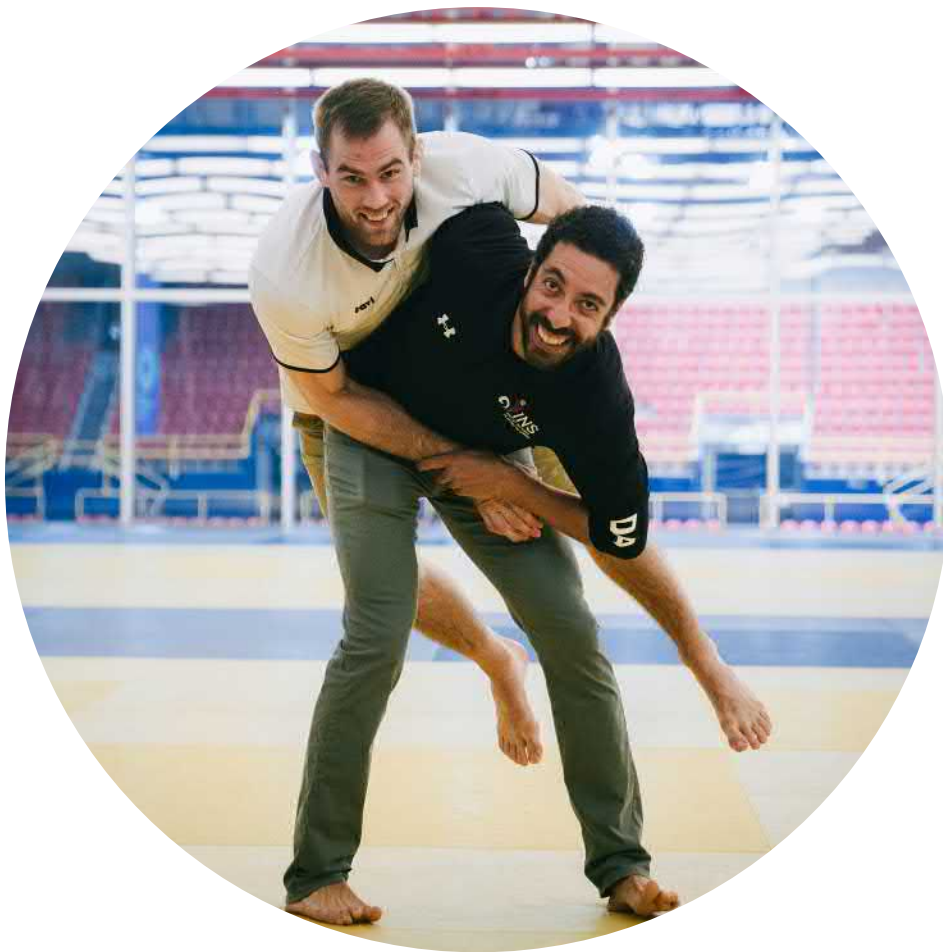


ANNUAL REPORT

2018-2019





Lu Bonnet

ATHLETE SERVICES ADVISOR

Antoine Valois-Fortier

JUDO ATHLETE

“We understand that to perform well, athletes have to be well. So we take the human aspect of each athlete into account. This is why we get to know the athletes in an athletic context, but also on a personal level so that we can help them maximize their chances of reaching the highest peaks in all spheres of their lives.”

SERVICES FOR THE ATHLETE AND THE PERSON

Antoine Valois-Fortier, Bronze medallist at the 2012 London Olympic Games and a competitor at the 2016 Rio Olympic Games, trains every day at the dojo at the INS Québec Complex, as he aspires to compete at the 2020 Tokyo Olympic Games. The 29-year old athlete appreciates the easy access at the Complex to all the services he needs to reach his full potential. “Here, we have access to the best services. When you see the coaching and infrastructures in some other countries, you realize how fortunate we are.”

The judoka really likes the personalized services that the Institut offers the athletes, each tailored according to their needs. As Athlete Services Advisor, Lu Bonnet explains: “In the context of my job, I orient the athletes toward the right resources. Sometimes, my intervention is aimed at helping the athlete to resolve a problem, but often, as in Antoine’s case, it is about enriching the athlete’s experience, bringing them further along.”

Antoine has been in contact with Lu since the advisor arrived on the job two years ago. “For me, Lu is, in a way, my source of information about the services and programs that might be of interest to me.”

An example of the collaboration between these two residents of the Complex, Lu suggested that Antoine signs up for the coaching training program, which had been set up by the Game Plan program and the Coaching Association of Canada (CAC). “I’m thinking about my after-career and I had already mentioned to Lu that I was interested in becoming a coach. He directed me to the Game Plan program that supports athletes who want to make the transition from athlete to coach,” explains the judoka who aspires to go back to the Olympic Games as a coach once his career as an athlete is over. As a result, he has partially completed the CAC’s Competition-Development training due to the support he received from this program.

“My role at INS Québec is to present the services available to the athletes, whether or not they train at the Complex, Lu Bonnet explains.

It is important to emphasize that the services are accessible to athletes as a way of enhancing their performance, but that we also help them manage their performance with their personal lives, thanks to Game Plan and their mental health support initiatives, among other things. We are aware that to perform well, the athletes have to be well. So, we take the human aspect of each athlete into account. This is why we get to know the athletes in an athletic context, but also on a personal level so that we can help them maximize their chances of reaching the highest peaks in all spheres of their lives.”

“For example, in Antoine’s case, I knew that he was recovering from surgery, so I saw an opportunity to do some activities to prepare for his after-career,” explains the Athlete Services advisor.

The athlete, who is aspiring to compete in his third Olympic Games, explains that having a personal plan has helped him get through this period of forced rest: “I had been injured before and while I was injured and didn’t have anything else to do, for example when I wasn’t going to school, I found it much harder. I was negative, I was bored and sometimes I found it hard to get back into my training once I had recovered.

