

CHANGE REACH EVOLUTION



ANNUAL
REVIEW
2019-2020



CHANGE REACH EVOLUTION

These three words summarize 2019–2020 and set the table for 2020–2021.

As the nerve centre of the Institut national du sport du Québec, Performance Services has initiated a change in approach with its clientele. In addition to initiatives facilitating more frequent and fluid communication, particularly with resident sports, there is a movement to further push the Institut's service offer so as to meet the concrete needs of our athletes, coaches and sports partners even more so in order to make a difference to athletes' progression and performance.

INS Québec can fully adopt its new brand signature of "The ingenuity behind the performance" primarily on the basis of the increasing requests for our expertise. More than ever, our experts have demonstrated their willingness to make a real difference for both high-performance athletes and those of the next generation. Combined with our collective curiosity to establish how to do better, this has enabled the Institut to excel at an international level through collaborations that are as strategic as they are significant with the Institut national des sports et de l'éducation physique—INSEP and the Réseau Francophone Olympique de la Recherche en Médecine du Sport partner of the International Olympic Committee.

Funding remains a consistent concern. One major change is that the Institut is now able to benefit from a multi-year funding agreement with the Québec Government. Now aware of the funding conditions for the next three years, the organization benefits from stability and foresight enabling resource and project planning to be optimized. Recognition of the impact of INS Québec on the sporting community and the quality of its management can also be seen.

Although the first 50 weeks of 2019–2020 made it possible to make or initiate strategic changes for the organization, it was, however, the last two weeks that marked its next evolution. Like everyone in Québec, INS Québec entered into lockdown on March 13, 2020, in order to fight the COVID-19 pandemic. On March 24, the Olympic and Paralympic Games in Tokyo were set back a year.

In rapid succession, although we were coming to the end of the work achieved during the last four-year sports cycle, these two announcements required the Institut, athletes, coaches and partners to change... To change plans. To change our approach. It was also necessary to learn to "manage uncertainty." It is still too soon to clearly understand, or imagine, all of the impacts. What is clear is that "normality" will never be the same again.

We will come out of this stronger, of this much we can be certain. We can build on the commitment, creativity, judgment and especially the strength of character demonstrated by our team from the very start of the crisis in order to maintain services, one way or another.

Because our priority is, and will always be, to serve athletes... Because we must echo the resilience that characterizes the athletes... Because science and technology forms part of our DNA... Because we are fuelled by innovation... INS Québec has already started to invent its "new normal."



Tom Quinn
Chairman of
the Board



Gaëtan Robitaille
President and Chief
Executive Officer



SPORTS PERFORMANCE SERVICES

Year 2019–2020 facilitated the implementation of a consultation process to prepare sports science and sports medicine plans for resident sports. This makes it possible to optimize the analysis of their needs whilst ensuring the implementation of a new, highly simplified, pricing method for services. Being at the end of an Olympic cycle (four years), the Institut performed an assessment of all of the performance services. The resulting restructuring enables a better integration of personnel and services, as well as improvements to be made to several planning processes. The ability of INS Québec to support sports has as such been enhanced.

WHAT'S COMING NEXT?

In terms of mental preparation, INS Québec will deploy an intervention and training strategy focused on the combination of “health — well-being — performance.” With regard to administration, the Institut will also implement a new procedure to manage and monitor sports service plans.



ATHLETE SERVICES

Year 2019–2020 was marked by an increase in interventions with athletes, particularly for those outside Montréal and who do not necessarily visit the INS Québec Complex. We also increased awareness amongst groups of coaches with regard to the importance of the well-being of athletes and the positive impact that this can have on their performance.

WHAT'S COMING NEXT?

Athletes will benefit from the new Athéna portal which will offer them a platform containing all of the information they need. Thanks to a partnership with the Alliance Sport-Étude, the service will strengthen its presence in the regions.



