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FROM IMPOSSIBLE TO POSSIBLE

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ANNUAL REVIEW 2020-2021

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# Message from the Chair of the Board of Directors

## PRIDE

Pride! This is the feeling that inspires my final message as Chair of the Board of Directors of the Institut national du sport du Québec. This pride has grown continuously over the past nine years. It is a result of the challenges, advances and successes of the INS through the collective effort of the Board members, our staff and our partners.

When I started here, a foundation was being built. A real construction site – the construction of the Complexe at the Olympic Park. This ambitious project would be a game-changer for high-level sport in Québec. My first great moment of pride occurred at the inauguration on September 19, 2014, in the presence of the very first visionaries and our sports, financial and government partners.

But the INS Québec's project had to be much more than facilities in Montréal. All the athletes on their way to excellence had to take advantage of it. With the regional multisport training centres and single-sport training centres, we were able to build the INS Québec Network that would provide access to leading medical and scientific services and training facilities that comply with international standards. This network is also a source of pride, as it is unique in the country.

The people who live, develop and promote INS Québec are key to our growth and success. Together with the members of the Board of Directors, we have completed the reform of our governance and developed the strategic plan that has guided us over the past few years. Their diverse expertise adds value to the management team.

To make this strategic plan a reality, we can rely on a team of permanent staff that any organization would envy. Their knowledge, competence and creativity ensure that the athletes and our sports partners benefit from services and coaching in line with best practices.

As for the INS Québec's response to the impacts of the pandemic, this team has been exemplary in its ability to respond, organize and execute, as well as in its obsession with ensuring the health of both athletes and staff. It is thanks to this that INS Québec has gained credibility in the sporting community, as well as in government and public health. That's something to be proud of.

INS Québec is ready for the next step. With a three-year funding agreement with the Québec Government for regional multisport centres, single-sport centres and the INS Québec, the organization can rely on a stable and complementary network. The positive comments received from athletes and partners that we work with show that we are doing the right things.

AMONG THE CHALLENGES FACING THE INS QUÉBEC, THERE IS AN OBLIGATION TO MAINTAIN FOCUS IN SEEKING THE BEST SOLUTIONS TO DEVELOP KNOWLEDGE AND KNOW-HOW TO PROPEL ATHLETES TO THE HIGHEST PEAKS.

To be able to achieve our ambitions, there is also the challenge of self-sustaining revenue generation. Increasing visibility and influence will contribute, but it will be necessary to be bold and inventive.

This final message would not have been possible without the confidence and collaboration of those who have supported me. To my colleagues on the Board of Directors, I thank you for devoting some of your valuable free time to our cause. To the members of the INS Québec Network, thank you for contributing to our mission's roll-out. To our donors and financial partners, thank you for your support. To our sports partners, it is with you that we can build a better environment for athletes.

Finally, to staff members, these true “dream catalysts,” you have my full respect for your commitment and passion to deliver the INS Québec's mission by serving sports and athletes. I am proud to have represented such a strong and exceptional team.

More than ever, we must recognize ourselves as “the genius behind the performances.” This is the role that we're asked to play and it is what we do best. It's also this that makes me proudest of my commitment over the last nine years.

Thank you!



Tom Quinn, O.C.  
Chair of the Board

## Message from the President and Chief Executive Officer

### FROM IMPOSSIBLE TO POSSIBLE

The INS Québec Activity Report 2020-2021 is not a usual report because last year was not usual.

Rather than the traditional presentation of what happened in each department, we will tell you the story of the last year, through some significant and key moments.

We are intentionally presenting a story with a positive twist. Not because it has been easy, far from it. Like everywhere on the planet, our personal and professional lives have been disrupted. We want our 2020-2021 story to be positive because, despite everything, it has been positive in several respects. Without obscuring the difficulties, we believe that it is healthy and reassuring to focus on the good that has emerged from all this.

RESILIENCE CHARACTERIZES THOSE INVOLVED IN HIGH-LEVEL SPORT. THIS ABILITY TO ABSORB THE TREMORS, LEARN FROM THEM AND USE THEM IN THE FUTURE IS DEMONSTRATED DAILY BY THE INS QUÉBEC TEAM. OUR 2020-2021 STORY IS THE STORY OF THEIR RESILIENCE.

Although the pandemic has changed the way we do things and monopolized much of our time, the INS Québec has continued much of its activities. The “year in figures” section of this report gives a good idea of the volume of activity achieved. Continuing our activities also meant continuing to handle non-pandemic projects and issues.

We continued our work related to safe sport; we established the concussion interdisciplinary clinic; we continued our work on the evolution of our organizational culture; a three-year funding agreement was confirmed with the Government of Québec for the components of the network; we opened new avenues for research and innovation; we created the Communication and Marketing Service. All of this and many other things will continue to evolve over the next year.

Last year has also helped to strengthen sharing and collaboration among members of the sporting community. Athletes and coaches, Québec and Canadian federations, regional multisport training centres and single-sport training centres, donors and implementing partners... Each in our area we have united ourselves with a common goal: to support the preparation of Olympic and Paralympic athletes. Because there was one goal more important than the goals of our own organizations, this unprecedented level of harmonization is a real turning point. A new dynamic has been established; our community will never be the same again.

When we look back and see everything that we’ve accomplished, it’s almost dizzying. It is incredible how much we have done. Think about how this has been possible. We built the aircraft in flight. The “rule book” has been rewritten from scratch. Saint Francis of Assisi said, “Start by doing what’s necessary, then do what’s possible, and suddenly you are doing the impossible.”