In my opinion, having something to work toward when you are injured helps with your self-esteem and enables you to stay positive.”

With his professional goal clearly in mind, the athlete is not in any hurry to leave the tatami mats: “I am devoted to judo. I would like to work with the judo federation and learn about all the facets of the sport. An athlete’s career can sometimes be rather self-centred and I want to give back to the next generation of judokas.”

He already had the opportunity to get involved and to contribute to the positive experience of athletes in the context of his activities at INS Québec. As Lu Bonnet tells us: “Antoine and I have established a relationship based on trust. To be able to respond better to the athletes’ needs at all times, we have introduced him to a discussion group that helps us understand how the athletes evaluate and understand the INS Québec’s services.”

Joint report of the Chair of the Board and the President and Chief Executive Officer

The year 2018-2019 allowed INS Québec to continue its mission of supporting athletes and coaches committed to excellence and to be a key partner of the sports community.

INS Québec consolidated its collaboration with resident sports, Regional Multi-sport Training Centres and Single-sport Training Centres.

"Thanks to these collaborations, the Institut was able to promote and implement integrative support team work across the province, helping to best serve athletes and coaches as a whole."

Tom Quinn, Chair of the Board

ALWAYS HELPING MORE ATHLETES

The credibility of INS Québec and its network rests on the expertise of its specialists, professionals and service providers. "It's our greatest asset," says Gaëtan Robitaille, CEO. The information they collect and the knowledge they develop should be more widely disseminated in order to help as many athletes, coaches and service providers as possible.

"By becoming a reference in sports medicine and sports science information, not only can we best serve athletes of all levels, we can also help serve the overall population," adds Mr. Robitaille.

The purpose of INS Québec is to ensure the implementation of the best programs to support the development of athletes across the province. The increase in revenues will eventually help broaden our services to even more athletes and coach them earlier on in their development. "This future capacity to help more athletes and coaches is directly linked to the financial support we will be able to generate," indicates Tom Quinn.

Having a greater number of Québec and Canadian athletes reach the highest peaks of sports performance requires promoting sports culture, better support in the development of young athletes, access to relevant information for coaches and service providers and the possibility for everyone to evolve in a healthy and safe sports environment.

GENERATING AUTONOMOUS REVENUES

INS Québec has committed to a process that will help generate a significant part of autonomous revenues in order to complete its financing. Thanks to these revenues, the Institut can benefit from a greater flexibility to improve government-subsidized services and programs, or even implement value-added initiatives that complement our service offerings.

"Generating autonomous revenues allows for better financial planning, but also lets our financial backers know that the organization contributes to ensure its sustainability and the pursuit of its mission," says Mr. Quinn.

Since increasing autonomous revenues is one of the main targets of its strategic planning, during the course of the past year, the Institut has sought to establish the foundations to help elaborate and maintain a program that generates autonomous revenues. Among other things, we conducted surveys to better gauge how INS Québec is perceived by the business community and the general public.

"Thanks to a better understanding of its value proposition, the organization was able to take concrete action. INS Québec especially needed to complete its internal expertise which led to the arrival of Renée Larouche as Director, Business partnership development & Fundraising, in May 2018," says Mr. Robitaille.

As part of its research and innovation projects, INS Québec also developed many relationships with universities and a few companies working in technology. These relationships helped broaden the Institut's network.

The development of collaborations and partnerships with the private sector, such as professional sports organizations and companies engaged in research and innovation, represents opportunities to explore. Initiatives in this direction have already started, for instance the partnership with Cirque du Soleil, which began in 2018 has allowed us to share expertise and hold a joint professional development session.

PURSuing SPORTS SAFETY INITIATIVES

One of INS Québec's priorities is to promote a safe sports environment for all athletes.

"During the last years, the sports community has become aware of the urgency to take action in establishing policies and tools to ensure a sports environment free from violence, abuse and harassment."

Gaëtan Robitaille, President and Chief Executive Officer

INS Québec wants to be among the leaders in promoting a safe sports environment. With this in mind, it reiterates to regional training centres, sports federations and all its partners the importance of developing standardized guidelines for the prevention of abuse and harassment as well as the creation of a code of ethics and the enforcement of sanctions.

The Board Chair, Tom Quinn, wants the organization to be part of the solution. "INS Québec firmly believes that the achievement of optimal performance requires a safe and harmonious sports environment, in short, an environment that allows everyone to thrive. This is why the Institut intends to continue its efforts and initiatives in this direction and ensures its collaboration with governments and members of the sports community."

Athletes are at the heart of the actions of INS Québec. The sports performance of today's Olympic and Paralympic athletes will inspire those of tomorrow. INS Québec intends to continue developing its expertise to play a key role in the development of Québec and Canadian athletes. Through this role, the Institut contributes to promoting sports for all.



Tom Quinn, O.C.
Chair of the Board



Gaëtan Robitaille
President and Chief Executive Officer

2018-2019 Highlights

SIGNING OF A NEW PARTNERSHIP AGREEMENT WITH INSEP

INS Québec and the National Institute of sport, Expertise and Performance (INSEP) in France signed an agreement under which the organizations will, among other things, share their expertise in elite sports performance and sports medicine. The signing took place at the INS Complex during a visit from a French delegation which included INSEP representatives and Minister Laura Flessel, then-Minister of Sport in France. The new agreement—signed by Gaëtan Robitaille, President and CEO of INS Québec, Ghani Yalouz, Director of the INSEP, and Minister Flessel—signifies a renewed interest in collaboration on the part of the two institutes, who have been long-time partners.

FIRST EDITION OF GAME PLAN DAY IN CANADA

Ten eligible athletes attended a half-day of activities at the Deloitte offices in downtown Montréal as part of the Game Plan Program to develop their professional skills. Activities included shadowing professionals in the field, preparing job interviews and networking. This activity is part of a movement to help athletes lead a balanced life, allowing them to excel in their sport as well as in their professional and personal lives.



