

From yesterday

T



to today

T



to tomorrow...

T



25 years of evolution

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LE GÉNIE DERRIÈRE



LES PERFORMANCES

ANNUAL REVIEW 2021-2022

03

A year unlike any other...
again

06

2021-2022
Tokyo, Beijing...
and a pandemic

10

Medallists from
Tokyo and Beijing

18

Projets Synergiques
program at the heart
of future success

21

INS Québec
Network

27

Investments
and Funding

28

From yesterday
to today to tomorrow...
25 years of evolution

37

The Network and the sports
partners of INS Québec

A year unlike any other... again

Marked by the pandemic, the previous financial year was unlike any other that we have experienced. And history repeated itself in 2021–22. Of course, this was due to the pandemic, but it was also especially due to preparations for two Olympic and Paralympic Games within the same financial year, which was a first for the company!¹

Supporting and accompanying our athletes in anticipation of and during the Games is always a hectic process that leads to added pressure and long hours. And doing this twice within the space of six months is exceptional. The members of our teams have also been extraordinary, and we must commend their commitment and professionalism and the fact that their work enabled the Institut national du sport du Québec (INS Québec) to be a true partner of choice for high-performance sport, more than ever before.

¹ When thinking about two sets of Games in the same year, remember 1992 with Albertville (winter) and Barcelona (summer). However, these took place over two different financial years, whereas Tokyo (summer) and Beijing (winter) both took place during the 2021–22 financial year.

While the INS Québec's work paid off at the Olympic and Paralympic Games (see page 6), this was not the only concern over the past year.

Pandemic — during and after

COVID-19 is still present and seems to be trying to permeate all aspects of our lives. For this reason, the virus was a constant concern over the past year. Of course, there were the Tokyo and Beijing Olympic and Paralympic Games. There was also the desire for high-performance athletes to continue to have access to safe training venues in spite of changes to health measures, both at the INS Complexe and elsewhere in Québec.

However, there are some positives to be drawn from the pandemic. For instance, the health measures and innovations put forward to combat COVID-19 led to interesting and prescient findings that may come to change habits and the ways of doing things to improve athletes' preparation and, ultimately, performance. The INS Québec's sports medicine and sports science specialists are already hard at work.

Financing — A challenge and a priority

Even during the conceptualization process that led to the creation of the National Multi-Sport Centre-Montréal in 1997 (which went on to become the Institut national du sport du Québec in 2012), the mission was clear: to support athletes and those active in the world of high-performance sports in order to optimize their performance. For this mission to endure, it must be made sustainable in the long term, which inevitably requires financing.

Although essential to the implementation of our services, the financial contributions of the governments of Québec and Canada cannot cover everything. The needs of our clients are becoming increasingly diverse and they expect us to deliver on our promise of excellence.

Several initiatives have been put forward over the past year, whether it is optimizing our price lists, conducting market analyses, reviewing approaches to new clients or developing projects that generate self-sustaining revenue. A financing committee, made up of members of the Board of Directors and stakeholders from the sports and business sectors, will look at different avenues relating to the sale of products and services, business partnerships, fundraising activities and philanthropic ventures.

Whether financing comes from the public or private sector, optimizing, increasing and diversifying sources of funding are and will remain a challenge and a priority. We don't have a choice. To do better. To do more. To do things differently. To continue to be the "ingenuity behind the performance."

In other news...

Safe sport — Current events have reminded us on a few occasions of the need to ensure a safe and healthy environment for athletes and other members of the sports community. Beyond this responsibility, it is also the collective duty of all those involved in the sports system. The INS Québec has continued to implement initiatives to better equip our team, and there are more to come.

Relationships with partners — Collaboration is at the heart of our service model: The INS Québec cannot act alone. The creation of the *Projets Synergiques* program (see page 18) is a fine example of an initiative that has developed our relationship with Québec's sports federations and regional multi-sport training centres. At national level, the leadership role of the INS Québec has increased in various ways within the Canadian Olympic and Paralympic Sport Institute Network. Internationally, the INS Québec continues to play

a leading role within the French-Speaking Olympic Sports Medicine Research Network (ReFORM).

Strategic planning — Over the past year, the Board of Directors and the leadership team have been working on the Strategic Plan 2022–2026. It was quickly agreed that the new plan would focus on continuity and updating. The coming year will be the first of the “2022–2026: Support, Collaborate, Broaden” plan, which will be based on action plans developed in close collaboration with the various teams.

Governance — The 2021–22 financial year saw the entry into office of several new members of the Board of Directors and the first term in post for the new Chairman. The integration of the new members has been remarkable, with the Board of Directors able to continue its work at the same pace. Most notably, the governance expectations of our financial backers attracted the attention of the Board of Directors. Even if the INS Québec is not facing any specific issues, we can always do better and we are working on this.

25 years later

On April 11, 1997, six key partners affirmed their joint wish to create a new environment to help maximize the full potential of high-performance athletes and coaches (see page 28). 25 years later, this is still what we are doing. And we can say that we are doing it well.

Today, the INS Québec is made up of dozens of specialists and a pan-Québec network that place great importance on science, innovation and technology to propose cutting-edge solutions with the same objective in mind: to help improve performance in terms of individuals and ethics.

Being the “ingenuity behind the performance” requires you to be a performance partner of choice. That is our vision. That is our daily reality.



A handwritten signature in black ink, appearing to read 'Jean R. Dupré'.

Jean R. Dupré
Chair of the Board of Directors



A handwritten signature in black ink, appearing to read 'Gaëtan Robitaille'.

Gaëtan Robitaille
President and Chief Executive Officer

2021-2022 Tokyo, Beijing... and a pandemic

To say the least, the 2021–2022 financial year brought its fair share of adversity for the Institut national du sport du Québec. Preparing for the Olympic and Paralympic Games is already a challenge in itself – and the team faced a triple challenge this year. Just six months after supporting athletes in preparation for the Tokyo Games (originally scheduled for 2020 but postponed to 2021 due to the pandemic), they did the same again for the Beijing Games.

And they did all this during a global pandemic. Despite the enormity of the task, the INS Québec is happy to say that the team rose to the challenge.

Ultimately, the INS Québec and the members of its network are proud to have supported 171 athletes in their preparation for the Olympic and Paralympic Games. This represents 90% of athletes who come from or train in Québec and over 20% of the members of the various Canadian delegations who represented the nation during these Games.

“Participating in the Olympic and Paralympic Games has never been easy, and those who went to Tokyo and Beijing did so under more challenging conditions than anyone else before them,” emphasizes Yves Hamelin, Vice-President, Performance Services at INS Québec. **“The many specialists in sports science and sports medicine who support the athletes also faced unprecedented challenges. Like the athletes, these men and women demonstrated great determination, resilience and innovation in order to prepare as fully as possible. More than ever before, our specialists have shown that the INS Québec is ‘the ingenuity behind the performance.’”**

What's more, some 30 specialists from the INS Québec supported athletes, teams, the Canadian Olympic Committee and other organizations both locally and remotely during the Summer and Winter Games.

Adapting to any and all circumstances

Over the past 25 years, the Institut national du sport du Québec has always stood out and quickly became a resource of choice for Québec Olympic and Paralympic athletes. This role as a performance partner has proven all the more important during the pandemic. Whether remotely or on-site at its Olympic Park complex, the organization and its teams have used their creativity to continue to coach athletes and support partner organizations despite the many health restrictions in place.

"I salute the commitment and professionalism of our specialists who have demonstrated exceptional ingenuity and strong determination to allow the athletes to continue their preparation in the most optimal way possible despite the impact of the pandemic," continues Mr. Hamelin proudly. "The impact and management of health measures have also led to administrative and logistical demands that have increased the complexity of our teams' work. Fortunately, our people are exceptionally creative and resourceful."

