

### Supply

In 1987 Gordon Osbaldeston who had been clerk of the Privy Council was asked to look at CSIS. He recommended changes to the services top level organization, a new approach to training, development, and an improved infrastructure for CSIS. Those changes were made.

In 1989 Parliament reviewed the CSIS act, five years after it was created, and found that an organization to counter terrorism and espionage and to provide intelligence to the government was still needed in Canada.

In 1991 the then government responded to that parliamentary review. The best summary of its conclusions in terms of the service and the act of Parliament that governs it is provided by the title of the report, "On Course".

The third review since 1984 was done in the winter of 1992-93. The Solicitor General asked the director at that time to conduct a full review of the service and how it should change to take account of the end of the cold war and present and future threats to Canadian security. Today's service reflects the changed reality.

CSIS was created to enhance accountability, not evade it. CSIS was created to observe the rights and liberties of all Canadians. The law that governs CSIS is clear. The review that governs CSIS is comprehensive. The accountability of CSIS to the government is complete and the process of change and reform has been constant.

CSIS reflects our cultural diversity and many more women are part of the operation. Two out of three employees have been hired since 1984. The service has expanded dramatically its capacity for research and analysis including in depth long term studies of global security problems of relevance to Canada.

Hundreds of graduates in business administration, in history, in economics and in social sciences have been brought in. These people are not spies as some would prefer to believe. Many of them are analysts. Most are not sitting in some attic with a wire in their ear; they are at a desk reading. Much of what they analyse is open source material or information received from friends and allies.

The CIA estimates that 55 per cent of its finished intelligence product comes from open sources, in some areas 80 per cent. That makes two points. First, the other 20 per cent is also crucial. It is the stuff the guys they are trying to understand do not want them to know. It is what makes intelligence work differently and hopefully sometimes better than work produced internally from open sources. Second, the value added more often than not comes from brains, not bugging.

CSIS is not in the business of collecting information for collection sake. It is in the business of taking information, analysing it, integrating it, understanding it and then passing it on to the government. What CSIS does would be of no use if it kept the information for itself. It does not. Its role is to pass it

on, to inform the government, to warn it and to reassure it. So the people are different and the focus is changing partly because old threats have disappeared and partly because new threats have emerged.

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Security and intelligence was not the invention of the cold war. In Canada that function has been performed since the mid-nineteenth century when Sir John A. Macdonald asked the western frontier constabulary to patrol the borders of Upper Canada and to report on American Civil War activities that might affect Canada's security. The intelligence function was performed and continued until the cold war commenced. The beginning of the cold war was not the beginning of the need for intelligence, and the end of the cold war does not mean the end of that is near. Indeed some challenges have been made worse by the collapse of the Berlin wall.

There are two types of threats that CSIS is responsible for meeting. The first is public safety. The second is national security. I will deal with public safety first. Simply put, public safety involves protecting Canadians against violence. Violence can come from abroad through terrorism. Violence can be fostered here through extremism or the support of terrorism elsewhere. Warning of that potential violence and its prevention is called counterterrorism. That was not a worry for Canada for most of the forties, fifties and sixties, but with the explosion of terrorist groups and the incidents of the seventies it became a serious concern.

It became clear that Canada was not immune with the 1982 assassination of a Turkish diplomat in Ottawa. So too the takeover of the Turkish embassy in 1985 and the shocking tragedy that same year with Air India in which 329 Canadians died. CSIS shifted its responses and its resources to match the new threat.

In 1984 when CSIS was created only 20 per cent of its resources were devoted to counterterrorism and 80 per cent was devoted to counterintelligence. By 1992 the picture was dramatically different: a full 56 per cent of the operational resources were devoted by then to counterterrorism.

Public safety or the protection of Canadian lives is the number one priority. It is also the number one difficulty. The sources of terrorism geographically are diverse. Groups come and groups go. The inventions, activities, movements and targets of individuals and governments are almost impossible to predict. Their methods are by definition extreme. Their reach is global and the consequences of failure are severe.

The challenge of Canada's security service is to ensure this country is not the place where people are killed. That is not the only challenge. There are four others. We do not want to be the country where terrorism is planned. We do not want to be the country in which money for terrorism is raised. We do not want to be the country where the material to commit the act is bought.