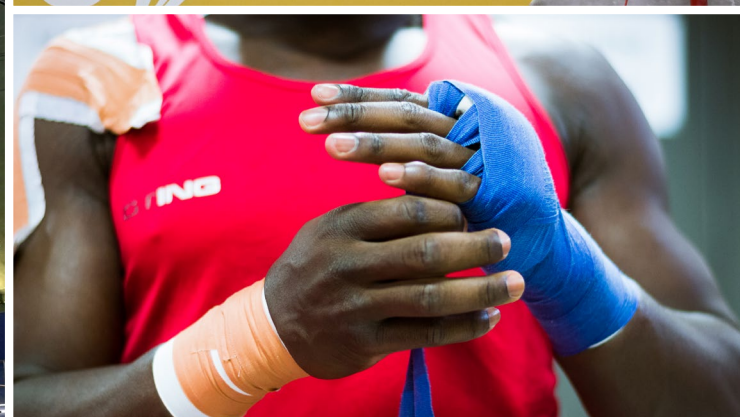
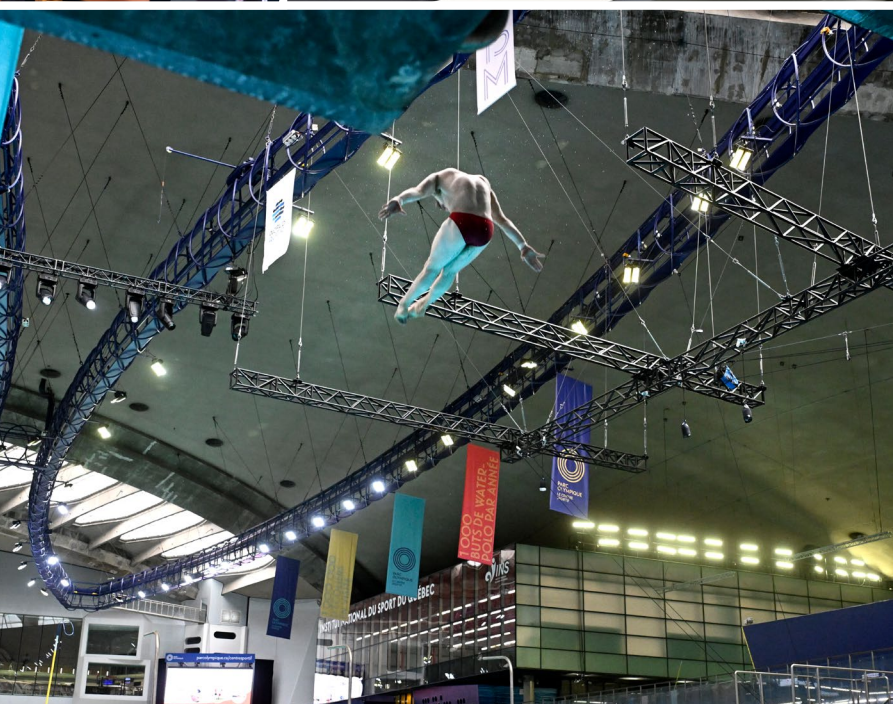




TRANSITION CHALLENGES EXCELLENCE

Annual Review
2023-2024



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TRANSITION, CHALLENGES AND EXCELLENCE

2023–2024 was marked by significant changes and challenges. Under the theme “Transition – Challenges – Excellence,” the organization navigated crucial developments and dealt with financial challenges while maintaining its unwavering commitment to the pursuit of excellence.

ORGANIZATIONAL ANNOUNCEMENT

The *Institut national du sport du Québec* (INS Québec) has embarked on a major period of transformation with the arrival of Marc Desjardins as its new CEO on July 31, 2023. Gaëtan Robitaille has continued to provide his expertise as a strategic advisor, which has enabled a planned and orderly transition process while ensuring stability within the organization. After fourteen years with the Institute, with 7 of these as CEO, Gaëtan will be leaving in the fall of 2024. He has played a key role in the development and transformation of our organization.