“Do what’s necessary” (and thus the impossible) sums up what the INS Québec team went through last year.

In last year’s report, we wrote about the future: “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.”

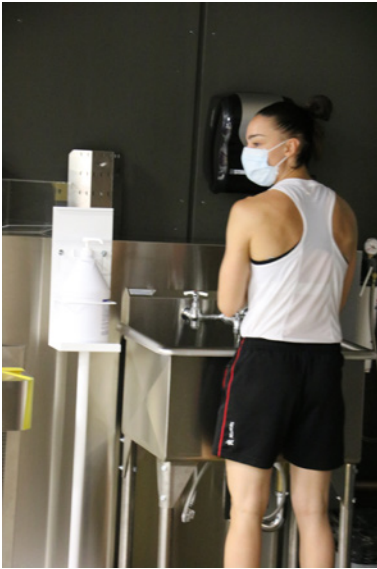
A year later, because we believed in ourselves, we can proudly say: “That’s what we did.” The next few pages will tell you how.

Happy reading!



Gaëtan Robitaille  
President and Chief Executive Officer





THE PANDEMIC AS A  
SOURCE OF INNOVATION  
69,579 VISITS = 0 OUTBREAKS

## 2020–2021: THE PANDEMIC AS A SOURCE OF INNOVATION

The COVID-19 pandemic has sabotaged the sporting calendar of athletes and those around them since March 2020. Despite everything, this global break has a rather positive or even beneficial “side of the coin” within the Institut national du sport du Québec (INS Québec). Not only did the introduction of innovations beat record speeds, members of the sporting community have been more supportive and committed to sports and athletes than ever.

### SCIENCE AND MEDICINE AT THE CENTRE

Sports medicine and sport sciences are at the core of INS Québec's work. These two sectors have contributed to making a big difference to athletes in their continued Olympic and Paralympic preparation despite the pandemic.

The proximity of members and the level of collaboration allowed the INS Québec clinic to quickly switch to remote consultation mode. This new way of doing things was quickly taken on and adopted by members of the medical team and will continue to be used in the future.

Around thirty experts from the sport sciences sector were involved to enable athletes to quickly obtain specific video conferencing support and programs to maintain physical and mental fitness. To this end, the implementation and optimization of new remote athlete monitoring tools have been added.



### MORE THAN A VIDEO GAME

There was already a virtual boxing platform project on the drawing table to allow eight boxers using the INS Québec boxing hall to sharpen their reflexes outside the ring. The digital vision virtual reality simulator project was scheduled to be available by 2024. The pandemic accelerated its development.

As of July 2020, athletes have been able to use virtual reality helmets to immerse themselves in an intense ten-minute sparring session with a virtual opponent. The technology allows for surprise effects to sharpen athletes' concentration.

This new virtual tool has not only helped to maintain boxers' physical condition, movement and reflexes during the period of time when contact was banned, but it also limits the risk of training injuries. For this reason, coaches have continued to use this platform whose

features are continuing to be developed and which could mark a turning point in the way boxers train. The women's water polo team's goalkeepers already use virtual reality in their technical training and awareness sessions. And applications in other disciplines are being considered.

## **EVEN STRONGER COLLABORATION**

The pandemic has increased the number of exchanges between the INS Québec and its sports partners: regional multisport training centres, single-sport training centres, Québec and Canadian sports federations, COPSI Network components and many organizations such as SPORTSQUÉBEC and Sport'Aide.

The exceptional situation has led to close collaboration through video conferencing (of course!) where the ultimate goal was the same for everyone: switch to solution mode to minimize disruption in the preparation of high-level athletes. While COVID-19 was the main topic of the first discussions among members of the sporting community, these exchanges quickly focused on other topics aimed at improving the conditions and preparation of athletes. In other words, the network is growing enormously from this test.

## **A SUITABLE MASK**

If there was a project that had not featured in the INS Québec's plans, it was the development of a protective mask to ensure the health of water polo players in pools. The idea came out of a conversation where we sought to improve training conditions for water polo players who could not have contact due to health measures.



The INS Québec's experts worked with INÉDI, a centre of expertise and research in industrial design, to create a mask that could be used in water that would both meet health standards and ensure freedom of movement for athletes. Relying on the financial support of the Canadian Olympic Committee, Own the podium and COPSI Network members, it took no fewer than five iterations to reach a prototype that received the endorsement of athletes and coaches.

As and when the COVID-19 pandemic finally ends, the risk of a similar situation reoccurring remains. Thanks to the work of INS Québec experts, water polo teams can rely on this innovative face covering.

## MORE ACCESSIBLE PROFESSIONAL EDUCATION AND DEVELOPMENT ACTIVITIES

In line with health measures, classroom-based education activities have been suspended over the last year. Yet the sporting community within the INS Québec Network has never had as much access to education and professional development activities.

The number of participants in the dozen or so activities presented during 2020-2021 is tangible proof of this. Usually, INS Québec's professional development activities, such as *Question-Sport* conferences, attract between 500 and 550 people annually. During the pandemic, more than 2600 people participated in these 60- to 90-minute sessions thanks to web technology.

*Advanced Coaching Diploma* participants, a program designed for coaches preparing athletes for the podium in provincial, national and international competition, were also able to continue their program by quickly adapting to enable online delivery. More than 100 hours of courses were presented, allowing 26 coaches to continue their advanced education and around a dozen others to obtain their diploma.



Given participants' strong interest in the online format, the INS Québec team took the opportunity to broaden the range of subjects. And so communication, marketing and mental health sessions were added to the programming.