Indeed, François Bieuzen, Director, Sports Science at the INS Québec, has been at the heart of the action over the past year. Not only was he involved in preparing the athletes ahead of the Summer and Winter Games, but he was also able to attend the Tokyo and Beijing Olympics in person. On both occasions, he was there as the head of the Integrated Support Team; first with the Canadian boxing team in Tokyo and then with the short track speed skating team in Beijing.

"Two Games with very little time in between, and a lot of significant challenges — it was pretty crazy! What I would say particularly is that INS Québec has always offered services to athletes and their coaches by creating optimal training conditions despite the wider health situation so that they can continue to train, regardless of the circumstances," says Mr. Bieuzen.

The Director explains that none of this would have been possible without the adaptability of the members of the INS Québec team and the athletes, which was the key to bringing the Games up to their expectations. Whether training in preparation or during competitions, everyone remained equally motivated — if not more so — to complete what was required of them.

"Everyone played their part to make our athletes ready," said François Bieuzen. "Thanks to Dr. Suzanne Leclerc's medical team, all situations were well managed and we were able to continue our work safely. The INS Québec has done very well despite the obstacles, especially when compared with other similar organizations. It's also why we are often cited as an example."

The many efforts of the INS Québec, the regional multi-sport training centres and the partners finally bore fruit, giving athletes the opportunity to continue training and even progress toward the long-awaited moment. They overcame the precariousness, unpredictability and instability of an extraordinary situation and reached new heights.

“For the Tokyo Games, we had to understand and get to grips with the protocols put in place and, above all, explain them to the athletes and teams,” says Dr. Suzanne Leclerc, Medical Director at INS Québec. “We did well and we thought it would be similar for Beijing, but the Omicron variant reared its head and changed the plans. In Tokyo, we were managing the pandemic. In Beijing, we were managing infections.”

In addition to these challenges, preparatory work was required to ensure the athletes were vaccinated in time to have optimal protection at the Games. It was also necessary to liaise with the authorities to ensure that training locations outside the INS Québec Complexe could remain open for high-performance athletes during the lockdown at the start of 2021.

“We were able to create certainty amidst the chaos to achieve peak performance,” explains the scientist. “The athletes were therefore able to think about the Games calmly and continue to strive for excellent performance. That was reassuring. This is also what we saw during the Games, where the level was exceptionally high despite the circumstances.”

Making the most of every situation

The INS Québec makes its mark on the sports community in Québec and across Canada not only by placing importance on science, innovation and technology, but also by taking the best of each situation and using that to help athletes and coaches continue along their paths to excellence.

“There are also some positive aspects of the pandemic,” says Dr. Leclerc. “The health measures put in place to combat COVID-19 likewise reduced the presence of other viruses and infections that invariably occur at each Games, such as colds or stomach upsets. I don’t know if COVID-19 will still be around at the next Games, but I do know that our ‘usual’ viruses will be back. We’ve seen that the measures were effective... perhaps we could keep them in place in the future.”

The pandemic situation over the past year has been no exception to this rule. The organization will be able to learn from these challenges, which were different but beneficial in terms of the procedures used to continue activities despite the obstacles and constraints caused by the health situation.

“The pandemic has meant that everyone involved has had to adapt, but everyone was able to find effective solutions,” notes Yves Hamelin. “This led us to think about how we will work in the future. The challenges we’ve faced have shown how adaptable we are and that we are capable of delivering the goods.”

“We all have a lot of creativity and ambition and everyone brings their ideas to the table to help us progress. Our reward is seeing the athletes perform at their very best, as we saw in Tokyo and Beijing. It’s our job, and when we succeed, we can say that it’s mission accomplished,” concludes Yves Hamelin.



Emilie Turner (physiotherapist), François Bieuzen (Integrated Support Team Leader) and Dr. Gabrielle Ostiguy (Team Doctor) on their return to Montréal after their time with the short track speed skating team at the Beijing 2022 Olympic Winter Games.



Three specialists from INS Québec accompanied the women’s water polo team to the Tokyo Olympic Games in the summer of 2021. They are mental performance consultant Véronique Richard (3rd row, far left), physiotherapist Félix Croteau (2nd row, far right) and Lead Strength and Conditioning Alain Delorme (missing from the photo).



Figure skaters Eric Radford and Vanessa James were able to count on the expertise of Josiane Roberge, head physiotherapist at INS Québec, during the Beijing 2022 Olympic Games.

Medallists from Tokyo and Beijing

Among the 173 athletes affiliated with INS Québec who participated in the Olympic and Paralympic Games in Tokyo and Beijing, 43 reached the podium for a total of 35 medals.

Photos - Courtesy
Canadian Olympic Committee
Canadian Paralympic Committee

TOKYO

Olympic Games



Canoe-Kayak



Laurence Vincent Lapointe



Diving (synchronized)



Jennifer Abel and Mélissa Citrini-Beaulieu



Cycling (track)



Lauriane Genest



Judo



Catherine Beauchemin-Pinard



Judo



Jessica Klimkait



Soccer



Gabrielle Carle, Vanessa Gilles and Evelyne Viens



Weightlifting



Maude Charron

TOKYO

Paralympic Games



Para Athletics



Brent Lakatos



Para Swimming



Aurélie Rivard



Para Judo



Priscilla Gagné



Para Swimming



Nicolas-Guy Turbide



Para Swimming

(relay)



Sabrina Duchesne, Morgan Bird
and Aurélie Rivard

BEIJING

Olympic Games



Freestyle Skiing

(moguls)



Mikaël Kingsbury



Freestyle Skiing

(aerials, mixed team)



Miha Fontaine, Lewis Irving et Marion Thénault



Ice Hockey



Erin Ambrose, Emily Clark, Mélodie Daoust,
Ann-Renée Desbiens, Emerance Maschmeyer,
Marie-Philip Poulin, Jillian Saulnier and Laura Stacey



Snowboard



Max Parrot



Snowboard



Eliot Grondin



Speed Skating (short track, relay)



Pascal Dion, Steven Dubois, Charles Hamelin,
Maxime Laoun and Jordan Pierre-Gilles



Speed Skating

[short track]



Kim Boutin



Speed Skating

[long track]



Laurent Dubreuil



Speed Skating

[short track]



Steven Dubois



Speed Skating

[long track, team pursuit]



Valérie Maltais

BEIJING

Paralympic Games



Para Alpine Skiing



Alexis Guimond
(Photo: Alpine Canada Alpin)



Para Ice Hockey



Anton Jacobs-Webb et Antoine Lehoux



Dominic Larocque

Projets Synergiques program at the heart of future success

Since it was first established in 1997, the Institut national du sport du Québec has become a performance partner of choice for Olympic and Paralympic athletes training in Québec, as well as for various organizations from the sporting sectors in Québec and across Canada. Always evolving and in search of constant improvement, the INS Québec is now sharing its expertise with the provincial sports federations through the *Projets Synergiques* (synergistic projects) program.

As a component of the *Programme de soutien au développement de l'excellence sportive* (program to support the development of sports excellence) run by the Québec Ministère de l'Éducation, the *Projets Synergiques* program was introduced in 2021 to help athletes identified as being at *Élite* (elite) or *Relève* (next-generation) levels to navigate the path to excellence. Québec sports federations received additional funding to implement scientific activities in synergy with partners such as INS Québec.

"Projets Synergiques are a key element for the development of our athletes in Québec and for their national and international performance. By equipping Québec sports federations with the right tools we will be able to more adequately prepare the next generation of high-performance athletes," says François Bieuzen, Director, Sports Science at INS Québec.

The INS Québec and its specialists are involved in 85% of all ongoing *Projets Synergiques*, with the specialists sharing their expertise in biomechanics, nutrition, physiology, mental and physical training, and performance monitoring.