OLYMPIC DAY AT THE INS QUÉBEC COMPLEX

Nearly 500 students got a chance to try the Institut's various resident sports in the presence of several Olympic athletes. Organized by INS Québec in collaboration with the Canadian Olympic Committee (COC), this activity is designed to encourage youth to adopt and maintain healthy lifestyle habits and to respect the Olympic values: Fun, Fairness, Respect, Development, Leadership, Peace. Another major theme for the day was inclusion in sports. Paralympic boccia and para swimming athletes met with the students to share their passion for sport. Olympic Day combined fun and sports.

QUÉBEC FINALS FOR RBC TRAINING GROUND

83 athletes selected during regional qualifiers took part in the Québec finals at the Claude-Robillard Sports Complex. Participants were cheered on by six Olympic athletes, who shared their experience with high-performance sport. During the finals, Maryse Vincent—an 18-year-old soccer player from Wendake, near Québec City—earned top results in the various trials. Among the 31 athletes recruited by national sports organizations across Canada as part of Training Ground initiative, 7 come from Québec.



S2P2: PROVINCIAL SYMPOSIUM ON ATHLETIC PERFORMANCE

The first edition of S2P2 brought 160 specialists together from the sports medicine, sports training and sports management fields for two days of conferences and activities. Organized by INS Québec and its network of Regional Multi-sport Training Centres (RMTC) in collaboration with SPORTSQUÉBEC, the event focused on topics that reflected the needs expressed by provincial stakeholders in the field of sport.

THREE INS QUÉBEC EXPERTS AT THE CANADA GAMES

Together with the Québec federations, three INS Québec experts guided and supported the sports in preparing their athletes for the 2019 Canada Games in Red Deer, Alberta. For members of the Québec delegation—nutritionist Ève Crépeau, mental performance consultant Véronique Richard, and exercise physiologist Sylvain Gaudet—it was also an opportunity to develop their intervention skills on the field, in the frenzied and dynamic context of major games. The Canada Games help prepare not only the next generation of athletes, but also the next generation of sports medicine and sports science professionals.



THIRD EDITION OF THE INS QUÉBEC BENEFIT SHOW

More than 200 people attended the benefit show for INS Québec at the Casino de Montréal's Cabaret. This event not only helps generate independent funds for the Institut, but also helps increase awareness in the business community and among donors. Over the course of the evening, hosted by multiple Paralympic medal winner Benoît Huot, eight Olympians and Paralympians spoke of the role the Institut played in their careers, and its importance to the Québec and Canadian sports communities.

A TRIBUTE AND NETWORKING EVENT FOR NEW ÉQUIPE QUÉBEC RETIREES

Active and recently retired athletes who have received support from Équipe Québec gathered at a hotel in Montréal for an evening to pay tribute to athletes who had announced their retirement in the 18 months prior to the event and to participate in a workshop on networking and career transition. Advisors from the Game Plan Program took the opportunity to briefly discuss the services that they provide. The highlight of the evening was when the twenty retired athletes in attendance were each, in turn, called forward to receive their Équipe Québec souvenir jersey. For many, it was a significant moment that marked the end of their sports career and the beginning of a new stage of life.



Services



PERFORMANCE SERVICES

2018-2019 was both a year of transition and one marked by the consolidation of initiatives already underway.

Participation at quarterly meetings, referred to as “Table des sports résidents” [Resident Sports Table], increased. “Participation growth has led to greater adhesion from resident sports to the way we work at INS Québec,” says Frédéric Tremblay, Supervisor, Performance Services.

The team developed an innovative service aimed at providing Canadian and Québec sports federations with turnkey assessment camps. This new approach makes it easier to process the requests from sports federations, while offering services that better meet their needs. “The goal was to simplify the way we present our offerings to make it easier to promote it to clients who are less familiar with INS Québec,” explains Frédéric Tremblay.

An important project we developed over the past year was a new service data management system to help organize information such as follow-ups on athletes' injuries, financial tracking and facilitate its sharing. This platform also centralizes the contact information of all service providers that work with athletes in the Relève, Élite and Excellence categories and those enrolled in a sport-study program. Athletes and training groups contact information is also included on the platform.

We collected data throughout the year and made them accessible. In 2019-2020, we plan to implement tools to access and share data. The creation of a portal is underway. Eventually, coaches will have access to information about their training programs on this same portal.

The Provincial Symposium on Athlete Performance (S2P2) held in November was a great opportunity to meet the various stakeholders from Québec who coach and train athletes. The content for the activities was developed based on the priorities and needs identified by the staff and partners of the Regional Multi-sport Training Centres and Single-sport Training Centres.

Similarly, this past year, we also implemented the *Tables provinciales* [Provincial Tables] gathering key players, including sports medicine and sports science professionals working in Québec's regions, and those whose role entails promoting and supporting work in integrated support teams. These professionals give numerous training and bring expertise in high-performance sport directly to these regions.

Their mission is to work with service providers in regions that are recognized by the Regional Multi-sport Training Centres and to find ways of working that take into account the specific challenges in these areas. By developing work methods inspired by the integrated support team model, we can provide better services to athletes in smaller communities.

“The goal of the first edition of S2P2 was simply to educate people about the work of integrated support teams. We created a provincial event inspired by the SPoRts INnovation (SPIN) Summit that gathered national stakeholders from the Canadian sport system. The purpose of this symposium is to promote sports medicine and sports science services and to connect with service providers working with Québec's next-generation athletes and those in the Relève category,” says Frédéric Tremblay.

We also created a course in collaboration with physiotherapist Guylaine Boutin on injury prevention in integrated work. This three-hour training session is now ready to be launched. The first training sessions will take place in 2019-2020.