Ironically, the online format already existed within INS Québec. It was used as a last resort for people who could not attend activities in person. The pandemic has made "online mode" an essential tool. Webcasting first facilitated access to information to coaches and management staff from across the province who did not have to travel to the INS Québec Complexe located at the Olympic Park in Montréal.

This virtual option, which was imposed by circumstance, has led to the realization that there is now an opportunity to turn to groups that INS Québec did not approach before the pandemic, including members of professional bodies related to the world of sports.

## PRIORITY: WELL-BEING

When the mandatory confinement was announced in March 2020, the INS Québec's management was not only preoccupied with preparing the approximately 500 athletes who could no longer access the facilities and training areas of the INS Québec Complexe. The well-being of staff members also generated the same level of concern. Despite the required distancing, contact was maintained with each individual. The goal of our mission was to ensure the well-being of each person given the circumstances.



THANKS TO A ROBUST TECHNOLOGY INFRASTRUCTURE,  
THE INS QUÉBEC WAS ABLE TO QUICKLY EQUIP EVERYONE  
WHO NEEDED IT TO BE ABLE TO WORK REMOTELY.

In addition to ensuring on-going activities, this included organizing a weekly general staff meeting. There were obviously discussions about the reopening of the Complexe and improvements to training conditions for athletes. But we also took time to address topics such as mental health, health developments, government measures that impacted both the personal and professional lives of all, and the triumphs and successes of team members.

Similar to discussions with the sporting community, most of our early meeting content was almost exclusively about COVID-19. Today, it is not uncommon for coronavirus to take up barely a quarter of the conversations in these weekly Friday meetings. Without predicting the future, we can confirm that this initiative with others, such as the creation of co-development activities, will have long-term implications on how the INS Québec will interact with its team members.

### CREATING A SAFE ENVIRONMENT



Reshaping the activities of the Complexe where more than 200 people (during the pandemic) come through the doors on a daily basis could have initially seemed like a colossal task. However, as soon as government and public health allowed the reopening of sports and medical clinics at the INS Québec Complexe in June 2020, everything was already in place to accommodate users. There was disinfectant gel and plexiglass in the appropriate locations, individual bins allocated to each athlete in the training areas, regular cleaning of equipment along with designing and redesigning planning and operations in COVID-19 mode. The collaboration and support of the Olympic Park and the managers of the Sports Centre have made things easier.

The large area (15,300 m<sup>2</sup>) of the INS Québec Complexe has also made it easy to comply with physical distancing guidelines. And it was even more palpable during the highest alert level, when the Complexe could not accommodate more than 25 people per training area.

## WHAT NOW?

All in all, this remarkable capacity to adapt of all those concerned, from reception agents to the CEO of the INS Québec, to operations staff, athletes and their coaches, was the cornerstone for INS Québec to navigate the crisis. Success supports the INS Québec's leadership, where every single person has been part of the solution.

ANY CRISIS IS REVEALING AND INS QUÉBEC HAS BEEN ABLE TO DEMONSTRATE ITS RELEVANCE SINCE MARCH 2020 THROUGH ITS LEADERSHIP, KNOWLEDGE AND EXPERTISE.

Just like everywhere else in society, the pandemic will leave a mark upon INS Québec. But these traces are resolutely forward-looking thanks to the synchronization of innovations, teachings and relationships for the greatest benefit of athletes and players in the sporting community, not only in the past year, but also with lasting effects for the future.

## THE INS QUÉBEC PROTOCOL 69,579 VISITS = 0 OUTBREAKS

It goes without saying that the greatest challenge of the team at the Institut national du sport du Québec was to prevent, limit and counter the risk of spreading COVID-19 within its Olympic Park Complexe. This led to the development and implementation of the "INS Québec Protocol" which established a comprehensive health strategy: mandatory questionnaires for assessing symptoms containing about 20 questions, travel management, space management and temperature taking, to name a few.

AS SOON AS ITS OLYMPIC PARK COMPLEXE WAS REOPENED IN JUNE 2020, INS QUÉBEC INTRODUCED COMPREHENSIVE MEASURES TO CONTROL ACCESS.

The cornerstone of this process was the requirement to complete a detailed assessment questionnaire for COVID-19 symptoms. All people wanting access to the Complexe were required to complete a questionnaire at each visit, no later than four hours before their arrival.

As of April 30, 2021, 50,261 questionnaires had been completed by the 1868 different people who visited the INS Québec Complexe. To ensure close follow-up, a visitor was considered “at risk” if they answered negatively to one of the questions (e.g. Do you have muscle aches?). A systematic verification process was initiated, supervised by the INS Québec’s medical team.

In total, eight out of ten people were able to access the INS Québec Complexe without further verification. Of the 10,613 questionnaires considered “at risk,” only 19 people had a positive COVID-19 diagnosis and were therefore not admitted to the Complexe.

## TRAINING AREAS OUTSIDE THE COMPLEXE



In November 2020, the Québec Government and Public health authorized the resumption of training for athletes in Olympic and Paralympic preparation in other training areas outside the INS Québec Complexe. The authorities asked the INS Québec to develop a generic protocol applicable to other training sites, based on the protocol in effect at the Complexe, that sports organizations and facility managers should follow.

For example, health practices developed by INS Québec were adopted by all other Olympic and Paralympic training centres across the province. As with the protocol in effect at the Complexe, a questionnaire had to be completed at each visit. For all 58 authorized training areas outside the Complexe, 19,318 visits were recorded. Only 1,464 required additional verification and only one positive COVID-19 case was confirmed.