In addition to playing an advisory role in relation to Québec sports federations and being directly involved in several scientific research projects, the INS Québec also supports its partners with:

- Using advanced technologies specific to high-performance sports;

- Developing and applying tests to assess the determinants of performance;

- Developing innovative training methods;

- Monitoring internal and external training loads.

The INS Québec can also play a supporting role for federations, guiding them in the pursuit of their objectives, which is why its partnerships with Concordia University, Université Laval, Université de Montréal, Université de Sherbrooke, Université du Québec à Trois-Rivières, Université du Québec à Montréal, and the ÉTS are so important, as are those with stakeholders from various regional multi-sport training centres.

“Several federations call on our services, and if we have the best-positioned provider to do the work in-house, then we will offer our services to them,” explains François Bieuzen. “However, if we believe that the best person is an external party, we will go and find them. That’s our philosophy. A good project is done for the right reasons, with a good structure and with the right service providers. Our primary objective is for the provincial federations to have personalized, high-quality support and for this to be provided in the long term.”

In 2021–22, INS Québec was directly involved in 28 of the 33 *Projets Synergiques* approved by the *Direction du sport, du loisir et de l’activité physique* (department of sport, recreation and physical activity) of the Québec Ministère de l’Éducation. In addition to these approved projects, some 20 projects are in different stages of preparation and are expected to start in the 2022–23 financial year.

Regardless of the research topic or the *Projets Synergiques*, all the talents of INS Québec will be used to ensure the sustainability of the program. One thing is certain: Athletes will remain at the heart of the *Projets Synergiques*, allowing INS Québec to continue its role by bringing “the ingenuity behind the performance,” as François Bieuzen, Director, Sports Science states.

“We always seek to provide the best possible service, while keeping in mind that everything is built from the ground up,” says François Bieuzen. “To reach the top, there’s work to be done in advance, and the *Projets Synergiques* will allow us to create a symbiosis at each level so that everyone can do their bit. In this way, there will be many benefits for Québec sport, and the next generation of athletes will be better supported than ever before.”



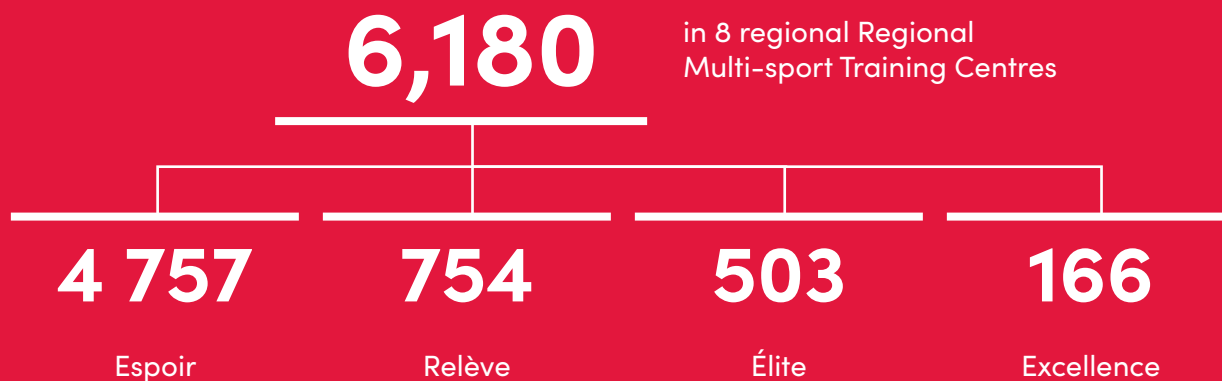
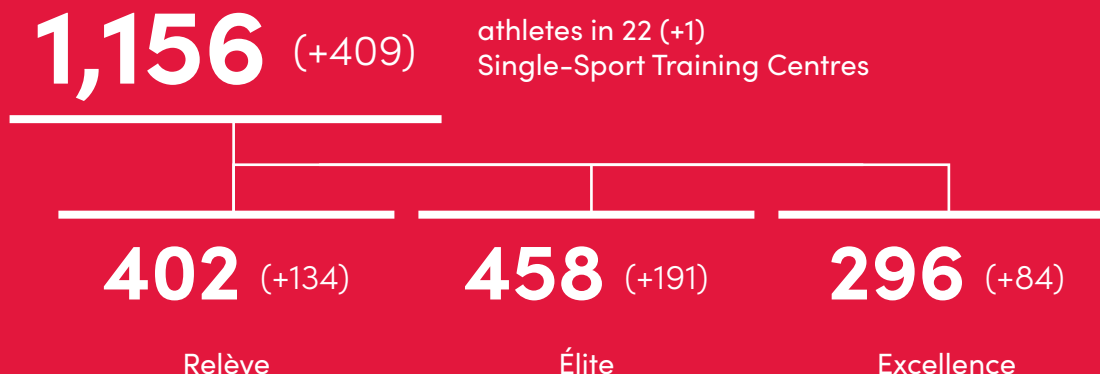
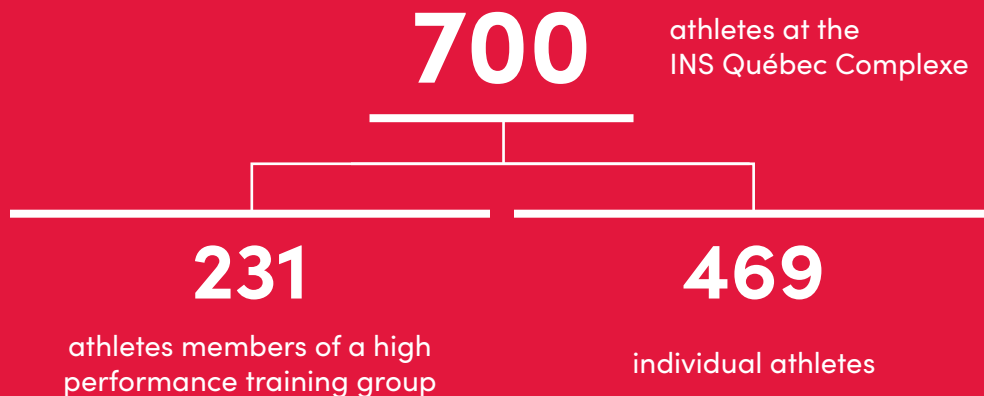
As a member of the “Next Generation” group of the national rowing team, Marilou Duvernay-Tardif participated in research work aimed at optimizing training on an ergometer. The work will allow for a comparison of the biomechanics of rowing on an ergometer and on water.