SPORTS MEDICINE SERVICES

“Our service is in a period of growth. There is an ever-increasing demand from various sports that wish to receive medical support. We are expanding all of our services,” said Dr. Suzanne Leclerc, medical director at INS Québec.

An example of our increasing service offering is the appointment of a chief nutritionist. In the past, the nutrition service was mainly provided by contract staff, so Erik Sesbreno joining the team helped lay the foundations for a nutrition service based on INS Québec’s specific approach.

In December 2018, the International Olympic Committee (IOC) awarded the Francophone Research Network on the Protection of Athlete Health and Performance with the status of Research Centre for the Prevention of Injury and the Protection of Athlete Health. INS Québec is one of the five network members, along with the institutes of Belgium, France, Luxembourg and Switzerland. “Gaining this status for INS Québec is a major recognition of the level of francophone expertise on an international scale,” says Suzanne Leclerc.

In 2019-2020, INS Québec along with the four other member institutes of the Francophone Research Network on the Protection of Athlete Health and Performance—recognized by the IOC—will identify their main areas of research to work on. “Our goal is to begin one or two projects by December 2019,” says Dr. Leclerc.

Once again this year, several research activities were carried out. The Lab 12-17 pilot project was set up at the request of the ministère de l'Éducation et de l'Enseignement supérieur. INS Québec chief physiotherapist, Josiane Roberge, is in charge of this project aimed at optimizing coaching for athletes aged 12 to 17 involved in sports where early specialization is required to achieve high-performance. For this project, INS Québec met with 25 young athletes registered in high-performance training programs, including gymnastics, figure skating and diving. For 2019-2020, we have suggested that the first phase of the pilot project lead to a research project or a more thorough clinical project.

Another research project, in partnership with McGill University, is designed to help prevent concussions in short track speed skating. As part of this research, helmet impact testing is carried out, and the effects of falls on the brain are observed using automated models. This work has been the subject of international presentations. Analysis of the results of this research is underway and conclusions will be reported in the coming year. This study could lead to the development of a new helmet prototype that meets the specific needs of short-track speed skaters.

Over the past year, the sports medicine team has developed a policy on supplements that will be implemented in 2019-2020. In accordance with this policy, every INS Québec service provider must commit to ensuring that their recommendations are safe. The service provider must also attest that they are familiar with the rules of the Canadian Centre for Ethics in Sport and its training program.

The expertise developed in the treatment of concussions will help to reach new clients over the next year. “Our objective is to become a leader in the treatment of concussions. We aim to extend our expertise to treat athletes suffering from this pathology, including those that do not get all of their medical services at INS Québec,” concludes Suzanne Leclerc.



SPORTS SCIENCES SERVICE

“For 2018-2019, our key words were: ambition, forward thinking, partnership and being the cornerstone for Québec-based research in high-performance sport,” says Guy Thibault, INS Québec’s Sports Science Director.

This year, the services offered on a daily basis to high-performance training groups were improved and amounted to 14 000 hours of service, including performance analysis, biomechanics, physiology, mental preparation, fitness training and technical support. INS Québec also strengthened its science medicine support by carrying out fitness assessments at provincial and national camps.

The development of the digital portal Hexfit for INS Québec, created in 2017-2018, continued this year and included new features. This tool makes it easier to share data and scientific, technical and medical information about athletes. Six sports, which include more than 150 athletes, currently use this tool which helps better direct the work of integrated support team members, including coaches, to optimize coaching for athletes.

With the ever-present concern for ethics at INS Québec, we have adopted a policy on the ethical use of scientific and medical data, and introduced relevant consent forms.

Over the past year, we initiated 19 new research and innovation activities. Their subjects vary extensively and create opportunities to improve athlete performance and coaching, which include: helmets for short track speed skating, twist optimization in acrobatic sports, advanced techniques for warm-up, training and recovery, fitness assessment tests, weight-loss strategies, artificial intelligence, virtual reality, etc.

Moreover, a staggering 1 925 hours was dedicated to supervising research activities at INS Québec. Focusing on the next generation, the staff supervised seven scientific interns.

Once again this year, the scientific staff helped circulate scientific information through the participation of team members in several media interviews on various scientific and medical issues. The topics discussed were quite varied, including the effects of cannabinoids, the qualities of functional training, exertion in warm environments, artificial intelligence, recovery, pacing strategies, physical features of dancers and mental preparation. We also wrote the chapter on sports development from discovery to high-performance for a book on sports in Canada, published by UQTR, to be released in August 2019.

In the coming months, INS Québec will continue to improve its support by applying the results of its research and innovation efforts, and by providing new services, including perceptual and cognitive training and heat acclimatization activities, to name a few.

“In 2019-2020, the scientific team will promote advanced services in data science, engineering and signal processing to high-performance training groups, and will strengthen its information-sharing efforts with sports federations,” concludes Guy Thibault.





ATHLETES SERVICES

"In the past year, we've overhauled our performance services for individual athletes. This overhaul gives athletes greater flexibility on the services they have access to, longer working hours and helps us promote programs and services at INS Québec," explains Lu Bonnet, Athletes Services Advisor. "Individual athletes now have time slots reserved for them in fitness training and, in cases where athletes are assisted by more than one specialist at INS Québec, the various specialists can share information about each of the athletes."

Once again this year, athletes took part in an activity that combined conferences and a networking session organized by the Junior Chamber of Commerce of Montreal. This year's theme was *Occupations for the Future*.

In December 2018, INS Québec organized a Tribute and Networking Event for Équipe Québec retirees. "This evening recognized and highlighted the careers of Équipe Québec athletes who had announced their retirement from sports over the past 18 months. It was also an opportunity to introduce the services available to support them with the transition," said Lu Bonnet.

To better inform athletes about financial literacy and provide them with alternative education opportunities, Athletes Services promoted webinars and other programs offered by *Game Plan*.