**GAME PLAN
PLAN DE MATCH**
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SPORTS-MEDICINE SERVICES

An agreement with the University of Montréal, School of Optometry has made it possible to begin research work on the visual component of concussion and enhance the service offer by the Interdisciplinary Concussion Clinic of INS Québec. The Institut also established itself as a leader in the field of research on concussion in the French-speaking world, when its Medical Director conducted a research project for the Réseau Francophone Olympique de la Recherche en Médecine du Sport Réseau Francophone Olympique de la Recherche en Médecine du Sport, partner of the International Olympic Committee, in November 2019.



WHAT'S COMING NEXT?

The purchase of a dual-energy X-ray absorptiometry scanner (DXA) now positions INS Québec amongst the international leaders in anthropometry, under the leadership of Sports Nutrition Lead, Erik Sesbreno.



SPORT SCIENCES SERVICE

For the Sports Sciences Service, 2019–2020 was marked by the improved sharing of scientific information and innovations in cutting-edge fields such as data science, engineering and training using virtual reality. Eleven new research and innovation activities were added focusing, for example, on perceptual-cognitive training, monitoring the external and internal training workload and mental preparation using full mindfulness yoga. The daily services on offer were expanded and totalled over 15,000 hours analyzing performance, biomechanics, physiology, and mental and physical preparation, and over 5000 research hours.

WHAT'S COMING NEXT?

In 2020–2021, priority will be given to post-lockdown strategies in view of the Olympic and Paralympic Games, and to measures to reduce the risk of health problems.



EDUCATION SERVICE

INS Québec undertook 8 professional development activities which involved 510 participants. The ACD program continued to prioritize remote education activities for the 30 candidates involved. The second edition of the Provincial Symposium on Athletic Performance (S2P2) welcomed 140 service providers. Under the guidance of dedicated mentors, five coaches benefited from the Mentoring Program for Coaches in Québec in order to continue to achieve the development objectives aimed at their progression to positions in Canadian teams.



WHAT'S COMING NEXT?

For 2020–2021, we would like to further contribute to the continuous education of scientific, medical and other stakeholders who train high-performance athletes or who are committed to the pathway to excellence. For coaches, we will focus in particular on new education strategies adapted to online communication technologies, notably for the Advanced Coaching Diploma.



ADMINISTRATION, OPERATIONS AND HUMAN RESOURCES

In terms of administration, the pursuit of optimizing management tools continued, notably in order to facilitate project management, budget and agreement monitoring activities in the context of efficiency and continuous improvement.

In terms of human resources, various initiatives have made it possible to improve tools and practices, including stress management workshops set up in preparation for the Olympic year.

As regards operations, thanks to the Bell-CISCO partnership, the integration of teleconference tools has continued to improve remote communications, particularly for Education Service activities. Following major development work, the Complex opened its boxing facility in July 2019.

WHAT'S COMING NEXT?

Over the course of 2020–2021, the Institut is planning for the set up of a mental preparation room, a dedicated zone for heat acclimation training and a specialized training studio. In terms of organizational development, we will implement a new structure for the Performance Service and Communications Service.

COVID-19 OR MANAGING UNCERTAINTY

Uncertainty. This is the theme that accurately summarizes what the sporting community as a whole, from local to international levels, and INS Québec in particular, have been confronted with in order to manage the COVID-19 pandemic. This crisis is not only health-related.

Navigating a certain type of uncertainty is not exactly new. All organizations experience this at one time or another. These uncertainties are generally short-lived and focus on just one aspect at any one time. However, never has uncertainty manifested itself with so much force in all sectors of activity at once as it has this time, affecting every aspect of life.

Corporate life. Professional life. Personal life. In each area, it was necessary to learn to manage all of the uncertainties that emerged: financial, organizational, operational, mental. There will be a significant number of lessons learned from this crisis. Whether relating to the management of people and processes, ways of working, organization of work, response capacity and partner relations.