A group of hockey players identified by Hockey Québec participate in a test day as part of the project aimed at developing innovative approaches to identify and follow elite Québec hockey players on their path to excellence. (Photo: UQTR)

INS QUÉBEC

Network



211 (+95)

athletes from 6 regions
in the *Élite-Relève en
région* program

17 (+4)

Sport-études groups

49 (+21)

sports



		Athletes	<i>Sport-études</i> Groups	
Abitibi-Témiscamingue	16			3
Bas-Saint-Laurent	18			4
Centre-du-Québec	53			3
Côte-Nord	9			-
Lanaudière	88			4
Saguenay-Lac Saint-Jean	27			3

11 516

interventions at the Sports
Medicine Clinic

+
46%



1,341

+
80%

Athletes who
visited



1,398

+
6%

Consultations
with a doctor



391

+
45%

Nutrition
consultations



136

+
74%

DEXA scans
(nutrition service)



222

-
6%

Electrocardiogram
(ECG)



164

+
40%

Optometry
consultations



136

-
7%

Kinesiology
consultations



77

-
21%

Neuropsychology
consultations



3,345

+
2%

Physiotherapy/sports
therapy/osteopathy
traitements



517

+
23%

Massage therapy
traitements



719

+
9%

Blood test,
vaccinations



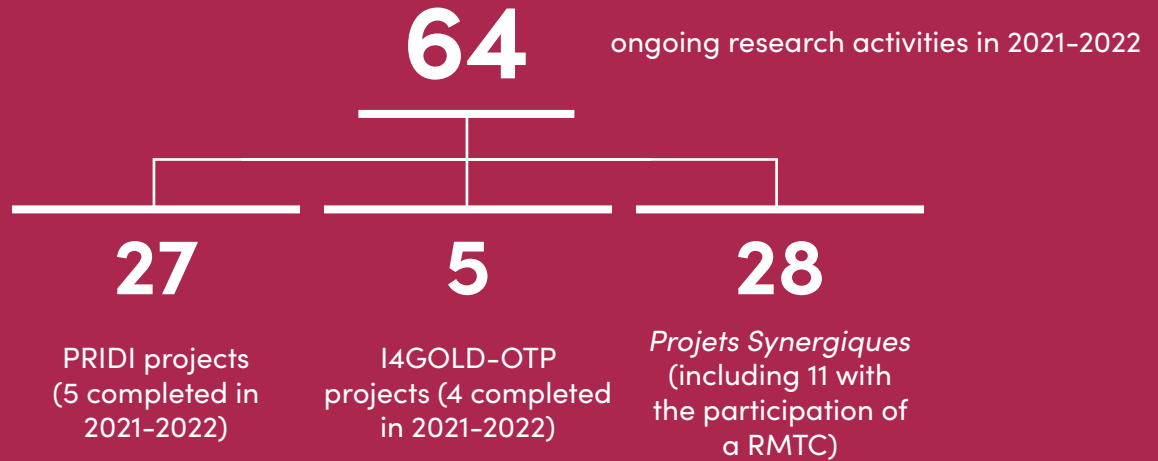
4,411

+
251%

COVID-19 samples

SPORT

Sciences & Innovation



It's not just the next generation of athletes that matters at INS Québec. The sport science team wants to play an important role with the next generation of sport scientists by welcoming 20 graduate students in the past year.

2

postdoctoral students

10

PhD students

8

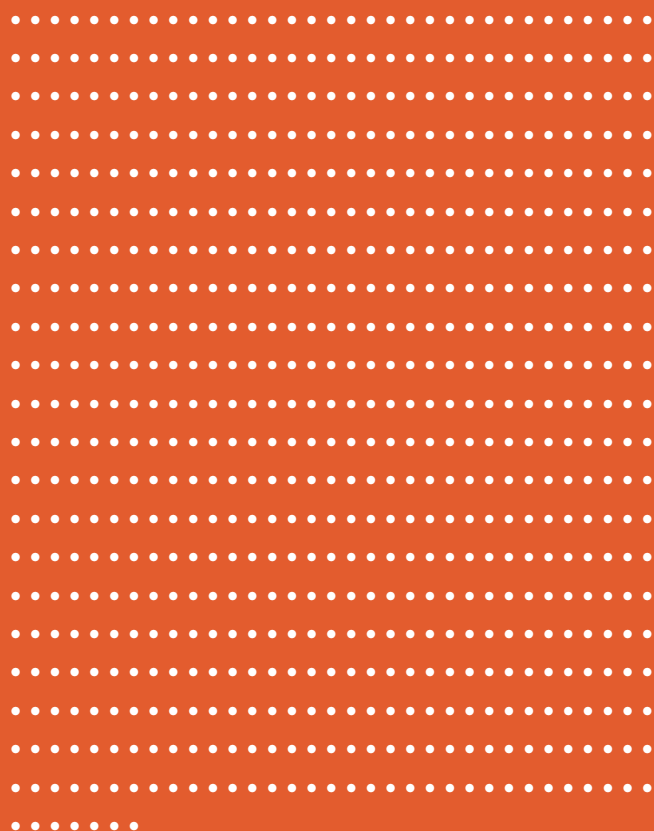
master's candidates

Education

Professional Development

.....
7

activities



.....
783

participants

Advanced Coaching Diploma



117

hours of lessons



33

coaches undergoing education



10

graduates

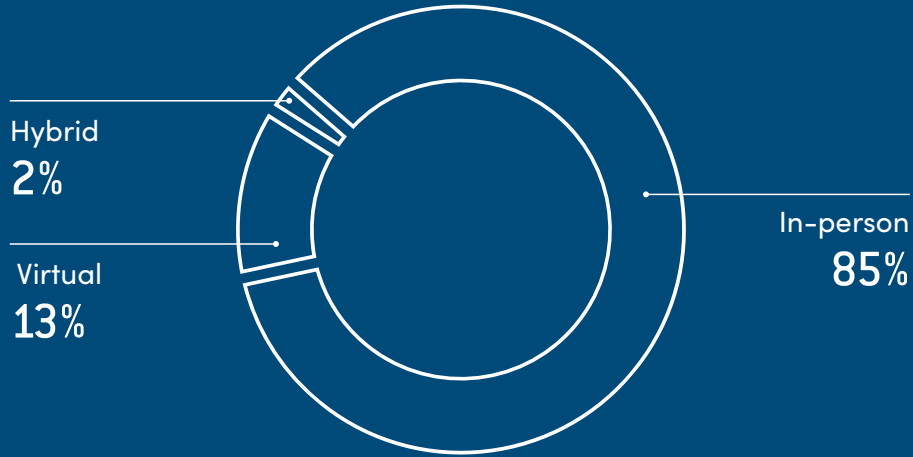
jouez gagnant!