At the same time, the organization has strengthened its management team by appointing Roger Archambault as Vice President, Performance Services, and Benoît-Hugo St-Pierre as Director of Programs of Excellence and Professional Development. These new appointments have allowed organizational adjustments to be made and brought a renewed momentum and extensive expertise to INS Québec. To align the organization's governance with best practices, the organization's by-laws have been amended to comply with the new Code of Governance established by the Quebec government. These amendments are aimed at strengthening our ability to effectively serve the sporting communities in Québec and Canada.

ONGOING CHALLENGES

Securing adequate funding to support our mission has always been a major challenge for us at INS Québec, and this year has been no exception. A new three-year CAF

(*convention d'aide financière* — financial support agreement) is currently being discussed with the Québec Ministère de l'Éducation. This represents a crucial step toward financial stability. In order to stimulate the self-generated income that is essential to our mission, work is underway to further develop our business model by focusing on client diversification and developing new services aimed at improving human performance.

EXCELLENCE AMID TURMOIL

Despite the changes and financial challenges, INS Québec has remained firmly focused on its main objective: supporting the development of sporting excellence. This commitment was demonstrated in an exemplary manner when a fire broke out on March 21, 2024, severely affecting the facilities of the Institute's Complex at the Olympic Park. The immediate and coordinated response by staff ensured the continuity of services and projects.

Each in their own way, INS Québec team members have contributed to providing professional and attentive support to athletes, coaches and organizations in preparation for the Paris 2024 Olympic and Paralympic Games. The Institute's team embodies excellence on a daily basis and their constant commitment is to be commended. It is thanks to these passionate people that the Institute is able to realize its motto, embodying the “ingenuity behind the performance.”

LOOKING TOWARD THE FUTURE...

INS Québec remains optimistic and determined to pursue its mission with the same passion and dedication. This would not be possible without the cooperation of the members of the sporting community and its partners.



Jean R. Dupré
Chair of the Board



Marc Desjardins
CEO

ALIGNING WITH EXCELLENCE: A NEW APPROACH TO GOVERNANCE

Following the government's introduction of a new code of governance for sports and leisure organizations, INS Québec amended its general regulations to bring them in line with the most advanced governance principles. With this in mind, existing policies were revised and new ones were created. These changes will bolster the organization's ability to better serve the sporting communities in Québec and Canada, by adopting a modern governance model that is in tune with our mission.

BOARD OF DIRECTORS AND STANDING COMMITTEES

INS Québec can rely on its experienced and dedicated Board of Directors to maintain seamless leadership that supports the Institute's management and teams. The Board of Directors met four times in 2023–2024, while the various standing committees had a total of ten meetings (the Governance Committee and the Audit Committee met three times each, while the Human Resources Committee met four times).

The members of the Board of Directors recorded a total attendance rate of 85%. This figure was 94% for the members of standing committees.



THANK YOU!

INS Québec would like to acknowledge the contribution of two members of the Board of Directors who have stepped down from their positions on the Board. After six years of service, Francine Champoux did not stand for re-election. In order to comply with the Institute's governance regulations, Benoît Huot, a member of the Board since 2019, had to step down in the course of the year following his appointment as President of Parasports Québec. Through their contributions, Francine and Benoît have supported and nurtured the "ingenuity behind the performance".

TRANSITION AND CONSOLIDATION

At general management level and with the arrival of Marc Desjardins as the new CEO, 2023–2024 became synonymous with transition. In February 2023, Gaëtan Robitaille announced his intention to step down in the fall of 2024, giving the organization a generous notice period in which to prepare a planned and orderly transition, to ensure stability within the organization. This process allowed Marc Desjardins to benefit from the support of his predecessor, facilitating his integration into the organization and the sporting communities in Quebec and Canada. Now having fully taken up his role, Marc Desjardins is supported by Gaëtan Robitaille, who continues to serve the Institute as a strategic advisor with specific projects until the end of his mandate.



Gaëtan Robitaille was presented with an INS Québec hockey jersey with the CEO badge, in recognition of his seven years in the position. He is pictured here with Carol Bassil, Executive Assistant.



