

STRATEGIC PLAN

# Catalyst and Partner

2017-2021





## BECAUSE OF MAUDE...

Spring 2017. Maude, age 17, just learned she has been selected for the Quebec cross-country ski team by Ski de fond Québec. This is the sign she was waiting for. Her dream of participating in the Beijing Olympics in 2022 is really possible.

The spark that kindled this dream happened four years ago in her high school gym during a conference of «Jouez gagnant!» program. A high-performance athlete had come to speak about his life and his passion. Maude recognized herself in what he was saying. She realized that her training with her club in the Laurentians and the regional competitions in which she participated (with some success) could be the start of something that could take her a long way...

Making this dream a reality won't be done all alone. Maude first will have to deal with the requirements this imposes. Reconciling sport, education and personal life is an everyday challenge. Her health will also have to be monitored closely, due to the number of hours of training and the more frequent risk of injuries. Fortunately, Maude and her coach can count on the INS Québec network.

First in her region, where she will have access to resources provided by the regional multi-sport training centre. She will have access to a training room, sport medicine services provided by an integrated support team of specialists in medicine and health, sport psychology, strength and conditioning, sport nutrition and others.

Maude will also spend time at the cross-country skiing single-sport training centre, located in the Quebec City region. This centre develops skiers fit to compete in the World Cup. Thanks to the presence of specialists, she will benefit from increased monitoring for her technique, training, mental preparation and recovery/regeneration.

*Through the combined efforts of all the components of its network, INS Québec can be a “Catalyst of dreams” for Maude.*

# Catalyst of dreams... One athlete at a time

## THE DREAM! THAT'S THE COMMON DENOMINATOR THAT UNITES ALL ATHLETES.

A dream that sometimes takes hold at a very young age and accompanies, guides and motivates the athlete until the day when everything culminates. The day when the athlete appears for a selection or a qualification, a championship or major Games. The moment when the athlete achieves the performance of a lifetime. When he or she ascends the podium.

To fulfill their dream, high-performance athletes must show commitment, determination and resilience. They must have talent, but above all, passion. They must also have time and resources.

INS Québec is there to provide resources to these dreamers: the high-performance athletes of today and of the next generation. Through its intervention model, INS Québec offers athletes and their coaches guidance and integrated services, comparable to the best practices in the world.

Our 2017-2021 Strategic Plan reflects the organization's evolution over the past 20 years. Based on this precious legacy, this plan will allow the updating of the INS Québec project, allowing us to forecast the future and take advantage of opportunities.

That's because our mission is to be a "Catalyst of dreams... One athlete at a time."

- The Board of Directors

*For Walt Disney, things were simple:  
"Dream it! Do it!" INS Québec  
wishes to continue contributing to the  
fulfillment of the dreams of athletes,  
coaches and the high-performance  
sports community.*

Photo credit: Canadian Paralympic Committee



# Being an essential performance partner



*"A dream you dream alone is only a  
dream. A dream you dream together  
is reality," John Lennon wrote. Why  
not prove him right?"*

The year 2017 marks the 20th anniversary of INS Québec. Growing from a small organization of a few employees who supported high-performance athletes by connecting them with external practitioners, INS Québec now has about 40 permanent employees. They are updating an intervention model based on integration of services and coordination of a network dedicated to supporting high-performance athletes.

The 2017-2021 Strategic Plan comes at a key moment in INS Québec's evolution. We have mastered our new work environment and the opportunities offered by our Olympic Park complex are exciting. We are strengthening the network of regional multi-sport training centres and single-sport training centres and improving its capacity and quality of intervention. Our group of employees stands out not only for their competencies and expertise, but for their passion and commitment.

With the strength of a seasoned team and the support of a committed network, INS Québec wants to provoke and accelerate the fulfillment of our athletes' dreams by having a clear and precise vision: Be an essential performance partner for Quebec and Canadian high-performance sports.

However, we cannot be real "Catalysts of dreams" without establishing solid and sustainable partnerships with athletes, coaches, sports, our employees, the members of the sports community and our funding sources.