52,965 young participants

+
284%

495 +
206%

conférences



322

+
246%

venues



18

+
2%

regions visited



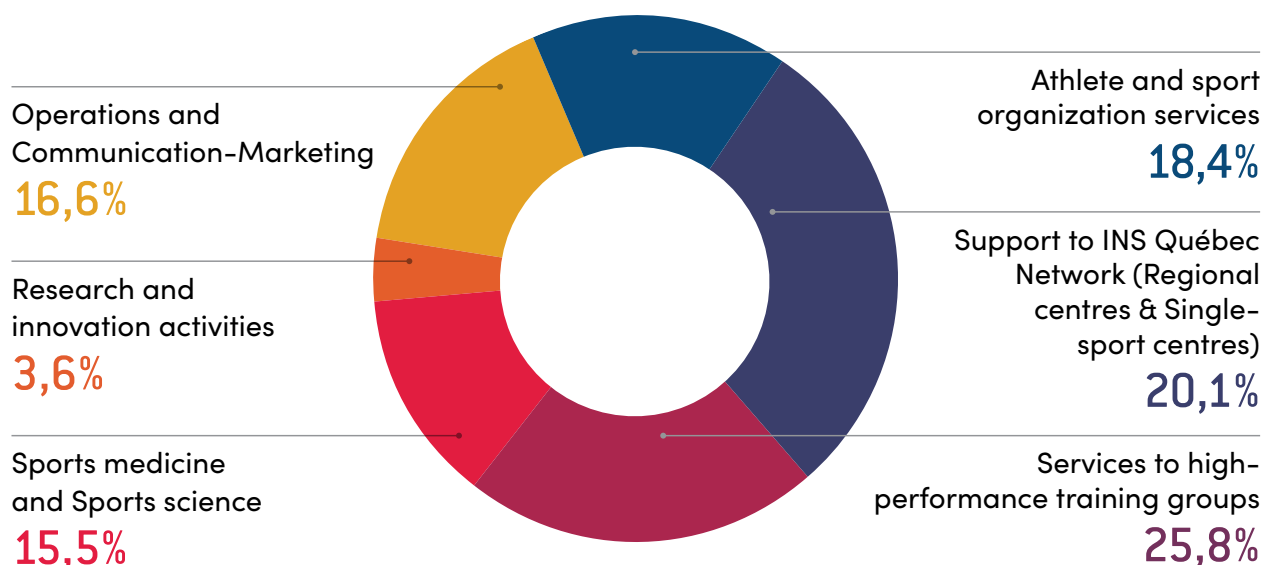
28

+
12%

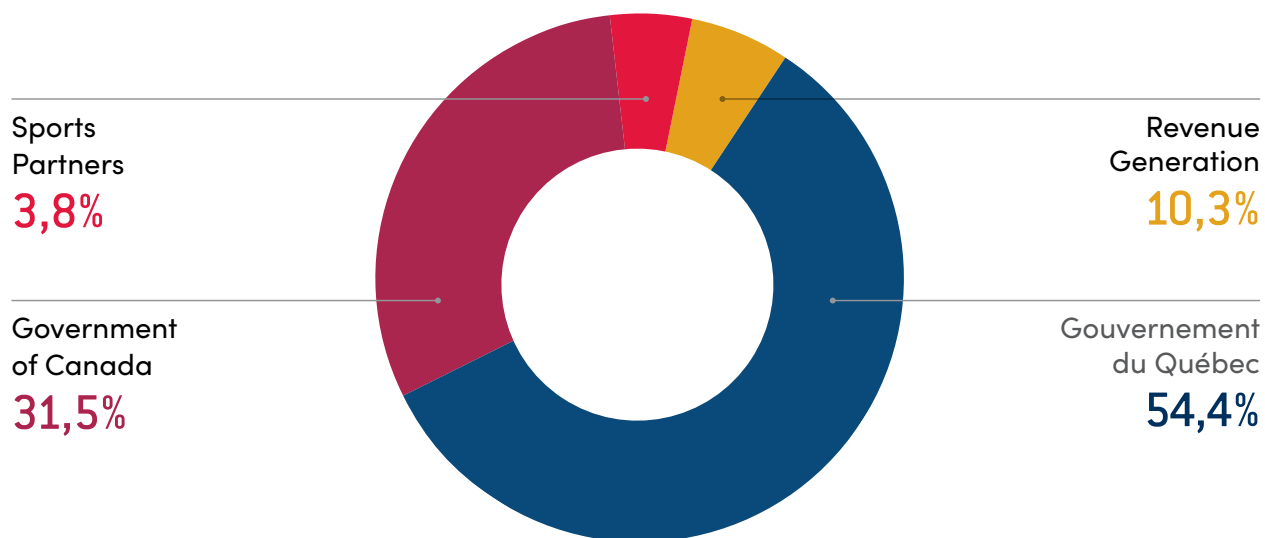
athletes-speakers

Of course, COVID has continued to disrupt the activities of the Jouez gagnant! program in 2021-2022. However, the enthusiasm for the program remains and nearly 53,000 young people were met in 18 regions of Québec by the 28 athlete-speakers. Although this represents a 285% increase over last year, there is still a gap of about 30% to close to reach the annual average of 78,915 participants.

Investments



Funding



The Administration Team has been busy!

As in 2020-2201, the year 2021-2022 was also a "COVID year"... but that is not all. It was also a year of return to business with a significant increase in sports services, in addition to two Olympic and Paralympic Games, new clients and the start of the Projets Synergiques program.

198 ⁺29% accounting projects

9,833 ⁺40% accounting transactions

- Average of 35 per business day
- Estimate of nearly 2,500 hours

From yesterday to today to tomorrow... 25 years of evolution

The Institut national du sport du Québec has been a part of the sports ecosystem in Québec and Canada for 25 years now. From its origins as a somewhat confidential organization, today the INS Québec is a leader whose expertise extends beyond the country's borders, both in terms of the sporting results of the athletes it serves and its role as a centre for development in sports science and sports medicine.

Below we take a look back over 25 years of the Institut that has constantly been able to adapt and innovate to serve Québec's sporting elite.

Patience, innovation, passion and a search for funding. These are often the terms that come up in interviews with those privileged few who witnessed the initial development of the organization then called the National Multi-Sport Centre-Montréal.

In 1997, the Internet was quietly beginning to establish itself in our lives, and the protocols for returning an athlete to play after a concussion often began by asking the athlete to count the number of fingers shown by the team's caregiver. A quarter-century later, artificial intelligence is one of the tools available to athletes and coaches and the phenomenon of concussion is better known, in terms of both prevention and rehabilitation.

These two examples, however simple, showcase the world that separates these two eras, where one thing has remained the same for the organization: serving high-performance Québec athletes and coaches.

An idea to be made a reality

The idea of providing Québec with a real service centre for high-performance athletes took a long time to materialize, as Raymond Côté, Chairman of the Board of Directors of the INS Québec from 2000 to 2009, recalls as part of the organization's 20th anniversary.

“It was clear that the people who were around the table believed in the concept. Did we all have the same clear and specific ideas for its implementation? I don't think so, but we all wanted to develop an environment where athletes, coaches and specialists could grow together and benefit from each other — that much was clear. We all agreed on that!”

The INS Québec, version 1.0

In 2006, the *Centre d'entraînement des sports aquatiques* (aquatic sports training centre — CESAQ) became the INS Québec's first major project. Athletes from the worlds of swimming, water polo, diving and synchronized swimming were now able to train under the same roof, first at Parc Jean-Drapeau and then, in the following year, at the Olympic Park Sports Centre. In part, this was possible because the leaders of the Québec government seized an opportunity that presented itself to them: They purchased a folding swimming pool that had been used on Saint Helen's Island as part of the 2005 FINA World Aquatics Championships and moved it to the Olympic Park.

“Internally, it [CESAQ] was called the INS Québec version 1.0,” explains Gaëtan Robitaille, President and CEO of INS Québec since 2016.

Building on this success, the INS Québec was ready to move to version 2.0, which was going to be even more significant for meeting the aspirations of its founders and, at the same time, would enable the Olympic Park to finally reclaim its sports mantle.

The transition of the National Multi-Sport Centre-Montréal to the Institut national du sport du Québec became a reality when the name was changed in 2012.

It was not just the name that changed, however. It was necessary for the entire sports community to be able to benefit from what was then referred to as the INS Québec “Project.” This project would go beyond supporting only those athletes preparing for the Olympic and Paralympic Games, and the construction of a complex in Montréal. The INS Québec was also to support the next generation of athletes located throughout Québec.

From the outset, the INS Québec Project was working to establish a network with the capacity to coach the next generation of athletes in order to provide them with sports science and sports medicine services and with high-quality training facilities throughout Québec. Using the four existing regional multi-sport training centres (CREM) as a foundation, this network has been built up over the years with the addition of four new centres, and with the involvement of Québec sports federations, which have set up single-sport training centres; there were 22 such centres in operation in the 2021–22 financial year.

2014 — the year a new era began

The 2010 Winter Olympic and Paralympic Games in Vancouver served as an impetus for the sports community in Canada. In May

of that year, the Government of Québec, with then Premier Jean Charest at the helm, announced a \$25 million investment to renovate the infrastructure of the Olympic Park Sports Centre. This allowed the INS Québec to integrate a brand-new complex spanning more than 14,000 m² and to move on to version 2.0.

This money did not fall from the sky, recalls Mr. Robitaille: it was by showcasing the vision of the INS Québec that this idea became a reality.

“It is not just a complex based in Montréal — it is also a centre for research, innovation and a pan-Québec network of services, and training opportunities for our Olympic and Paralympic athletes who cannot train in Montréal. Furthermore, it demonstrates the commitment of the Government of Québec to invest in the next generation of athletes.”