While working on the formation of the United Nations after World War II, Winston Churchill said "Never let a good crisis go to waste." After having noted the depth of the INS Québec team and the collaboration which was strengthened within the network, this crisis will not be wasted as the experience has shown us that INS Québec has what is required to face the changes ahead.

BUSINESS COMMUNITY AMBASSADORS

Innovation is not only scientific or sporting at INS Québec. The Institut can now count on the first standing committee of Québec business people, set up to support an organization working with high-performance sports people. Made up of young business leaders, which is a first of its kind in the Québec sports community, the INS Québec Committee of Ambassadors is tasked with promoting INS Québec within the business community as well as working with the organization to develop new ideas and strategies to generate revenue. The contribution of these future business champions is a real pat on the back for everyone involved.

THE COMMITTEE MEMBERS ARE:

Mr. Peter Moraitis
*Lapointe Rosenstein
Marchand Melançon*

Mr. Frédéric Poulin
Normandin Beaudry

Mr. Sacha Vaillancourt
*BFL Canada,
Chairman of the
Committee*

Ms. Marie-Pier Bergevin
BMO Financial Group

Mr. Alexandre Bilodeau
*CPA (Walter Capital
Partners)*

Mr. Serge Vallières
*Tact - Intelligence
conseils*

AS WELL AS, WHO ARE NOT PICTURED:

Ms. Marie-Laurence
Boivin
KPMG Canada

Mr. Paul-André Côté
Côté Sport Marketing



FUELLING BY INNOVATION

At INS Québec, we reject the status quo. Reinventing ourselves is our only option if we aspire to mount the most prestigious of podiums.

BIRTHPLACE OF QUÉBEC PERFORMANCE

The INS Québec project is to work tirelessly to help our high-performance athletes achieve their dreams, but it is also to carry the dream of thousands of families, hundreds of communities and an entire nation.



SCIENCE AND TECHNOLOGY IN OUR DNA

Characterized by our curiosity and critical thinking, we make our knowledge and expertise available to high-performance athletes and, by extension, to society.

CELEBRATING PROGRESS TOGETHER

We believe that diversity, inclusion and equality lead to progress. We believe that supporting excellence models, which stand out due to their authenticity and resilience, help to create a better world.

THE INGENUITY BEHIND THE PERFORMANCE

The new brand signature of INS Québec reflects the value proposition put forward to support both athletes and training groups: To offer cutting-edge solutions driven by a team of experts and partners in order to push each of our athletes to their performance limits.

"INS Québec, the ingenuity behind the performance" is based on a brand statement, which relies on four pillars:

WE TAKE CARE OF EACH OTHER!

Continuing its commitment to promote the establishment of a healthy, safe sporting environment free from harassment, INS Québec offers awareness workshops to the sporting population impacted by Regional multi-sports training centres. Presented under the theme of "We take care of each other!" (On se fait attention!) in collaboration with the RMTC and the Sport'Aide organization, this program benefits from the financial support of Sport Canada.



WITH PARTICIPATION
FINANCIAL OF
Canada



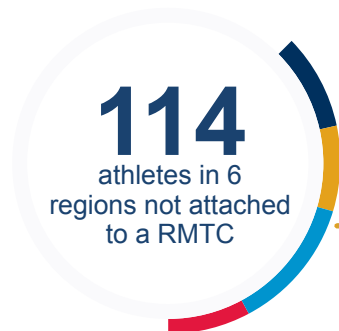
SERVING
3,321
ATHLETES



526	athletes carded or identified as Excellence level
436	athletes identified as Espoir, Élite or Relève
64	sports disciplines



708	Relève
704	Élite
183	Excellence



32	sports disciplines
6 regions	Abitibi-Témiscamingue Bas Saint-Laurent Centre-du-Québec Côte-Nord Lanaudière Saguenay-Lac Saint-Jean



195	Relève
302	Élite
153	Excellence

JOUEZ GAGNANT! ALWAYS FAVOURED

539 conferences	86,800 young participants	16 regions visited	72 athlete speakers	16 tours in 12 regions
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In March 2020, no fewer than 40 conferences and 3 tours, which would have brought together over 6,500 additional participants, had to be cancelled following the lockdown measures ordered by the government of Québec to fight against the COVID-19 pandemic.

jouez gagnant!