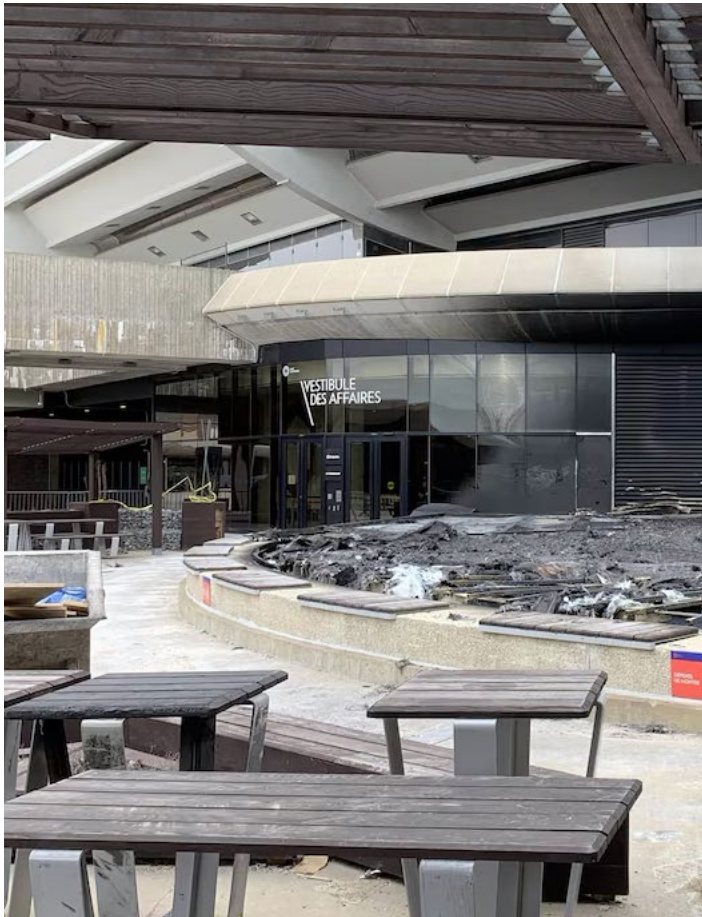
Chair of the Board of Directors Jean R. Dupré in discussion with the new CEO Marc Desjardins on his arrival.

ON

MARCH 21, 2024...

On March 21, 2024, a fire broke out at the Olympic Park, severely affecting INS Québec's facilities. The incident led to a rapid reorganization of our activities for up to six months. The immediate and exceptional mobilization of the Institute's staff allowed for alternative measures to be put in place quickly in order to temporarily relocate the medical clinic and offices, thus guaranteeing continuity of care for athletes and of services provided. The Institute's teams supported the resident sports in relocating to alternative training sites and reorganized processes in order to continue to provide its support across multiple sites. The Institute also contacted partners and funding bodies in a bid to minimize the impact on the resident sports. Close collaboration with resident sports and the efforts of teams at the Olympic Park, the Québec Ministère de l'Éducation and Ministère du Tourisme were crucial in minimizing the impact. Thanks to this collective commitment,

INS Québec was able to continue its work supporting athletes as they prepare for Paris 2024, without compromising on the quality of its services. Resilience is often associated with high-performance sport and this situation is another perfect example.



CONTINUING PROFESSIONAL DEVELOPMENT

PROFESSIONAL RECOGNITION

The permanent employees and contractors working in the Sports Sciences department have further developed their skills by obtaining certifications in their respective disciplines. These certifications recognize that our experts meet the highest standards of professional practice.

INS Québec also continues to utilize cutting-edge equipment, including the addition of a hypoxic chamber in early 2024.