Marc Gélinas, INS Québec CEO from 2008 to 2016, continually reminded his team that this was the “largest investment in Québec’s high-performance sports system since the 1976 Summer Olympic Games.”

Construction of the INS Québec Complexe began in 2013 and was completed in 2014. All of the INS Québec employees were now brought together to work in more modern, spacious and brighter areas, and, most importantly, with new training areas and services offered for the sports community.

“Thanks to the vision of our Medical Director, Dr. Suzanne Leclerc, we established a medical clinic in 2011. The previous clinic measured 65 m², but at 650 m² the new medical clinic is ten times the size!” Mr. Robitaille emphasizes proudly.

Having state-of-the-art facilities is good. Building relationships of trust with clients is better.

“Rather than telling people they should work with us because we’re good, we began to say: ‘We will help you and we will listen to you.’ This was a seminal change. Since shifting the focus of our messaging, we have been able to demonstrate the added value of our services and of our expertise.”

The ingenuity behind the performance

Research and innovation at the INS Québec received a new lease of life in 2017 with the arrival of Guy Thibault as Director of Sports Science.

“That was a game-changer,” says Mr. Robitaille, who convinced Mr. Thibault, who holds a doctorate in exercise physiology and is a well-known figure in the popularization of sports science, to come out of retirement.

“We told him that he would bring added value to the INS Québec and we managed to convince him to join us. [...] He was with the INS Québec for five years, during which time he organized us, set up a team and encouraged partnerships with the university network. That was also a defining element.”

Today, the INS Québec is not just a catalyst of dreams — one athlete at a time, as described by its previous slogan. It has also become a catalyst of dreams for scientists and specialists in sports medicine who wish to reach the highest level of their profession. This is complemented by the work conducted between Dr. Suzanne Leclerc’s medical team and François Bieuzen’s scientific team.

“Guy [Thibault] was the precursor of all this. He enabled us to hire good researchers to carry out the research and apply the results in relation to the athletes and their preparation. It’s phenomenal what the team has done in five years,” says Jean R. Dupré, Chair of the Board of Directors of INS Québec, who is proud to see the scientific department’s expertise and renown shine beyond the borders of Québec.

Construction continues

The future is never certain. The pandemic has reminded us of this. The preparation of high-performance athletes is a long-term undertaking, and the last two years have forced the entire organization to adapt quickly to constantly changing conditions. This is a challenge that the INS Québec team has met head-on, says Jean R. Dupré.

“We’ve come through the crisis of the pandemic and INS Québec has stood out to such an extent that our financial backers cite us as an exemplary model of organization. They are not just giving us their support and financial resources; they’re able to appreciate our expertise and our methods, in addition to being inspired by them and inspiring others.”

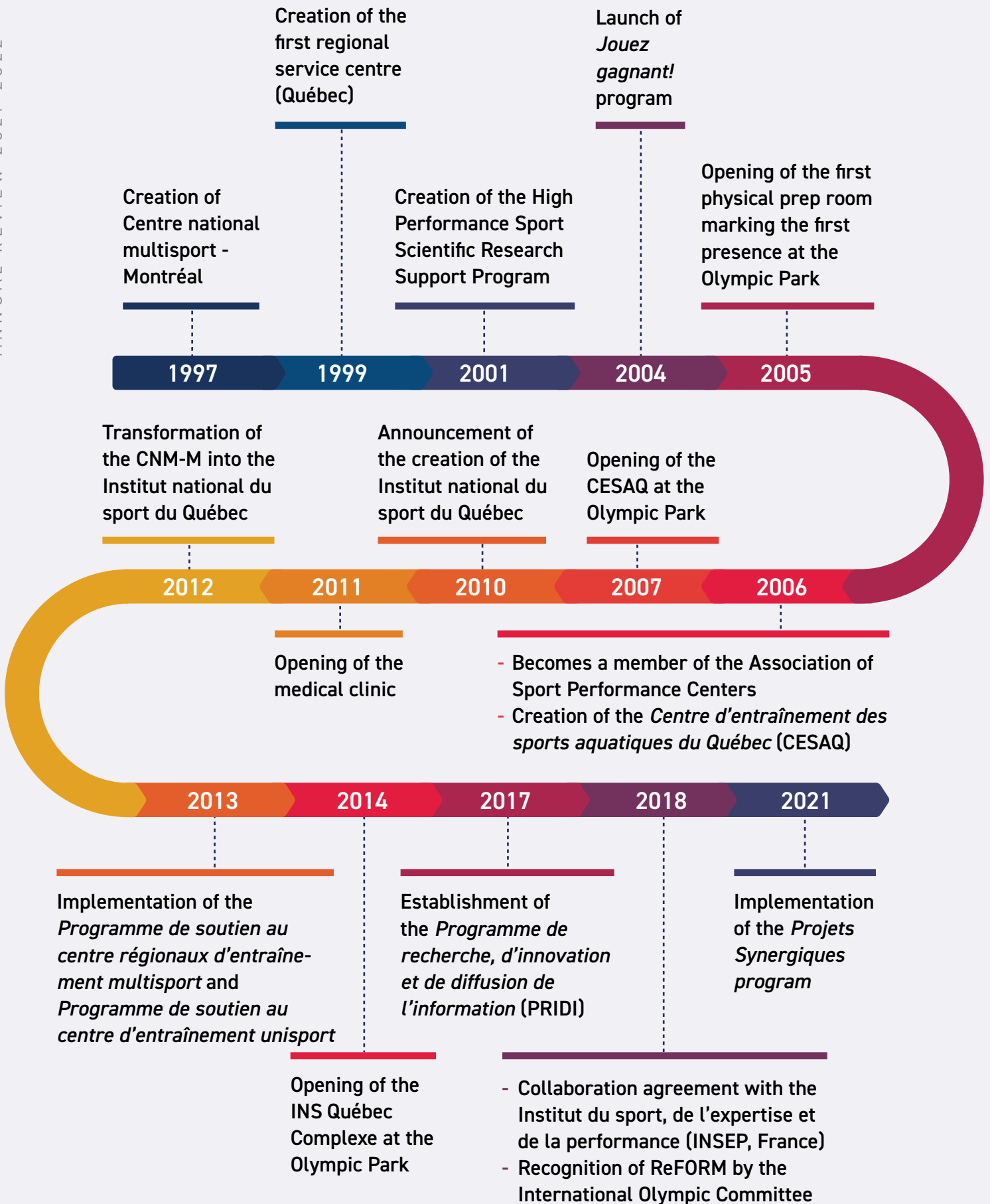
The INS Québec’s next goals will be to welcome new resident sports and more athletes, in addition to having an impact in relation to the Québec sports federations that coach the next generation of athletes. There is still space to add new training areas to the existing 14,000-m² sports complex. Ice hockey, figure skating, athletics and skateboarding are all on the list of potential new sports. “And this won’t only be for the national teams — it will also be for local residents,” says Gaëtan Robitaille.

“There may be facilities that could be multi-use. [...] This will demonstrate that we can coexist [with the population]. It sends another message. It roots us firmly in our environment. And being able to see that people — particularly young people — can rub shoulders with their role models is a powerful message.”

However, in order to realize these ideas, resources are required, and Jean R. Dupré has an abundance of ideas. He has been President and CEO of the Orchestre Métropolitain de Montréal since 2012 and was also the head of Speed Skating Canada for 15 years. He knows how to put the tools in place to achieve his organizational and funding objectives.

“My goal has always been for this to be an organization that excels. The key to all that we do is really our staff and our experts,” says the president, recognizing that recruiting and retaining this talent will also be a challenge in the years ahead. **“The INS Québec is a location of choice; it’s a treasure trove of resources and expertise for the entire Canadian sports community developing in Québec.”**

Today, athletes who want to reach the highest international standards can count on the INS Québec and its pan-Québec network of services to help them achieve their goals. This may not have been the case 25 years ago, but today it is a major asset for athletes.