EDUCATION

Professional development

8	activities
510	participants from 72 sports

Advanced Coaching Diploma

138	hours of lessons
30	coaches having education activities
10	graduates

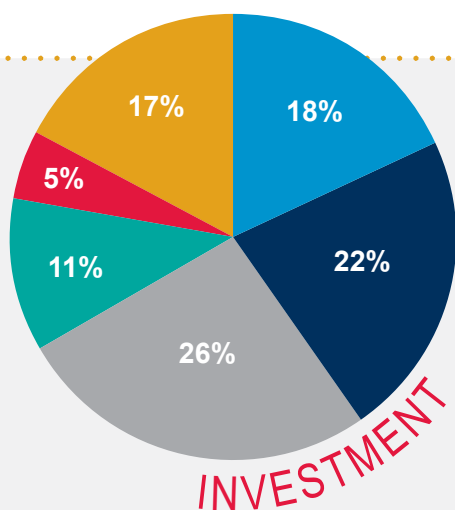
Provincial symposium on athletic performance

142	participants
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WITH REGARD TO THE SPORTS MEDICINE CLINIC

850	Athletes who visited
1,576	Consultations with a physician
835	Days of support (competitions and camps)
769	Nutrition consultations
31	Optometry consultations
250	Kinesiology consultations
95	Neuropsychology consultations
5,143	Physiotherapy / sports therapy / osteopathy treatments
570	Massage therapy treatments
865	Blood tests, vaccinations