A Québec-based cohort of the new *Game Plan* program YouToi 2.0 was set up. This program highlights the psychological aspect of transition by helping participating athletes explore their values, personality traits and motivations to better equip them to deal with the changes they are experiencing. "This program responds to a need that we identified for the well-being of retired athletes," says Lu Bonnet.

Over the next year, the *Game Plan* program—which is supported by the Canadian Olympic and Paralympic Sport Institute and advisors—plans to reach out to training groups, coaches and training group managers. The goal is to give service providers the tools they need to work with athletes that may benefit from the program.

In 2019-2020, INS Québec will implement a new athletes' portal. It will help athletes manage the services they get through INS Québec and view the entire list of services they have access to. This includes the various performance service specialists as well as the opportunities that may benefit them at INS Québec, such as the Jouez gagnant! and *Game Plan* programs. The portal will also provide a direct link between athletes and service providers in addition to being able to make appointments with the athletes' services advisor.

Over the next year, INS Québec plans to consolidate the overhaul of its services to individual athletes and possibly expand the range of services offered.



TRAINING AND DEVELOPMENT PROGRAM

In 2018-2019, INS Québec organized 11 professional development activities entitled *Question-Sport* and *Ateliers* [Workshops], which totalled 61 hours of training and gathered 550 participants from 40 different sports.

Over the past year, INS Québec's Training and Development Program implemented the mentorship pilot project for high-performance coaches, a program that had been designed in 2017-2018. The first cohort has completed the program, and participants in the second cohort have already begun. "The pilot project has gathered data on key factors to consider when developing mentorship activities. Coaches and mentors were supported to help them plan activities, evaluate their progress and carry out their projects. A final report will be shared with Québec federations to help them develop their own mentorship activities," says Aurore Monin, Supervisor, Training Service.

As part of the *Advanced Coaching Diploma* (ACD), 30 coaches are in training. This past year, nine people graduated from this two-year program. "We have worked hard to standardize the tasks used to evaluate the program with other members of the Canadian Olympic and Paralympic Sport Institute (COPSI) and the Coaching Association of Canada (CAC). We worked together to standardize coaches' portfolios across Canada. Standardizing the evaluation activities will make development easier for federations with advanced programs," said Aurore Monin.

For the next cohort in 2019-2020, the training calendar was changed, moving from one day of training per week to half days in order to improve the work-training balance for coaches in the program. "This new schedule will give trainers more time to complete their practical activities needed for their training and to test out their learning. Half-day training will also help with distance learning for coaches given that three-hour courses are more consistent with good practice for adults distance learning," explained Aurore Monin.

In November 2018, INS Québec held the first-ever Provincial Symposium on Athletic Performance (S2P2). Its purpose was to open INS Québec's annual convention to more service providers working with athletes. The event brought together 160 participants, including medical and scientific specialists, coaches, sports administrators and, through an organizational partnership with SPORTSQUÉBEC, trainers from the Québec sports system.

The second edition of S2P2 will take place in November 2019 where artificial intelligence will be discussed. In addition to its extremely successful activities in 2018, this year's event will include an afternoon at the INS Québec Complex where participants can observe live demonstrations of the medical and scientific services offered to athletes.

ADMINISTRATION, OPERATIONS AND HUMAN RESOURCES

In 2018-2019, INS Québec continued to grow. From some 50 employees last year, INS Québec now employs more than 60 people in addition to casual and contractual employees. To better serve our clients, we created a director position to oversee business development, and a generalist human resources advisor position. Furthermore, we duplicated some specialist positions to meet the growing demand.

The organization continued its efforts to optimize information technology. This helps the staff to respond more quickly and effectively while dealing with existing resources.

To be among the leaders in the field, INS Québec continued to implement its Policy on the Respect of Persons and Harassment Prevention adopted last year by organizing promotional activities as well as training and awareness workshops in partnership with Sport'Aide.

"The goal is to help our staff to identify issues and to refer people to the mechanisms and resources in place to support them in this type of situation. Among other things, we train staff who work directly with athletes and coaches to contribute to a healthy and safe sport environment for everyone," says Isabelle Rousseau, Vice President, Administration.

The organization's working conditions were adjusted to compete more effectively in the market and thus attract and retain the best employees. "Our organization is growing and we must adapt. We try to offer our partners the best specialists while positioning ourselves as a top employer," says Isabelle Rousseau.

During the year, we began building the boxing ring and created a dedicated space for the trampoline training group. INS Québec also welcomed a new training group in May 2018—the men's water polo team. Artistic swimming also returned to the INS Québec Complex following the team's recentralization in January 2019. Moreover, the optimization of several spaces continued to better serve our clients.

To adjust to the market and to offer a competitive pricing, the rates of the various services provided through INS Québec, which had not been changed since 2014, were reviewed. This new price list will be introduced in early 2019-2020.

For 2019-2020, we will continue to optimize our facilities and equipment, which will lead to many improvements. INS Québec is also planning to acquire software to be more effective in delivering online training sessions. Finally, the Jouez gagnant! management platform will be revamped, and the website will be reviewed.



THE YEAR IN NUMBERS

551

athletes from 50 sports use
INS Québec's services at the
Complex in the Olympic Park

↑ 12%

603

athletes use one of the 18
Single-Sport Training Centres

↑ 17%

**At the service
of the athletes**

1853

athletes are served by the Regional
Multisport Training Centres (RMTC)

↑ 9%

82

athletes not attached to a RMTC and from
30 different sports receive services in these
regions: Abitibi-Témiscamingue, Bas-Saint-
Laurent, Centre-du-Québec, Côte-Nord,
Lanaudière and Saguenay-Lac-St-Jean

Jouez gagnant! still growing

104 287

young people were reached
second-best year

↑ 6%

18

administrative regions in
Québec were visited

↑ 1

72

speakers including 5 new speakers
(36 active athletes and
38 retired athletes)