## Actions that make a difference



**40**  
protection shields  
installed in the  
physical prep room



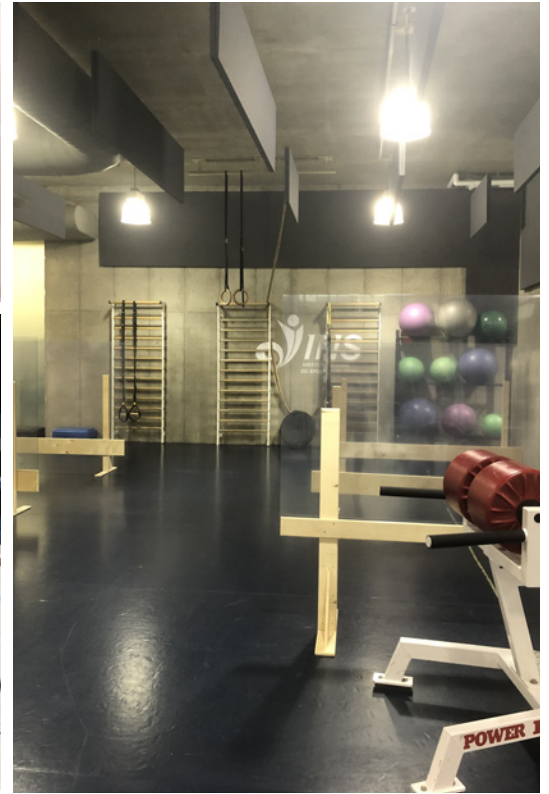
**1,312**  
disinfection rounds  
at the Complexe



**1,750**  
masks distributed  
per week  
(from March 8, 2021)



**850**  
loads of  
microfibre cloths

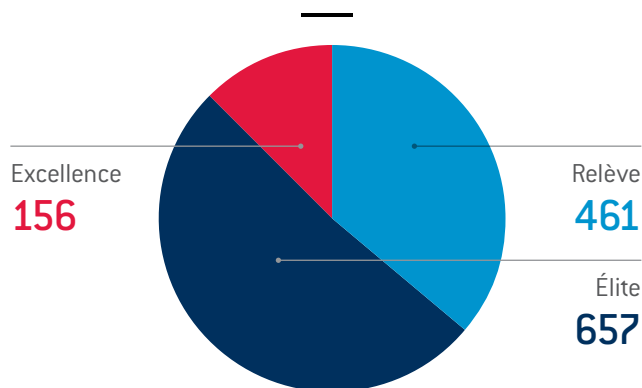


THE YEAR 2020-2021 IN FIGURES

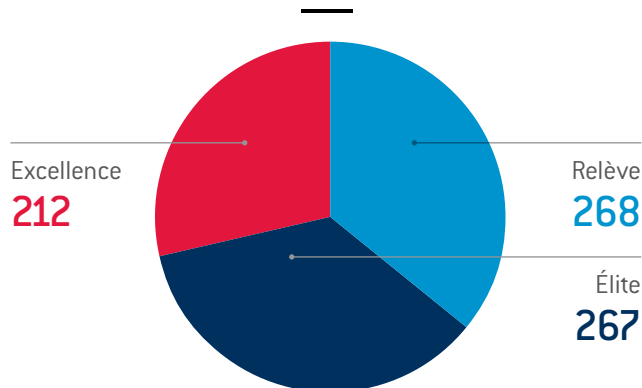


## INS Québec Network











1,274 athletes in 8 Regional multisport training centres



747 athletes in 21 single-sport training centres



116 athletes from 6 regions without a RMTC

	ATHLETES (28 SPORTS)	SPORT-ÉTUDES GROUPS
Abitibi-Témiscamingue	 4	
Bas-Saint-Laurent	 16	
Centre-du-Québec	 18	
Côte-Nord	 2	
Lanaudière	 65	
Saguenay—Lac Saint-Jean	 11	