13,930 **TOTAL INTERVENTIONS**

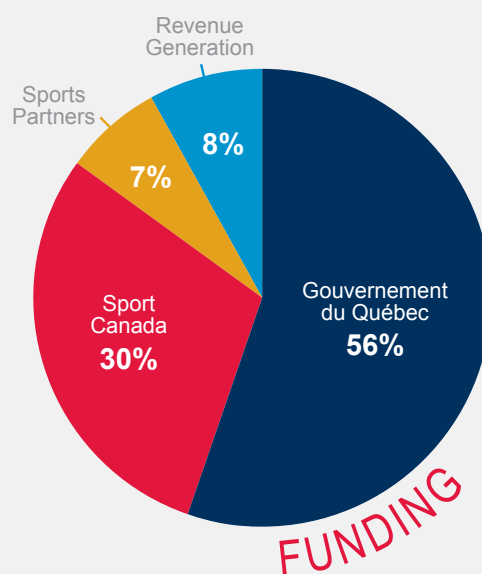


INVESTMENT

66%



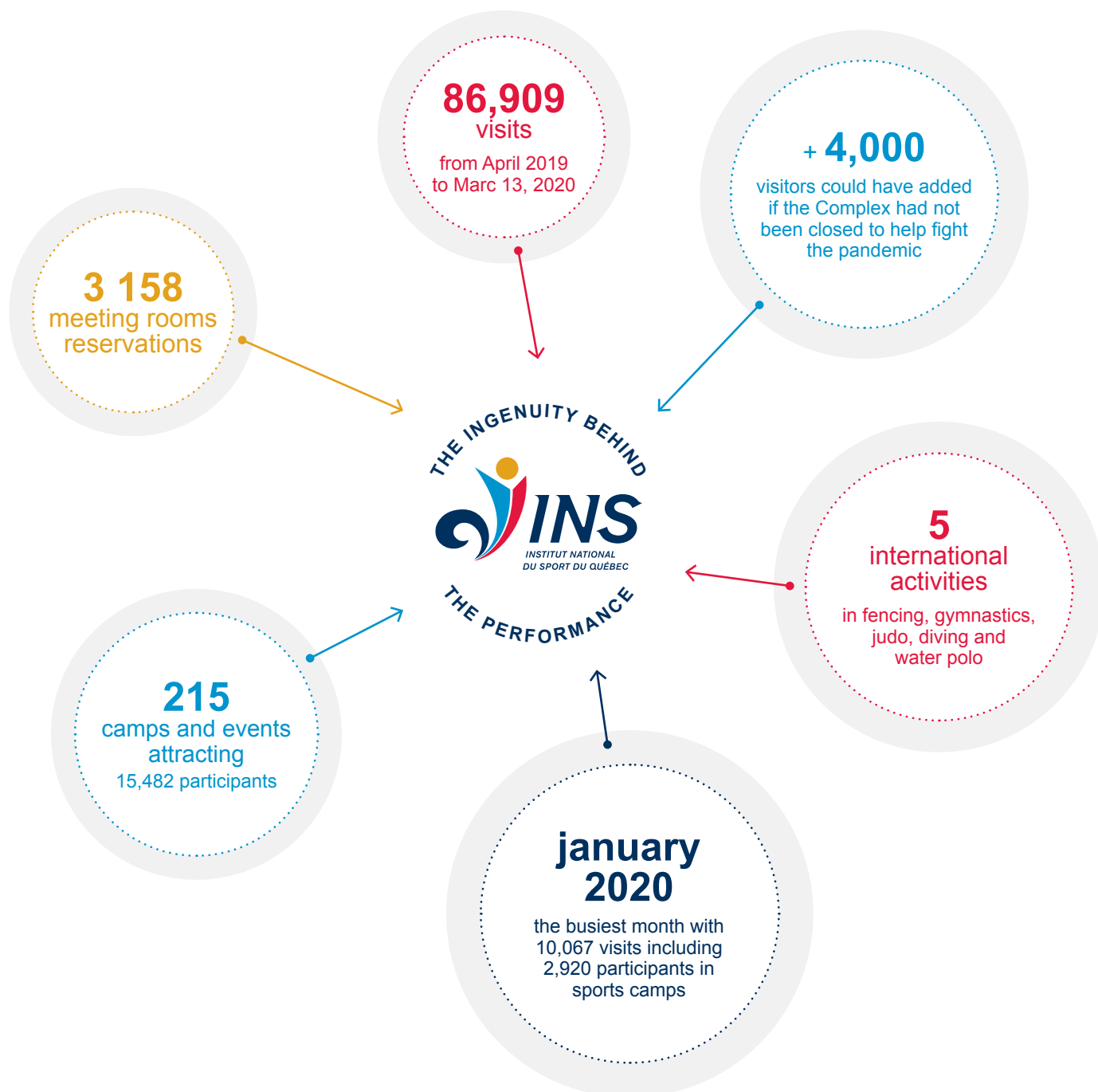
Athletes and sports organizations services
Support to INS Québec Network
Support to high-performance training groups
Sports medicine and Sports science
Research and innovation activities
Administration, Operation and Communications



FUNDING



At the INS Québec Complex



THE INS QUÉBEC NETWORK

Regional multi-sports training centres

Centre régional d'entraînement et d'événements de la Mauricie

Conseil de développement Excellence sportive des Laurentides

Excellence sportive de l'île de Montréal

Excellence Sportive Montérégie

Excellence sportive Outaouais

Excellence Sportive Québec-Lévis

Excellence Sportive Sherbrooke

Excellence Sports Laval

2019-2020 singles-sports centres

Centre provincial d'excellence en athlétisme

Centre d'entraînement d'aviron de Knowlton

Centre de biathlon d'excellence du Québec

Centre national de canoë-kayak du Bassin olympique

Centre national de canoë-kayak du Lac-Beauport

Centre national de cyclisme de Bromont

Centre national de performance de Montréal (patinage artistique)

Centre national courte piste de Montréal (patinage de vitesse)