- Management Team

# The Institut national du sport du Québec

*Founded in 1997, the Institut national du sport du Québec is a private not-for-profit organization that supports all athletes involved in Olympic or Paralympic sports and high-performance coaches in Quebec.*



To do this, INS Québec, in partnership with its clients, employees, members of sports community and funding sources, develops and maintains access to guidance and integrated services comparable to the best practices in the world for high-performance athletes and for the next generation of athletes throughout Quebec.



Photo credit: © Thierry du Bois / OSA

INS QUÉBEC IS...

500 EXCELLENCE-LEVEL ATHLETES

supported by Sport Canada or the Équipe Québec program of the Ministère de l'Éducation et de l'Enseignement supérieur

2200 NEXT-GENERATION ATHLETES

identified as "Élite" or "Relève"

125 COACHES SUPPORTED

by the Équipe Québec program

8 HIGH-PERFORMANCE TRAINING GROUPS

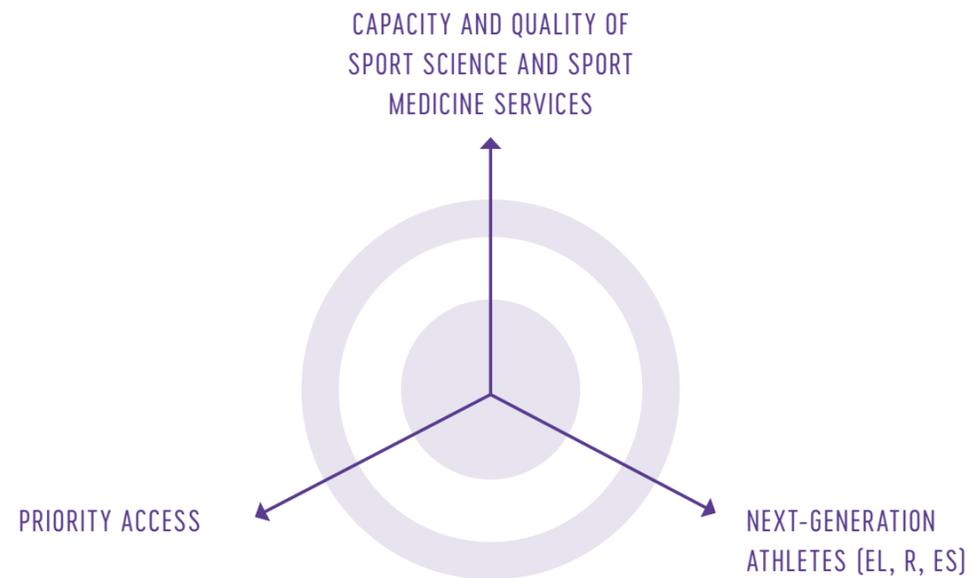
13 SINGLE-SPORT TRAINING CENTRES

8 REGIONAL MULTI-SPORT TRAINING CENTRES

40 PERMANENT EMPLOYEES

Physicians, health specialists, researchers, professionals, agents and managers.

## DEVELOPMENT DIRECTIONS



## DEVELOPMENT DIRECTIONS

Development at INS Québec is based on 3 strategies:

- Providing science and sport medicine services comparable to the best practices in the world.
- Improved support for the next generation of high-performance athletes.
- Priority access to world class training facilities and treatment spaces.

## THE NETWORK

At the Canadian level, INS Québec is an active member of the Canadian Olympic and Paralympic Sport Institute Network, which comprises four institutes and three national multi-sport centres.

*INS Québec coordinates a Quebec-wide network, including its Olympic Park complex, the 8 regional multi-sport training centres, and the 13 single-sport training centres.*

## SERVICES

INS Québec offers specialized, leading-edge services to members of Canadian teams training in Quebec, next-generation athletes, high-performance coaches and sports.



### SPORT-MEDICINE SERVICES

Medicine, physiotherapy, massage therapy, osteopathy, nutrition, etc.