↑ 8

12

tours:
10 regions – 138 conferences
Abitibi-Témiscamingue [2]; Beauce;
Centre-du-Québec; Chaudière-
Appalaches; Estrie; Îles-de-la-
Madeleine; Mauricie; Outaouais [2];
Portneuf; Saguenay-Lac-Saint-Jean

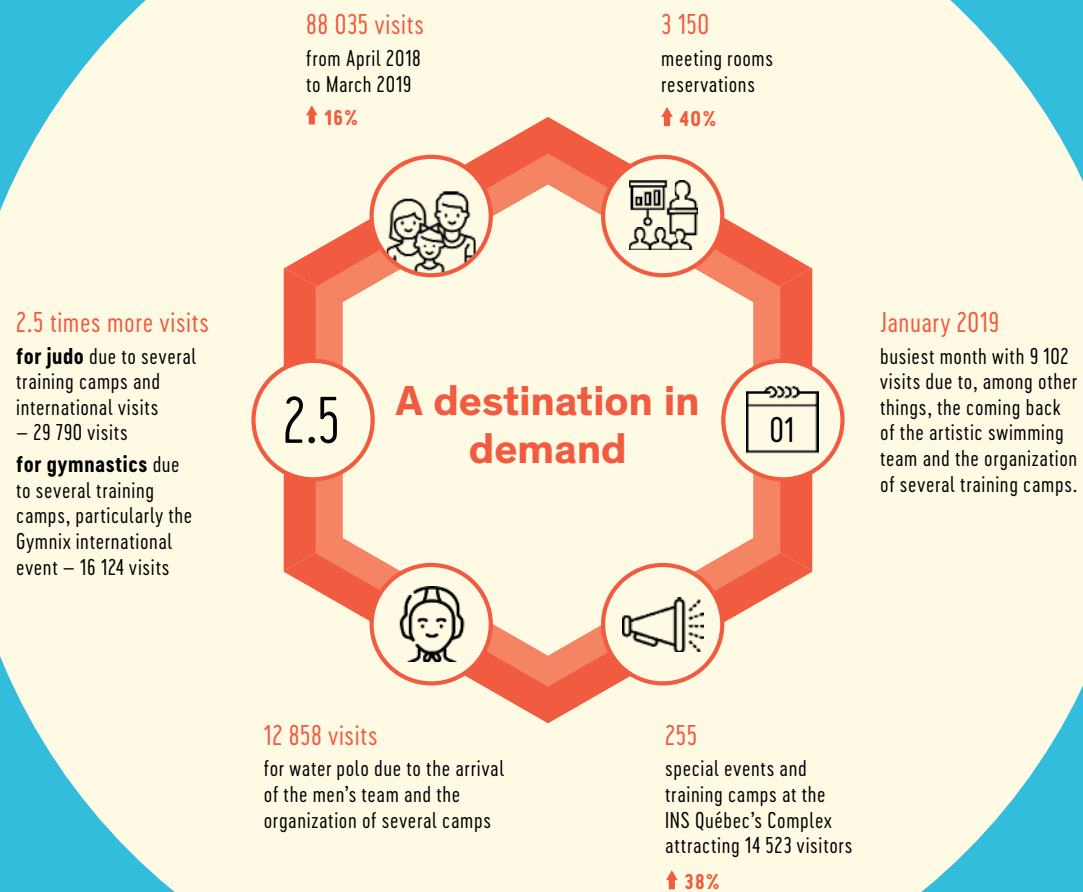


Testimonial received after a conference by Laurie-Anne Bédard (artistic swimming)

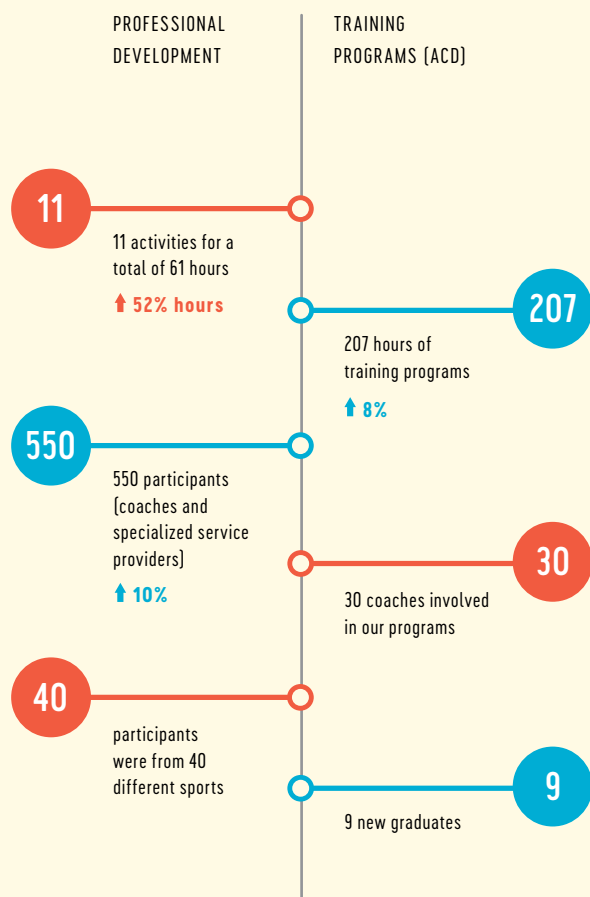
Thank you, Laurie-Anne, for visiting our school. The kids are still talking about you this morning and still have questions! Thank you for your involvement with the Jouez gagnant! program. It's always inspiring for the kids to hear you. Your journey is beyond inspiring. Congratulations. Your speech hit the mark with both the little and older kids. The teachers had nothing but positive things to say about your presentation.