Centre national Gaétan-Boucher (patinage de vitesse longue piste)

Centre d'excellence acrobatique de Val-St-Côme (ski acrobatique – bosses)

Centre national d'entraînement acrobatique Yves Laroche (ski acrobatique – sauts)

Centre national d'entraînement Pierre-Harvey (ski de fond)

Centre national de haute performance (soccer)

Centre national de tennis

Académie de tennis de table du Québec

Centre d'entraînement de triathlon de Québec

Centre d'entraînement à temps plein de volleyball

Centre d'excellence régional de volleyball de plage

INS QUÉBEC SPORTS PARTNERS

In Québec

Association Québec Snowboard

Association québécoise d'aviron

Association québécoise de canoë-kayak de vitesse

Association sportive des aveugles du Québec

Badminton Québec

Basketball Québec

Fédération de gymnastique du Québec

Fédération de natation du Québec

Fédération de patinage de vitesse du Québec

Fédération d'escrime du Québec

Fédération de lutte olympique du Québec

Fédération des sports à quatre murs du Québec

Fédération de tennis de table du Québec

Fédération de triathlon du Québec

Fédération québécoise d'athlétisme

Fédération québécoise de biathlon

Fédération québécoise de boxe olympique

Fédération québécoise de handball

Fédération québécoise de ski acrobatique

Fédération québécoise de taekwondo

Fédération québécoise des sports cyclistes

Golf Québec

Hockey Québec

Judo Québec

Natation artistique Québec

Parasport Québec

Patinage Québec

Plongeon Québec

Rugby Québec

Ski de fond Québec

Ski Québec Alpin

Soccer Québec

Softball Québec

Tennis Québec

Triathlon Québec

Voile Québec

Volleyball Québec

Waterpolo Québec

In Canada

Association canadienne de ski acrobatique

Boccia Canada

Boxe Canada

Canadian Wheelchair Sports Association

Canoë Kayak Canada

Cyclisme Canada

Fédération canadienne d'escrime

Field Hockey Canada

Gymnastique Canada

Gymnastique Canada Trampoline

Hockey Canada

Judo Canada

Natation artistique Canada

Natation Canada

Nordik Canada

Patinage Canada
 Patinage de vitesse Canada
 Plongeon Canada
 Rowing Canada Aviron
 Snowboard Canada
 Volleyball Canada
 Waterpolo Canada
 Wheelchair Rugby Canada
 Wrestling Canada Lutte

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



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(as of March 31, 2020)

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Mathilde Chamussy
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Responsable des communications (intérim)

Marina Lord
Agente de programme – Jouez gagnant!

Audrey Lacroix
Gestionnaire des réseaux sociaux

Performance Services

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Conseiller aux sports

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Conseillère d'orientation

Louise Kairns
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Caroline Truchon
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Directeur

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Coordonnatrice au soutien scientifique

Thomas Romeas
Conseiller expert médico-scientifique

Evelyn Dubé
Conseillère technique au soutien médico-scientifique

Mathieu Charbonneau
Biomécanicien du sport

Nicolas Berryman
Physiologiste de l'exercice

François Bieuzen
Physiologiste de l'exercice

Sylvain Gaudet
Physiologiste de l'exercice

Myriam Paquette
Physiologiste de l'exercice

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Benoit Lussier
Analyste de performance

Michael Wu
*Technicien en gestion
de données sportives*

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Kinésiologue

Amélie Soulard
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Préparatrice mentale

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Préparatrice mentale

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Préparateur physique

Pierre-Mary Toussaint
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Médecin

Hugo Hébert
Médecin

Gabrielle Ostiguy
Médecin

Josée Rainville
Médecin

Evelyne Chicoine
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Geneviève Houle
Coordonnatrice



To be “The ingenuity behind performance”, the Institut national du sport du Québec has the privilege of counting on partners who invest in our mission.

Québec 

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MONDO



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