### SPORT SCIENCE SERVICES

Exercise physiology, physical and mental training, biomechanical analysis, etc.



### TRAINING SERVICES

Contribution to the training and professional development of coaches and medical and scientific practitioners working with international-calibre and next-generation athletes.



### PERSONAL SERVICES

Advice for public speaking, budget planning, marketing and sponsorship, media approach, job search support, career transition, etc.



### SPORTS SERVICES

Accommodation of activities, lending of premises

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## MISSION

By its commitment and its high-quality services, INS Québec affirms its mission as a “Catalyst of dreams... one athlete at a time”.

- Catalyst : We work to facilitate athletic performance.
- of dreams : Fuel the athletes’ dreams by supporting their commitment and athletic work.
- one athlete at a time : Listen, know and understand the needs of an athlete, a training group or a sport and offer the best solutions.

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## VISION

INS Québec’s reason for action is both clear and precise : be an essential performance partner for Quebec and Canadian high-performance sports.

In this sense, we want to be an organization with which athletes, coaches and sports organizations will associate to obtain the best solutions for improving athletic performance.

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## VALUES

To accomplish its mission and make its vision a reality, INS Québec relies on a triangle of values to define its management culture and drive its actions :

Excellence – Ethics – Collaboration.

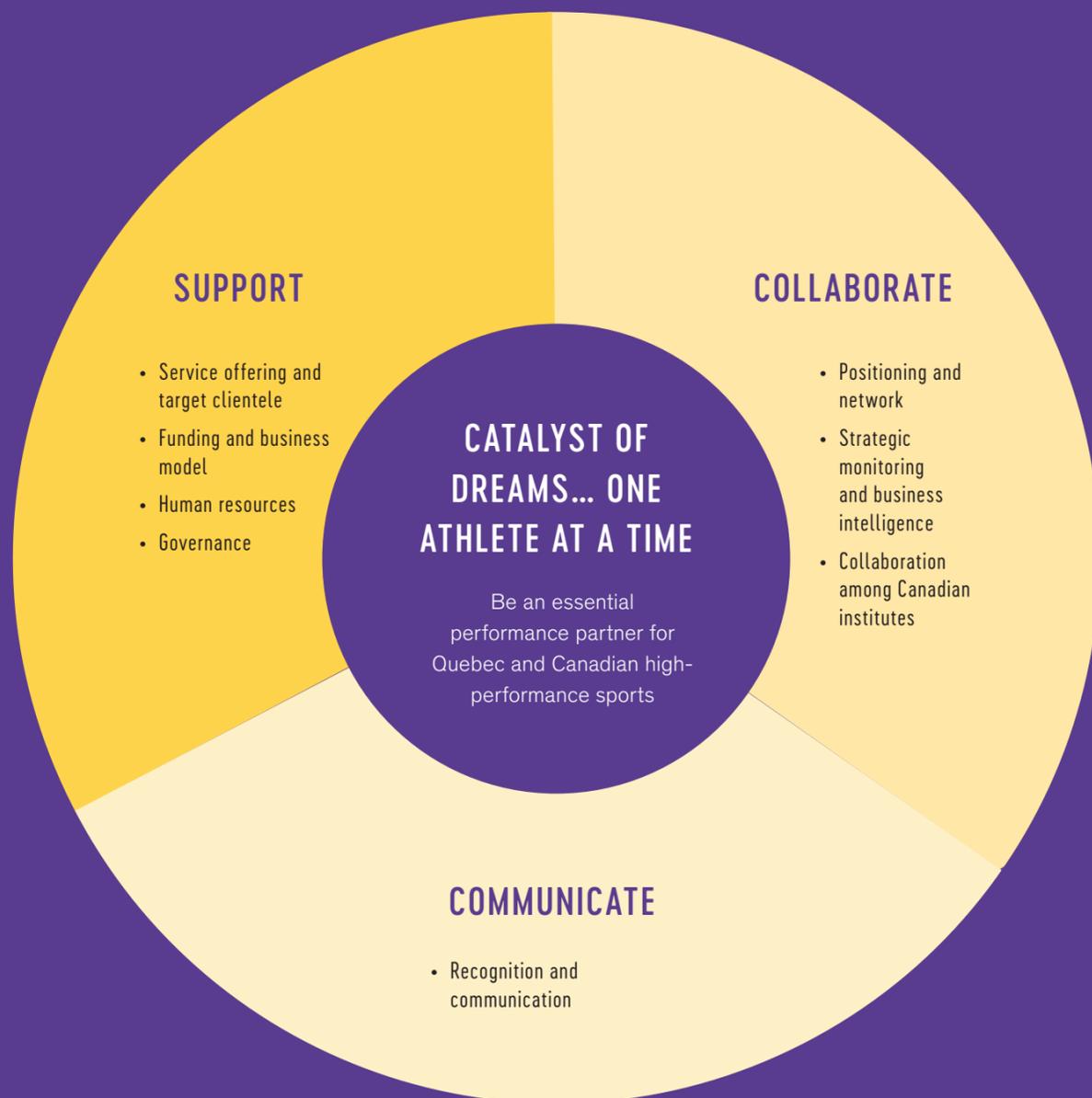
- Excellence: The pursuit of a culture of excellence for all INS Québec partners.
- Ethics: Interventions driven by an ethical and fair environment.
- Collaboration: Work and think together in respect for the partners to contribute to the fulfillment of the athletes’ dreams.