## 11,680 interventions at the Sports Medicine Clinic



**747**  
Athletes  
who visited



**1,317**  
Consultations  
with a physician



**269**  
Nutrition  
consultations



**78**  
DEXA scans  
(dual-energy X-ray  
absorptiometry/  
nutrition service)



**236**  
Electrocardiograms  
(ECG)



**117**  
Optometry  
consultations



**147**  
Kinesiology  
consultations



**97**  
Neuropsychology  
consultations



**3,278**  
Physiotherapy/sports  
therapy/osteopathy  
treatments



**421**  
Massage therapy  
treatments



**662**  
Blood tests,  
vaccinations



**1,258**  
COVID-19  
samples

## Sport sciences and innovation



**33**  
Ongoing research  
activities



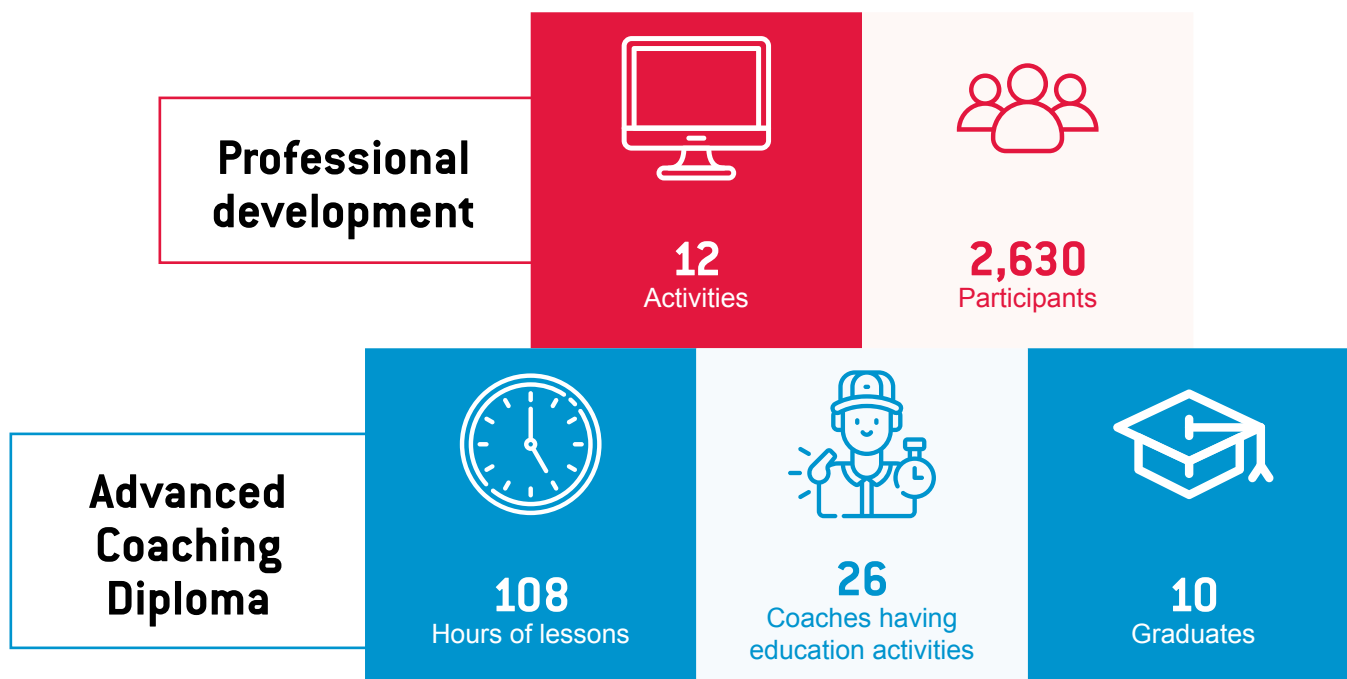
**10**  
Activities  
completed



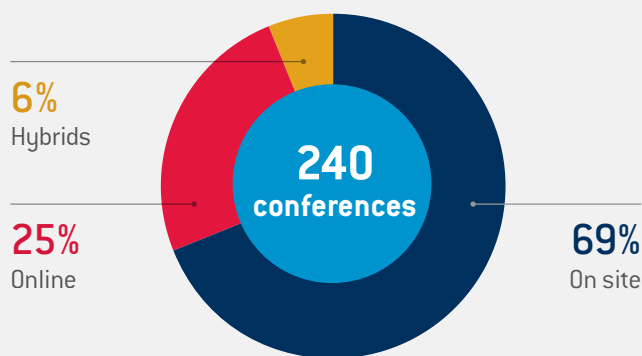
**1,500**  
Hours of  
research



Scientific monitoring:  
nearly  
**1,000**  
articles listed



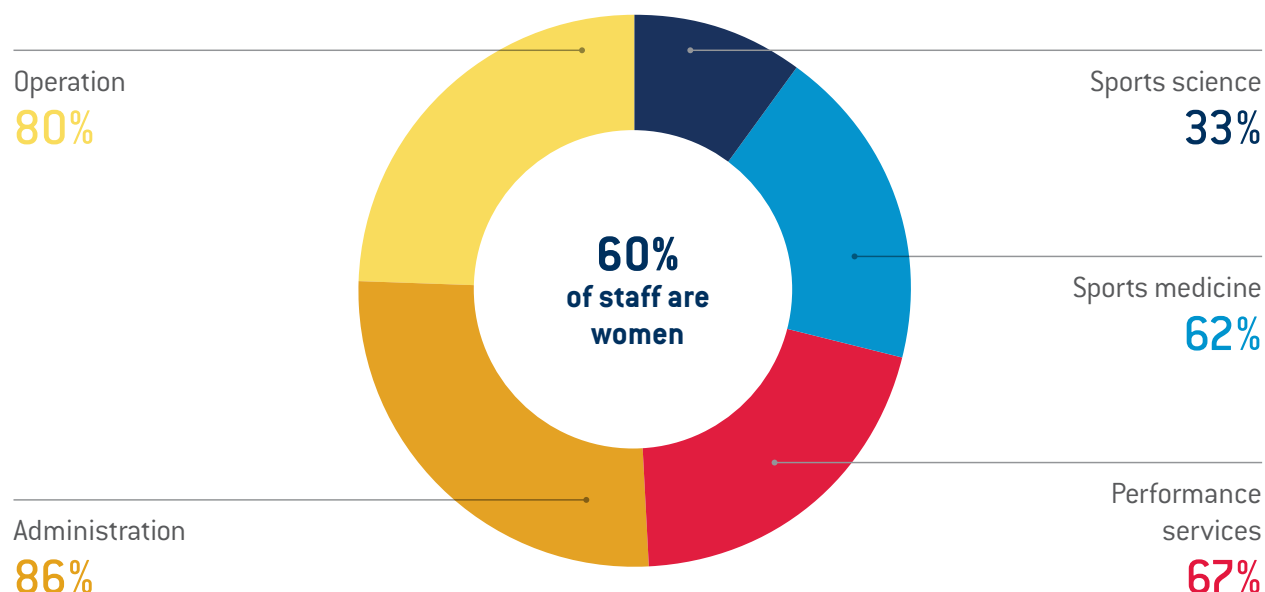
## jouez gagnant!