Kathy Pineault
Physical Education Teacher
École de l'Aquarelle (Rimouski)

INS QUÉBEC'S COMPLEX



Continuing education at INS Québec



Medical clinic: even more at the service of athletes

ATHLETES CAME FOR CONSULTATIONS	744
CONSULTATIONS WITH ONE OF THE DOCTORS	1 592
WORKING DAYS WITH TEAMS AT COMPETITIONS AND SPORTS CAMPS	645
NUTRITION CONSULTATIONS	411
ORTHOPTIC CONSULTATIONS	169
KINESIOLOGY CONSULTATIONS	186
NEUROPSYCHOLOGY CONSULTATIONS	24
PHYSIOTHERAPY/SPORTS THERAPY SESSIONS	4 226
MASSAGE THERAPY SESSIONS	605
ELECTROCARDIOGRAMS	192
BLOOD TESTS AND/OR VACCINATIONS	546
TOTAL OF CONSULTATIONS	12 970

↑ 5% [↑ 91% OVER TWO YEARS]

Financial report

2018-2019

Fiscal year 2018-2019 reflects the growth of INS Québec's activities.

Overall, revenues were stable compared to 2017-2018. An amendment to the funding agreement with the ministère de l'Éducation et de l'Enseignement supérieur has covered rental costs, which has reduced the portion of funding received and in return, secured a decrease in rent expenses. In addition, the pace of implementing programs supported by the Québec government has increased by 12% (\$347,000). Furthermore, the service offerings and projects related to athletes and targeted sports, particularly those supported by Sport Canada, continued to grow at the same rate of 12% (\$191,000). These activities, combined with a profitable change in the investment strategy, helped maintain the Institut's revenue level.

Expenditures have increased by \$24,000 compared to 2017-2018. The main variations can be explained by the growth of services and activities as well as the review of salary conditions and the organization's provision of new resources allocated to the delivery of services. There were also increases in support for federations and regional centres, athlete and coach services as well as R&D activities.

For a third year in a row, the evening benefit which took place at the Casino de Montréal in November 2018, helped raise a profit of \$83,441 and contribute to INS Québec's Excellence Fund. This fund has secured an investment in business development that should allow an increase in the Institut's autonomous revenues as well as the funding available for the realization of extraordinary projects for high-performance athletes and training groups.

	2018-2019	2017-2018
Revenue	\$	\$
Fundings		
Sport Canada	2,762,998	2,609,594
Ministère de l'Éducation et de l'Enseignement supérieur	4,902,235	5,173,530
Emploi Québec	1,811	-
Partners contribution		
Canadian Olympic Committee	301,838	306,500
B2TEN	71,050	55,000
Coaching Association of Canada	70,000	70,000
Own the podium	68,375	52,500
Canadian Paralympic Committee	43,763	10,000
Amortization of deferred contributions related to fixed assets	545,113	544,125
Athlete and sports organizations services	493,433	461,011
Donations and sponsorships	175,000	188,040
Training and Development Program	76,815	78,344
Interest on investments	74,781	46,680
	9,587,212	9,595,324



	2018-2019	2017-2018
Expenses	\$	\$
Training and development services		
Salaries and payroll taxes	144,095	121,262
Fees	51,025	48,639
<i>Rendez-vous des spécialistes</i>	12,910	15,205
Travel and meetings	10,960	13,055
	218,990	198,161
Athlete and sports organizations services		
Salaries and payroll taxes	2,753,434	2,229,915
Support to federations and regional centres	2,033,900	2,000,000
Support to high-performance training groups *	677,906	777,048
Services to Québec athletes and coaches *	501,008	319,308
Amortization - Medical, scientific and sports equipment	312,834	303,579
Sports science	265,131	259,361
Research, innovation and information dissemination program	188,956	101,444
Sports medicine	218,865	275,109
Rent and Cleaning Services	197,915	789,183
Équipe Québec program	168,554	122,210
Support for aquatic sports	79,857	95,143
Other services	62,753	79,309
Travel and meetings	53,530	48,818
	7,514,643	7,400,427
Administration		
Salaries and payroll taxes	716,730	632,199
Professional services	339,671	416,568
General administration	250,504	232,998
Amortization of other assets	231,825	232,215
Communications	180,995	162,711
Committees and travel	43,343	49,761
Rent and Cleaning Services	49,479	197,296
	1,812,547	1,923,748
	9,546,180	9,522,336

	2018-2019	2017-2018
	\$	\$
Excess of revenue over expenses before the following elements	41,032	72,988
Revenues of fundraising activities	142,338	184,750
Expenses of fundraising activities	(58,897)	(51,265)
Business Development	(146,067)	-
	(62,626)	133,485
(Deficiency) excess of revenue over expenses	(21,594)	206,473



Photo : OSA images

* These sections do not include the salaries and payroll taxes.

THE SINGLE-SPORT TRAINING CENTRES 2018-2019

Centre national Gaétan-Boucher (CNGB)
Centre national d'entraînement
Pierre-Harvey (CNEPH)
Centre d'excellence acrobatique
de Val-St-Côme (CEAVSC)
Centre d'entraînement à temps
plein de volleyball - Gatineau
Centre national de cyclisme de Bromont
Centre national de performance
de Patinage Canada
Centre national d'entraînement
Yves Laroche
Centre national courte piste de Montréal
Centre de biathlon d'excellence
du Québec (CBEQ)
Centre national de canoë-kayak
du Lac-Beauport
Centre national de canoë-kayak
du Bassin olympique
Centre national de boxe
Centre d'entraînement
de triathlon de Québec
Centre national d'entraînement de tennis

Centre d'entraînement d'aviron de Knowlton
Centre d'excellence régional
de volleyball de plage
Centre national de
haute performance - soccer
Centre provincial d'athlétisme
Académie de tennis de table du Québec

THE REGIONAL MULTI-SPORT TRAINING CENTRES

Conseil de développement
du sport de Gatineau
Conseil de développement Excellence
sportive des Laurentides
Excellence Sports Laval
Centre régional d'entraînement et
d'événements de la Mauricie
Excellence sportive de l'île de Montréal
Excellence sportive Québec-Lévis
Excellence Sportive Sherbrooke
Excellence Chez Nous