# Strategic Plan 2017-2021

The Strategic Plan of INS Québec is based on:

- 3 pillars of intervention
- 8 strategic directions
- 20 strategies to pursue.



## The 3 pillars of intervention

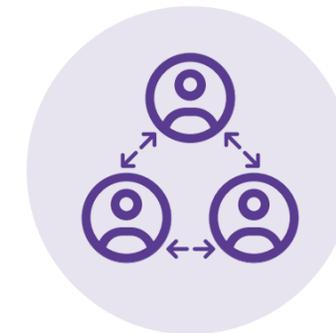


INS QUÉBEC'S  
INTERVENTIONS ARE  
BASED ON 3 PILLARS



### SUPPORT

Support is part of INS Québec's DNA. While the ways of intervening have evolved, the function remains. This pillar specifies how its intervention and its delivery of services to athletes and the sports community will progress.



### COLLABORATE

Using collaboration as the central basis of its intervention, INS Québec will accomplish its mission by inviting the stakeholders to join together to improve athletic performance.

### COMMUNICATE

By intensifying its communication efforts, INS Québec ensures that its role and contribution are well known.

# Strategic directions and strategies

PILLARS	STRATEGIC DIRECTIONS	STRATEGIES
 <p><b>SUPPORT</b></p> <p>Support is part of INS Québec's DNA. While the ways of intervening have evolved, the function remains. This pillar specifies how its intervention and its delivery of services to athletes and the sports community will progress.</p>	SERVICE OFFERING AND TARGET CLIENTELE	<ul style="list-style-type: none"> <li>Discern athletes' needs and establish a quality service that adequately meets the needs of athletes and sports.</li> <li>Orient research and innovation to the specific needs of sports and their impact on athletes' performance.</li> </ul>
	FUNDING AND BUSINESS MODEL	<ul style="list-style-type: none"> <li>Strengthen the INS Québec sponsorship program.</li> <li>Organize fundraising activities.</li> <li>Make representations to the various levels of government.</li> <li>Study the possibility of broadening the base of clientele who can be charged.</li> </ul>
	HUMAN RESOURCES	<ul style="list-style-type: none"> <li>Ensure the client experience meets the established quality standards.</li> <li>Attract, develop and retain the best experts for INS Québec's poles of expertise.</li> <li>Improve the engagement and retention rate of INS Québec employees.</li> </ul>
	GOVERNANCE	<ul style="list-style-type: none"> <li>Establish a governance manual based on the best practices known.</li> <li>Develop a risk management policy.</li> </ul>

