednesday, October 7, 2015, when the members of the Panel will be notified.

If you are unable to participate, please encourage members of your household 18 years of age or older to volunteer.

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