Even with a four-month break, *Jouez gagnant!* remains an appealing activity. In order to cope with the health instructions at the host locations, the program has adapted its mode of operation thanks to the athlete-speakers who have been able to adapt their content to offer it by video-conference. On-site conferences remain possible in a bubble class format rather than in a large group. The pandemic may have had an impact on the number of attendees and conferences, but the relevance and quality of *Jouez gagnant!* have remained based on a survey which has indicated a high level of satisfaction of over 90% by host organizations.



## Parity, a reality at INS Québec

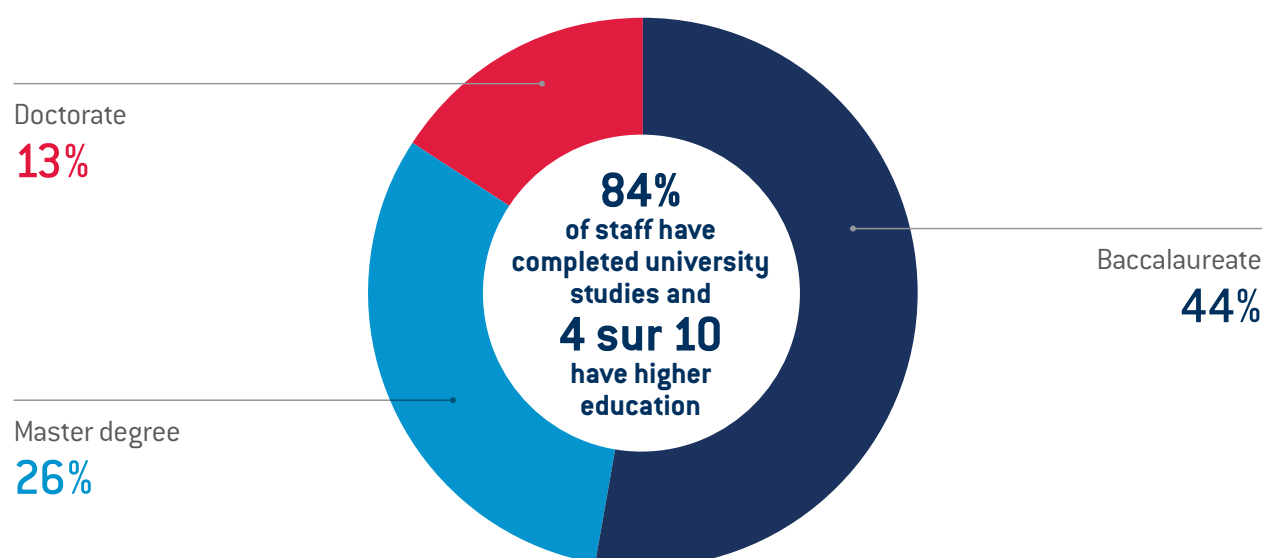


**60%**  
of management  
and supervisors  
are women



Women hold  
**45%**  
of board positions

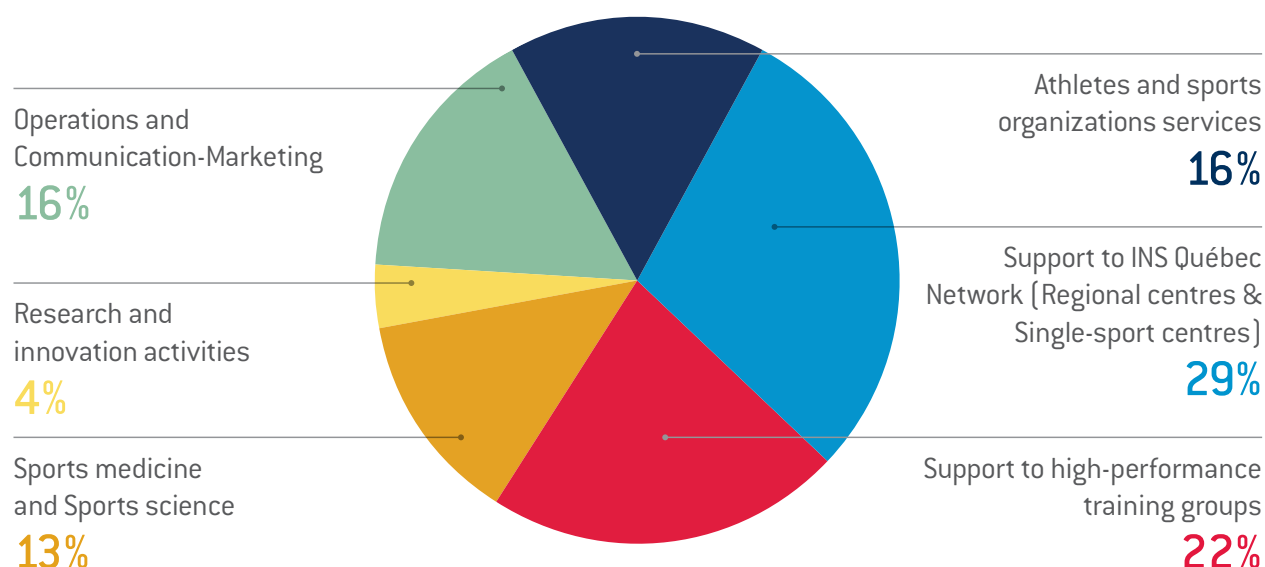
## A qualified team



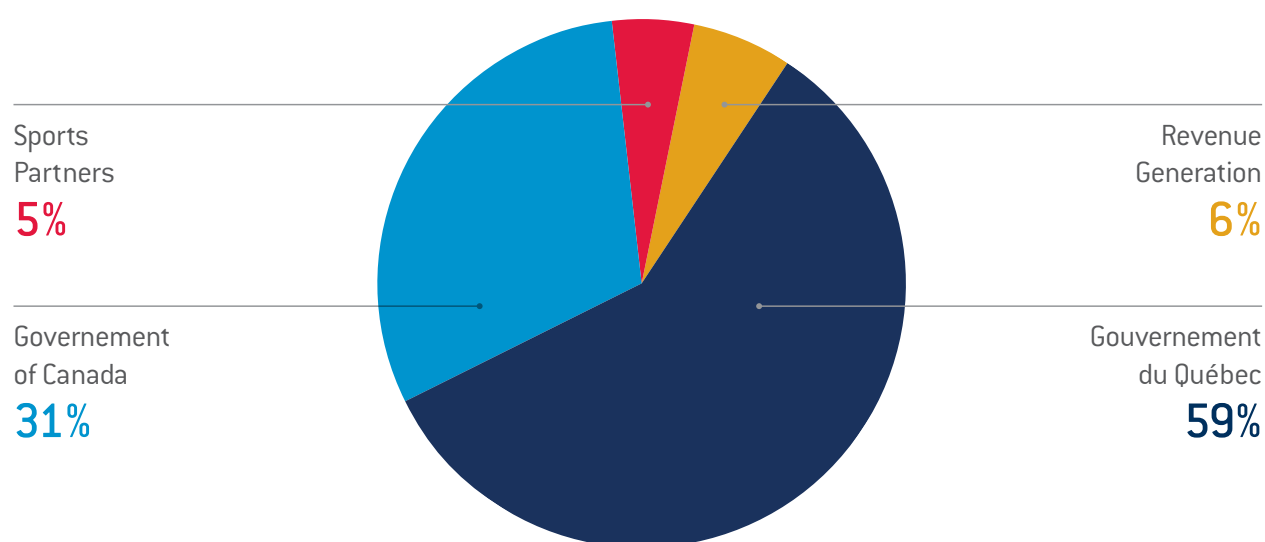


# Investments and Funding 2020-2021

## Investments

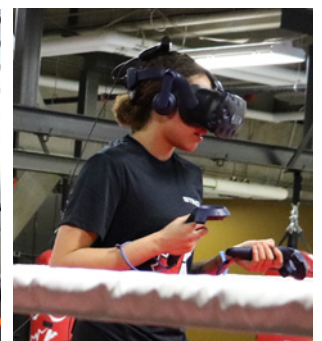
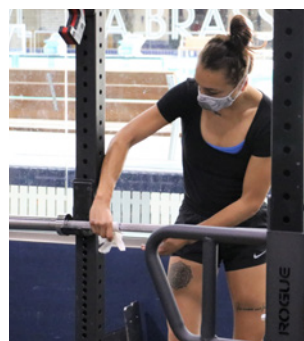


## Funding



## Accounting that matters

More than <b>150</b> accounting projects	More than <b>7,000</b> accounting transactions	
	Average of <b>25</b> per working day	Estimate of <b>1,750</b> hours



THE INS QUÉBEC NETWORK  
INS QUÉBEC SPORTS PARTNERS

## THE INS QUÉBEC NETWORK

### Regional multisport training centres

Conseil de développement  
Excellence sportive des Laurentides

Excellence sportive de  
l'île de Montréal