Signatories of the Partners' Joint Declaration for the implementation of the Centre national multisport - Montréal: **Nathalie Lambert** (Coaching Association of Canada), **Jean-Guy Ouellet** (Sports-Québec and founding chairperson of the CNM-M), **Rémy Trudel** (Minister Responsible for Recreation, Sports and Outdoors), **Sheila Copps** (Minister of Canadian Heritage), **Pierre Bourque** (Mayor of Montréal), **Jean-Pierre Tibi** (1st Executive Director of the CNM-M), **Walter Sieber** (Canadian Olympic Association)



Centre national multisport - Montréal

DÉCLARATION COMMUNE DES PARTENAIRES
EN CE 11 AVRIL 1997

C'est avec une volonté commune et une très grande fierté que nous nous associons et collaborons conjointement à l'implantation à Montréal d'un centre national multisport, vaste projet de partenariat permettant aux athlètes et entraîneurs de haut niveau d'avoir un accès privilégié à des services de pointe pouvant maximiser leur plein potentiel et optimiser leurs performances dans les grandes compétitions internationales majeures.

GOUVERNEMENT DU CANADA

ASSOCIATION OLYMPIQUE CANADIENNE

Madame Sheila Copps
Vice-première ministre et
ministre du Patrimoine canadien

Monsieur Walter Sieber
Vice-président du Conseil d'administration

GOUVERNEMENT DU QUÉBEC

ASSOCIATION CANADIENNE
DES ENTRAÎNEURS

Monsieur Rémy Trudel
Ministre des Affaires municipales
Responsable du loisir, du sport
et du plein air

Monsieur John Bales
Président du Conseil d'administration

VILLE DE MONTRÉAL

SPORTS-QUÉBEC

Monsieur Pierre Bourque
Maire de Montréal

Monsieur Jean-Guy Ouellet
Président du Conseil d'administration



The first team of the Centre national multisport - Montréal: **Antoine Atallah** (Medical Services Coordinator), **Josée Grand'Maître** (Athlete Services Coordinator), **Jean-Pierre Tibi** (Director General), **Bernard Petiot** (Director of Coaching Education), **Hélène Dalpé** (Administrative Secretary)



June 1999

Some members of the first and second cohorts of Advanced Coaching Diploma graduates. Côme Desrochers (seated, centre) was the first candidate to complete all the requirements for the ACD. He is now the General Manager of the regional multi-sport training centre Excellence sportive Québec-Lévis.



June 2005

Opening of the first physical prep room marking the first presence at the Olympic Park.



October 2003

Three great athletes from Québec and Olympic medallists present at the Team Québec program: Bruny Surin (athletics), Isabelle Charest (short track speed skating) and Jean-Luc Brassard (freestyle skiing, moguls). Ms. Charest is currently serving as Minister for Education (responsible for sport) in the Government of Québec.



May 2010

Premier Jean Charest at the announcement of the construction of the INS Québec Complex.



September 2014

Québec's Minister of Education, Recreation and Sport, Yves Bolduc led the official inauguration of the INS Québec Complex.



July 2015

Olympic champion in fencing from the 1976 Montréal Games, International Olympic Committee President Thomas Bach in conversation with fencer Ariane Leonard during his visit to the INS Québec Complex.



July 2015

The queen of the Montréal 1976 Olympic Games, Nadia Comaneci took advantage of her visit to the gymnastics hall of the INS Québec Complex to interact with the next generation of athletes.



November 2017

Part of the INS Québec team gathered at the first benefit event for the INS Québec Excellence Fund.



April 2018

Director General of the Institut national du sport, de l'expertise et de la performance (INSEP, France) Ghani Yalouz (left) and INS Québec CEO Gaëtan Robitaille (right) make official the collaboration agreement between the two institutions in the presence of France's Minister of Sports, Laura Flessel.



March 2022

As part of International Women's Rights Day (March 8), the Ministers responsible for sport Pascale St-Onge (Canada) and Isabelle Charest (Québec) met with female athletes at the INS Québec Complexe at their training facilities. Ms. St-Onge (left) and Ms. Charest (right) with para-swimmers Danielle Kisser and Tess Routliffe.



June 2020

The sanitary measures put in place to allow the reopening of the INS Québec Complexe for the training of Olympic and Paralympic athletes in the midst of a pandemic required many adjustments. Some members of the INS Québec team who helped build dividers.



April 2022

Speakers at the first symposium organized in Québec by the French-speaking Olympic Sports Medicine Research Network (ReFORM-CIO), co-organized by INS Québec under the leadership of Dr. Suzanne Leclerc, medical director of the Institut (front centre).
(Photo: LesFestifs.com)

The Network and the sports partners of INS Québec

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-sport Training Centres

Centre provincial d'excellence
en athlétisme (athletic)

Centre national de développement
et de la performance – Aviron Québec
(rowing)

Centre d'entraînement Académie
de baseball ABC (men baseball)

Centre d'entraînement
Myriam Bédard (biathlon)

Centre national de canoë-kayak
de Montréal – Bassin olympique

Centre national de cyclisme
de Bromont (cycling)

Centre de haute performance
en hockey 21.02 (women hockey)

Centre d'Excellence en Karaté du Québec

Centre d'entraînement Lutte olympique
(YMHA) (wrestling)

Centre national de performance de
Patinage Canada (figure skating)

Centre régional canadien
d'entraînement – Montréal
(speed skating, short track)

Centre d'entraînement
longue piste Gaétan-Boucher
(speed skating, long track)

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

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

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

Centre d'entraînement Maximise
(snowboard and freestyle skiing
– slopestyle)

Centre d'entraînement
en Soccer féminin (women)

Centre national de tennis

Centre national d'entraînement
du Québec (table tennis)

Centre d'entraînement
de triathlon de Québec

Centre national d'entraînement d
e haute performance de volleyball
masculin (men)

Centre d'excellence de volleyball
de plage (beach volleyball)

INS QUÉBEC SPORTS PARTNERS

In Québec

Association québécoise d'aviron

Association québécoise
de canoë-kayak de vitesse

Association québécoise de sport pour
paralytiques cérébraux

Association sportive
des aveugles du Québec

Badminton Québec

Basketball Québec

Commission de surf
des neiges du Québec

Curling Québec

Eau Vive Québec

Fédération de football amateur
du Québec

Fédération de golf du Québec

Fédération de gymnastique du Québec

Fédération de la voile du Québec

Fédération de lutte olympique
du Québec

Fédération de natation du Québec

Fédération de patinage de vitesse
du Québec

Fédération de tennis de table du Québec

Fédération de tir à l'arc du Québec

Fédération des sports
à quatre murs du Québec

Fédération d'escrime du Québec

Fédération d'haltérophilie du Québec

Fédération québécoise d'athlétisme

Fédération québécoise de biathlon

Fédération québécoise
de boxe olympique

Fédération québécoise
de handball olympique

Fédération québécoise
de ski acrobatique

Fédération québécoise
des sports cyclistes

Hockey Québec

Judo Québec

Karaté Québec

Natation artistique Québec

Parasport Québec

Patinage Québec

Plongeon Québec

Ski de fond Québec

Ski Québec Alpin

Soccer Québec

Softball Québec

Tennis Québec

Triathlon 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
 Diving Plongeon Canada
 Fédération canadienne d'escrime
 Gymnastique Canada
 Hockey Canada
 Judo Canada
 Natation artistique Canada
 Natation Canada
 Patinage Canada
 Patinage de vitesse Canada
 Triathlon Canada
 Volleyball Canada
 Waterpolo Canada
 Wheelchair Rugby Canada