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 <p><b>COLLABORATE</b></p> <p>Using collaboration as the central basis of its intervention, INS Québec will accomplish its mission by enabling the stakeholders to join together to improve athletic performance.</p>	POSITIONING AND NETWORK	<ul style="list-style-type: none"> <li>Operationalize the INS Québec network at the Quebec level.</li> <li>Obtain the contribution of the public authorities and the private sector to obtain an adequate funding level.</li> </ul>
	STRATEGIC MONITORING AND BUSINESS INTELLIGENCE	<ul style="list-style-type: none"> <li>Implement a strategic monitoring structure and mechanisms for sharing and disseminating best practices internally and to INS Québec clients.</li> <li>Improve our methods of collection and analysis of internal and external data in support of decision-making.</li> </ul>
	COLLABORATION AMONG CANADIAN INSTITUTES	<ul style="list-style-type: none"> <li>Encourage sharing of best practices among Canadian institutes.</li> <li>Benefit from the opportunities of the Institutes network, particularly in terms of positioning and funding.</li> </ul>
 <p><b>COMMUNICATE</b></p> <p>By intensifying its communication efforts, INS Québec ensures that its role and contribution are well known.</p>	RECOGNITION AND COMMUNICATION	<ul style="list-style-type: none"> <li>Define, develop and obtain recognition of INS Québec's poles of expertise.</li> <li>Develop and deploy a corporate communication plan.</li> <li>Annually measure our recognition in Quebec with our clients and partners.</li> </ul>

# Conclusion

After the tumult and excitement caused by the construction and development of our Complex and the evolution this has generated in our service offering and methods, this new strategic plan returns the spotlight to the other components of the INS Québec project presented in the Government's 2010 announcement. The concretization of this plan will give us all the necessary tools to be a real "Catalyst of dreams... one athlete at a time."

The 2017-2021 Strategic Plan will enable us to know our clientele even better to adapt our intervention and our service offering to meet their needs with even more acuity. We will strengthen the INS Québec network by contributing to the development of the regional multi-sport training centres and the single-sport training centres. We will adopt a business model that will allow us to accentuate INS Québec's outreach and ensure sustainable funding for the project as a whole.

By support, collaboration and communication, INS Québec can become the "Essential performance partner" for Quebec and Canadian high-performance sports.



Photo credit: © Thierry du Bois / OSA

# Acknowledgements



We thank the members of the Board of Directors, particularly the members of the Steering Committee, and the members of INS Québec's personnel, for their contribution to this strategic reflection and their commitment to forging INS Québec's future.

INS Québec especially thanks the athletes, coaches and sports federations for their generosity in sharing their thinking with us.

Finally, we also thank the members of INS Québec's network, the regional multi-sport training centres, for their adherence to and support for the Quebec-wide integrating project that INS Québec is meant to be.

# BECAUSE OF ALEXANDRE...

Spring 2017. Alexandre, a 25-year-old judoka and member of the national team, has an appointment with his fitness trainer in the training room of the INS Québec complex. They have been working together for two years. Every meeting is exhausting, but this is the path to fulfilling his dream: to ascend the podium during his second Olympics in Tokyo in 2020.

For the next three years, Alexandre will spend most of his days at the INS Québec complex. Whether in the dojo for his daily training, in the training room, at the sports medicine clinic, or in a meeting with a science specialist, the Complex is a second home for athletes of the resident sports.

At INS Québec, Alexandre and his coach can count on an integrated support team who will provide him with guidance, an environment and services comparable to the best practices in the world. At this level, talent alone is not enough.

His coach will have access to the most recent research and can count on leading-edge technology to prepare and train his athlete better. He can also benefit from advanced training offered on site or on the Web.

Pooling all these resources will enable Alexandre to go after the one small thing that will make all the difference at the big event.

Since the 2020 Olympic Games will be his last, Alexandre can also count on the support of INS Québec specialists in preparing for his transition to his post-sports career.

*As an essential performance partner for high-performance sports, INS Québec will fulfill its role as “Catalyst of dreams... One athlete at a time.”*



Québec 

Canada 