Excellence sportive Mauricie

Excellence Sportive Montérégie

Excellence sportive Outaouais

Excellence Sportive Québec-Lévis

Excellence Sportive Sherbrooke

Excellence Sports Laval

### Single-sports centres

Centre provincial d'excellence  
en athlétisme (athletic)

Centre d'entraînement  
d'aviron de Knowlton (rowing)

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 (cycling)

Centre de hockey de haute  
performance 21.02 (women hockey)

Centre national de  
lutte olympique (wrestling)

Centre national de performance  
de Montréal (figure skating)

Centre national courte piste de  
Montréal (short track speed skating)

Centre national Gaétan-Boucher  
(long track speed skating)

Centre d'excellence  
acrobatique de Val-St-Côme  
(freestyle skiing – moguls)

Centre national d'entraînement  
acrobatique Yves Laroche  
(freestyle skiing – aerials)

Centre national d'entraînement  
Pierre-Harvey (cross-country skiing)

Centre Maximise (snowboard  
et freestyle skiing – slopestyle)

Centre national de haute  
performance – CNHP (soccer)

Centre national de tennis

Académie de tennis  
de table du Québec (table tennis)

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

Badminton Québec

Baseball Québec

Basketball Québec

Fédération de gymnastique  
du Québec

Fédération de Lutte  
Olympique du Québec

Fédération de tennis  
de table du Québec

Fédération de natation du Québec

Fédération de patinage  
de vitesse 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  
des sports cyclistes