CANADIAN OLYMPIC AND PARALYMPIC SPORT INSTITUTE NETWORK



Institut national du sport du Québec
 Canadian Sport Institute – Pacific
 Canadian Sport Institute – Calgary
 Canadian Sport Institute – Ontario
 Canadian Sport Institute – Atlantic
 Canadian Sport Centre – Saskatchewan
 Canadian Sport Centre – Manitoba

INTERNATIONAL AFFILIATION

Association of Sport Performance
Centres
 INSEP (France)
 French-speaking Olympic Sports
Medicine Research Network (ReFORM)

LE CONSEIL D'ADMINISTRATION

Jean R. Dupré
Chair of the Board
 François Racine
President, Governance Committee (1, 2)
 Nathalie Joncas
President, Audit Committee (2)
 Bernard Petiot
President, Human Resources
Committee (3)
 Émilie Bundock (1)
 Francine Champoux (1)
 Benoit Huot (2)
 Mélanie Marois (1, 3)
 Jean-Philippe Normandeau (2)
 Yann Paquet (1, 3)
 Marie Pinsonneault (3)

1- Governance Committee
 2- Audit Committee
 3- Human Resources Committee

INS QUÉBEC COMMITTEE OF AMBASSADORS

The INS Québec Committee of Ambassador 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

THE FUNDING COMMITTEE

The mandate of the Fundraising Committee is to develop a new self-generated revenue plan to meet the Institut's objectives by analyzing the potential and opportunities related to the sale of products or services, business partnerships, fundraising activities and philanthropic activities.

Francine Champoux
Committee Chair

Jean R. Dupré
Chair of the Board, INS Québec

Hugo Francoeur
École des entrepreneurs du Québec

Maxime Lamarche
Baseball Québec

Jean-Philippe Normandeau
Board Director, INS Québec

Yann Paquet,
Board Director, INS Québec

Sacha Vaillancourt,
Chair, INS Québec Committee
of Ambassador

SERVING ATHLETES AND HIGH-PERFORMANCE SPORT

(as of March 31 mars, 2022)

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 (parental leave)

Mirelle Touma
Accountant

Anick Perron
General Human Resources Advisor
(parental leave)

Marie-France Leduc
General Human Resources Advisor
(interim)

Marianne Richard
Intern, Human Resources

Operations

Josée Dagenais
Supervisor

Sarah Bergeron
Coordinator

Hicham Boufekane
Facility monitor

Félix Blaquièrre
Agent, Reception

Myriam DaSilva Rondeau
Agent, Reception

Cecilia Garcia Curiel
Agent, Reception

Guillermo Garcia Curiel
Agent, Reception

Félix Mercier-Ross
Agent, Reception

Emmanuelle Roy
Agent, Reception

Mathilde Simard-Lejeune
Agent, Reception

Hanna Yurchyk
Agent, Reception

Communication & Marketing

Jean Gosselin
Director, Communication & Marketing

Claudie-Anne Leblanc
Coordinator, Digital Communication & Events

Marina Lord
Program Agent, *Jouez gagnant!*

Performance & Professional Development Services

Anne-Marie Durnin
Director of Excellence Programs and Education

Lu Bonnet
Advisor, High-performance sport

Louise Cairns
Advisor, High-performance sport

Caroline Truchon
Advisor, High-performance sport & Game Plan

Martin Roy
Advisor, Pathway to excellence

Geneviève Houle
Advisor, Education services

Nancy Boucher
Coordinator, Projets Synergiques and Programs

Sophie Brassard
Guidance Counsellor, Game Plan

Sport Sciences

Guy Thibault
Director, Sport Science

Thomas Romeas
Lead, Research & Innovation

Roxanne Huot
Coordinator

Evelyne Dubé
Technical advisor for Scientific Support

David Jeker
Advisor, Research & Innovation

Mathieu Charbonneau
Sport Biomecanist

Nicolas Berryman
Exercice Physiologist

François Bieuzen
Exercice Physiologist

Simon Deguire
Exercice Physiologist

Sylvain Gaudet
Exercice Physiologist

Myriam Paquette
Exercice Physiologist

Julien Clément
Performance Analyst

Amélie Soulard
Mental Performance consultant

Jonathan Lasnier
Mental Performance consultant

Sandra Peláez
Mental Performance consultant

Véronique Richard
Mental Performance consultant

Christiane Trottier
Mental Performance consultant

Alain Delorme
Lead Strength and Conditioning

Alexandre Clark
Strength and Conditioning

Sandra Gonzalez
Strength and Conditioning

François Raymond
Strength and Conditioning

Alix Renaud-Roy
Strength and Conditioning

Kevin Roux
Strength and Conditioning

Nicolas Thébault
Strength and Conditioning

Pierre-Mary Toussaint
Strength and Conditioning

Rosemarie Cournoyer
Research Assistant /
Strength and Conditioning

Jérémy Briand
Master's candidate / Research Assistant

Matthew Slopecki
PhD student / Research Assistant

Ève Charbonneau
PhD student / Research Assistant

Lily Dong
PhD student / Research Assistant

Béatrice Lavoie-Léonard
Undergraduate student /
Research Assistant

Mélissa Vona
Research Assistant

Basil More-Chevalier
Research Assistant

Harry Brown
Research Assistant

Caitlin Mazure
Research Assistant

Florence Morin
Research Assistant

Elizabeth Samei-Ra
Research Assistant

Vadim Sutyushev
Research Assistant

François Thénault
Research Assistant

Aïda Valevicius
Postdoctoral student /
Research Assistant

Mildred Loiseau Taupin
Postdoctoral student

Hossein Feiz
PhD student

Christian Soto-Catalan
PhD student

Vincent Beiglig
Master's candidate

Hubert Bourgeois
Master's candidate

Julien Bernier
Master's candidate

Veronica Furno Puglia
Master's candidate

Chrystelle Houde Saint-Pierre
Master's candidate

Jeremia Renaud
Master's candidate

Juliette Seminario
Master's candidate

Sports medicine

Suzanne Leclerc
Director, Sport Medicine

Jennifer Cottin
Manager

Pascale Couillard
Medical Secretary

Camille Bastien Tardif
Coordinator, Special Projects

Romy Moreno Cornejo
Support Agent

Anabelle Panneton
Support Agent

Fatima Zahra Khallati
Support Agent

Andréane Bourgeois
Doctor

Luc De Garie
Doctor

Mickey Moroz
Doctor

Gabrielle Ostiguy
Doctor

Josée Rainville
Doctor

Marie-Claire Lemieux
Respiratory therapist

Erik Sesbreno
Lead, Sport Nutrition

Alexia DeMacar
Nutritionniste

Martin Fréchette
Nutritionniste

Ariane Lavigne
Nutritionniste

Catherine Naulleau
Nutritionniste

Evelyne Telmosse
Nutritionniste

Josiane Roberge
Lead, Physiotherapist

Maude Alexandre-D'Anjou
Physiotherapist

Félix Croteau
Physiotherapist

Alexandra Lafrance
Physiotherapist (parental leave)

Antoine Léger
Physiotherapist

Brian Li
Physiotherapist

Marie-Pier Salvas
Physiotherapist

Kathleen Smith
Physiotherapist

Émilie Turner
Physiotherapist

Jean-Sébastien Rondeau
Sport Therapist

France Lamoureux
Osteopath

Alain Bellemare
Massage Therapist

Jennifer Maisonneuve
Massage Therapist

Johnathan Deslauriers
Neuropsychologist

Alexis Gagnon-Dolbec
Psychologist

David Martin
Kinesiologist

Vanessa Bachir
Optometrist

Annabelle Charlebois
Optometrist

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.

<h1>Québec</h1> 		<h1>Canada</h1> 	
			
			
			

Affiliation

				
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