**BRIEFING NOTE**

**DATE:**

**TO:**

# **CC:**

# **FROM:**

**TITLE:**

**OBJECTIVE**

[The Objective states the purpose of the report – What do you want the reader to do?]

**SUMMARY**

[The Summary states what has happened, is happening, will happen or might happen that requires the readers attention. When appropriate, it states what strengths, weaknesses, opportunities or threats exist.]

**BACKGROUND**

[The Background section provides history and other information to bring the reader up to speed on the issue; should not be controversial or subject to dispute; sets the stage for considerations; and may include current status.]

**ANALYSIS**

[The Analysis section provide the facts, arguments, opinions and implications/analysis needed to show that the Recommendation(s) are a sound response to the Issue. The Considerations section may address the following as needed:

• relevance to needs, desires and strategic priorities

• pros and cons of options, including feasibility, costs, benefits and risk

• implications for the division and other divisions of TRCA

• implications for partners and/or stakeholders

• communications implications and communication plans]

**RECOMMENDATION(S)**

[The Recommendation(s) tells the reader precisely what you would like them to do to bring about the desired outcome. Include a deadline, if needed (e.g., “A decision from you by ‘X’ would enable the project to remain on schedule.”). Beyond this, do not introduce or restate rationale in the Recommendation(s).]

**CONCLUSION/NEXT STEPS**

[The Conclusion answers the question ‘So what?’; and/or states the division’s position; and/or

tells the reader what happens next and when the reader will be briefed again.]