Fédération québécoise  
de taekwondo

Golf Québec

Hockey Québec

Judo Québec

Natation artistique Québec

Parasport Québec

Patinage Québec

Plongeon Québec

Ski de fond Québec

Ski Québec Alpin

Soccer Québec

Softball Québec

Tennis Québec

Tir à l'arc Québec

Triathlon Québec

Voile Québec

Volleyball Québec

Waterpolo Québec

### In Canada

Boccia Canada

Boxing Canada

Canada Artistic Swimming

Canadian Fencing Federation

Canoe Kayak Canada

Cycling Canada

Diving Plongeon Canada

Freestyle Canada

Gymnastics Canada

Hockey Canada

Judo Canada

Karate Canada

Skate Canada

Speed Skating Canada

Swimming Canada

Triathlon Canada

Volleyball Canada

Water Polo Canada

Wheelchair Rugby Canada



## CANADIAN OLYMPIC AND PARALYMPIC SPORT INSTITUTE NETWORK



SPORT INSTITUTE  
NETWORK

Institut national du sport du Québec

Canadian Sport Institute – Pacific

Canadian Sport Institute – Calgary

Canadian Sport Institute Ontario

Canadian Sport Centre  
Saskatchewan

Canadian Sport Centre Manitoba

Canadian Sport Centre Atlantic

## INTERNATIONAL AFFILIATIONS

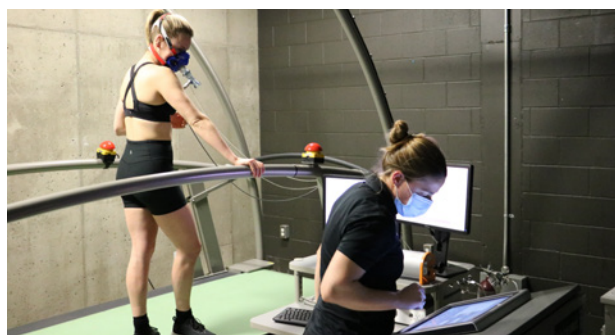
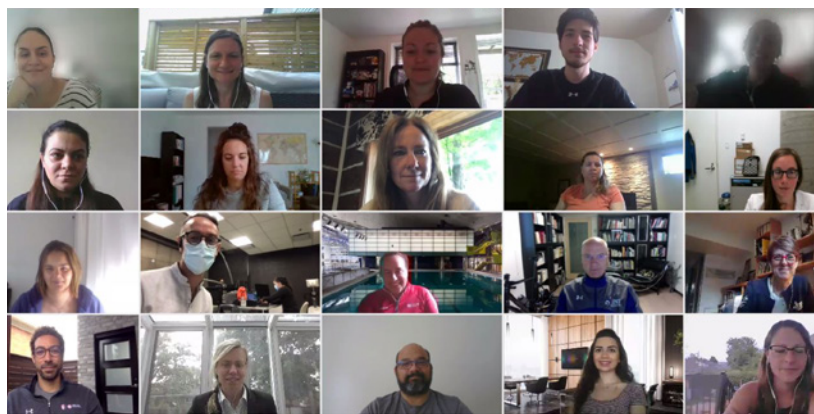
Association of Sport  
Performance Centres

INSEP (France)

Réseau francophone olympique de la  
recherche en médecine du sport







THE INS QUÉBEC TEAM

## BOARD OF DIRECTORS

Tom Quinn, O.C.  
Chair of the Board

Jean R. Dupré  
President, Audit Committee

Bernard Petiot  
President, Human Resources Committee

François Racine  
President, Governance Committee

Laurie Anne Bédard

Francine Champoux

Benoit Huot

Nathalie Joncas

Ariane Loignon

Yann Paquet

Marie Pinsonneault

## INS QUÉBEC COMMITTEE OF AMBASSADORS

The INS Québec Committee of Ambassadors brings together young business people whose mission is to contribute to the promotion of INS Québec as well as advise the organization into the process of creating new ideas and develop strategies for growth.

Sacha Vaillancourt  
Chair

Marie-Pier Bergevin

Alexandre Bilodeau

Marie-Laurence Boivin

Paul-André Côté

Peter Moraitis

Frédéric Poulin

Serges Vallières

## SERVING ATHLETES AND HIGH-PERFORMANCE SPORT *(as of March 31, 2021)*

### Administration

Gaëtan Robitaille  
President and CEO

Isabelle Rousseau  
Vice-president, Administration

Yves Hamelin  
Vice-president, Performance Services

Carol Bassil  
Executive Assistant

Michelle Robichaud  
Administrative Services Manager

Fadhila Tafer  
Accounting technician

Nadia Hamaoui  
Accountant

Anick Perron  
General Human Resources Advisor

### Operations

Josée Dagenais  
Supervisor

Sarah Bergeron  
Coordinator

Mélina Filion  
Facility monitor

Mathilde Chamussy  
Facility monitor

Félix Bérubé  
Agent, Reception

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Doctor

Hugo Hébert  
Doctor

Charlotte Jacquemin  
Doctor

Mickey Moroz  
Doctor

Gabrielle Ostiguy  
Doctor

Josée Rainville  
Doctor

Claude Poirier  
Pulmonologist

Elisabeth Laughrea  
Nurse

François Leduc  
Nurse

Colette Loiselle  
Nurse

Annabelle Charlebois  
Optometrist

Marie-Claire Lemieux  
Respiratory therapist

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Antoine Léger  
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Brian Li  
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Kathleen Smith  
Physiotherapist

Émilie Turner  
Physiotherapist

Jean-Sébastien Rondeau  
Sport Therapist

France Lamoureux  
Osteopath / Physiotherapist

Alain Bellemare  
Massage Therapist

Jennifer Maisonneuve  
Massage Therapist

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Without its partners, the Institut national du sport du Québec could not be “The ingenuity behind the performance”. Their investments enable INS Québec to support high-performance athletes and those who strive for excellence as well as the high-performance sport community by providing scientific, medical and professional services. The Institut’s experts can thus provide cutting-edge solutions to help athletes training in Québec so they can continuously improve and excel on the international stage.

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## Affiliation

 PARTENAIRE SPORTIF	 PROUD MEMBER OF THE SPORT INSTITUTE NETWORK	 ASSOCIATION OF SPORT PERFORMANCE CENTRES		
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