CANADIAN OLYMPIC AND PARALYMPIC SPORT INSTITUTE NETWORK

Institut national du sport du Québec
Institut canadien du sport – Pacifique
Institut canadien du sport – Calgary
Institut canadien du sport – Ontario
Centre canadien du sport – Saskatchewan
Centre canadien multisport – Manitoba
Centre canadien multisport – Atlantique

INS Québec Sport Partners



Association Québec Snowboard
 Association québécoise d'aviron
 Association québécoise
 de canoë-kayak de vitesse
 Association sportive
 des aveugles du Québec
 Badminton Québec
 Basketball Québec
 Boccia Canada
 Boxing Canada
 Canada Artistic Swimming
 Canadian Fencing Federation
 Canadian Freestyle Ski Association
 Canadian Wheelchair Sports Association
 Canoe Kayak Canada
 Curling Québec
 Cycling Canada Cyclisme
 Diving Plongeon Canada
 Fédération de gymnastique du Québec
 Fédération de natation du Québec
 Fédération de patinage
 de vitesse du Québec
 Fédération des sports
 à quatre murs du Québec

Fédération d'escrime du Québec
 Fédération québécoise d'athlétisme
 Fédération québécoise de biathlon
 Fédération québécoise de boxe olympique
 Fédération québécoise de ski acrobatique
 Fédération québécoise de taekwondo
 Fédération québécoise des sports cyclistes
 Field Hockey Canada
 Golf Québec
 Gymnastics Canada
 Gymnastics Canada - Trampoline
 Hockey Canada
 Hockey Québec
 Judo Canada
 Judo Québec
 Natation Artistique Québec
 Nordiq Canada
 Parasports Québec
 Patinage Québec
 Plongeon Québec
 Rowing Canada Aviron
 Rugby Québec
 Skate Canada

Ski de fond Québec
 Ski Québec alpin
 Snowboard Canada
 Soccer Québec
 Softball Québec
 Speed Skating Canada
 Swimming Canada
 Tennis Québec
 Triathlon Québec
 Voile Québec
 Volleyball Canada
 Volleyball Québec
 Water Polo Canada
 Waterpolo Québec

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Our Catalysts of Dreams



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Maité Viau	Receptionist evening
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Sylvain Gaudet	Exercise Physiologist
Nicolas Berryman	Exercise Physiologist
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Kathleen Smith	Physiotherapist
Émilie Turner	Physiotherapist
Félix Croteau	Physiotherapist
Brian Li	Physiotherapist
Laurie Parinet	Physiotherapist
Alexandra Lafrance	Physiotherapist
Jean-Sébastien Rondeau	Sport Therapist

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Lu Bonnet	Advisor, Athletes Services
Louise Kairns	Advisor, Programs and Events
Chantale Philie	Sport Advisor

REQUESTED BY THE ATHLETES

Karina Kosko works with a team of trampoline athletes aged 18 to 22 years old. They train at the INS Québec Complex every day. She has worked with nutritionist Ève Crépeau for about two years.

"The need for nutritional monitoring is something that was brought up by the athletes themselves during a team meeting," says Karina Kosko.

"My role with this group of athletes is to educate them on sports nutrition and how to optimize their training and competition performance," says Ève Crépeau.

The INS Québec nutritionist is thrilled to work with this kind of team: "Working with them gives me a chance to innovate, to try new activities, new ways to approach sports nutrition. I can do these things because these athletes are committed to the process and are a tight-knit group," she explains.

One example of her innovation: a workshop inspired by competitive cooking shows. With the help of the Institut's mental preparation specialist, Véronique Richard, the athletes tied their skills in the kitchen with their abilities to manage stress, pressure and the unexpected.

"The athletes are asking for these cooking workshops. In spite of their loaded schedules, they enjoy the time they spend cooking in the nutrition lab at the Institut. They develop useful solid skills," explains their coach, who seeks out feedback from her athletes.

"In this team, some athletes only cook during the cooking workshops, since they are still living at home with their parents. When we started out, some athletes didn't have any basic kitchen knowledge. Our goal is to help them master the skills they need to prepare a meal. This not only prepares them for life after they move out, but is very useful for when they travel and have to feed themselves," explains the nutritionist.

All of Ève Crépeau's advice and work with the trampoline training team has had a real impact on the athletes' performance results.

"They can get through a week of training without losing energy, explains Karina Kosko. Thanks to the personalized nutritional strategies that each athlete has developed with Ève, they are now able to handle long training sessions and recover more easily."

"These athletes have good instincts when it comes to nutrition, but many still don't know what and how much to eat to get the energy they need, says Ève Crépeau. For example, after a session they eat a snack, but often the amount is not enough in relation to the energy needed during their training."

Trampoline is a sport that poses a few challenges when it comes to nutrition. Karina Kosko explains: "We jump, we are often upside down... Some athletes prefer to eat very little or not at all to avoid discomfort." Ève Crépeau agrees, and explains how she has helped the trampoline athletes: "We had to come up with a nutrition plan for each athlete, taking their specific issues into account so that they have enough energy without any discomfort."

There is no doubt that the collaboration between the INS Québec nutritionist and the coach plays an important role in the sports careers of the trampoline athletes. But the lessons they learn will follow them well beyond the trampoline: "Many of the skills that athletes develop to help them in their sports career, such as in nutrition or mental preparation, will also be useful in their personal and professional lives once their high-performance sports careers are over. Eating well, managing pressure, these are important life skills."



Ève Crépeau

NUTRITIONIST AT INS QUÉBEC

Karina Kosko

TRAMPOLINE COACH

“There are many skills that an athlete develops in their sports career that will also be useful in their personal and professional lives once their high-performance sports career is over.”

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CATALYST OF DREAMS... ONE ATHLETE AT A TIME