ORGANIZATION	CERTIFICATION	NAMES
Canadian Society for Exercise Physiology (CSEP)	Clinical Exercise Physiologist	Simon Deguire
		Sylvain Gaudet
		Myriam Paquette
Sport Scientist Canada	High Performance Certification (HPC) Leader Practitioner	François Bieuzen
		Alain Delorme
		Thomas Romeas
Sport Scientist Canada	High Performance Certification (HPC) Senior Practitioner	Mathieu Charbonneau
		Nicolas Thébault
Sport Scientist Canada	High Performance Certification (HPC) Practitioner	Simon Deguire
		Evelyne Dubé
		Sylvain Gaudet
		Myriam Paquette
		François Raymond
Association for Applied Sport Psychology	Certified Mental Performance Consultant® (CMPC)	Sarah Brisson-Legault
		Elena Grilli-Cadieux
		Jonathan Lasnier
		Heidi Malo
		Lara Pomerleau-Fontaine
		Amélie Soulard
National Strength and Conditioning Association (NSCA)	Certified Strength and Conditioning Specialist (CSCS)	Ioana Gheta
		Sandra Gonzalez
		Thalia Krauth-Ibarz
		François Raymond
		Alix Renaud-Roy
		Kevin Roux

PROJETS SYNERGIQUES

A YEAR OF CONSOLIDATION

In 2023–2024, several Projets Synergiques (Synergistic Projects) were completed, new projects were launched and links were strengthened between service providers, researchers and students from various institutions across the province. This program continues to play an important role in the community, enabling the development of personalized solutions for provincial federations while acting as a springboard for the next generation of scientists. The number of hours dedicated to the program has increased by 12% to 3500 hours.



In partnership with ÉTS, INS Québec is developing a virtual reality boxing simulator as a training tool for elite boxers.

IN 2023-24

- 19 projects completed;
- 7 new projects launched;
- 29 federations with ongoing projects;
- 11 NextGen scientists involved;
- 9 Institute staff involved across six disciplines: biomechanics, neurosciences, nutrition, mental preparation, physiology, data science;
- 9 academic partners collaborating on the program: UQAM, UQTR, Université Laval, Université de Sherbrooke, McGill, ÉTS, INRS, Bishop's University, Université de Montréal.



INTERNAL STRUCTURE

DEPARTMENTAL APPOINTMENTS

In February 2024, INS Québec welcomed Heidi Malo as Lead, Performance and Mental Health. With over ten years' experience in the field, an international career as a ski coach and a strong academic background, she will be essential to the Institute's mission. Her international experience, including the Olympic and Paralympic Games, reflects her commitment to excellence and the well-being of athletes.

In addition, Nicolas Bourrel has been appointed Lead, Life Sciences, drawing on his expertise as a leader in performance science and team management to facilitate collaborative, cross-disciplinary work between different scientific disciplines. This appointment will also encourage exchanges between the department's teams. The development of data science has highlighted the need to centralize data lifecycle strategies. To achieve this, Sylvain Gaudet has been appointed Lead, Data Scientist.

THE STEP COMMITTEE

INS Québec is equally committed to the next generation of athletes and the next generation of scientists. The engagement of over 40 interns, students and postdoctoral students prompted us to establish a committee. The STEP Committee was therefore set up to help integrate newcomers and act as a link with the Institute's employees.

For example, the Committee organized the second *"Le génie médical et scientifique derrière les performances"* (The Medical and Scientific Ingenuity Behind the Performance) conference day in February 2024, during which INS Québec interns, students and post-doctoral students presented their work. A round table discussion on the subject of *"Integrating research and innovation into scientific support in preparation for the Paris 2024 Olympic and Paralympic Games"* also sparked inspiring discussions.



The STEP Committee organized the second *"Le génie médical et scientifique derrière les performances"* conference day.

PAN AMERICAN AND OLYMPIC GAMES



Dr. Gabrielle Ostiguy, Evelyne Telmosse and Dr. Mickey Moroz in Santiago.



Jennifer Maisonneuve, massage therapist, Dr. Mickey Moroz, Brian Li, physiotherapist, and Maude Alexandre-D'Anjou, physiotherapist.

PROUD OF OUR EXPERTISE

INS Québec is delighted that a number of our experts accompanied the Canadian team to the Pan American Games in Santiago, Chile, in October 2023. Suzanne Leclerc, Medical Director of INS Québec, was appointed Team Canada's Chief Doctor. She was joined by nutritionist Evelyne Telmosse and physicians Gabrielle Ostiguy and Mickey Moroz.

The experts will also support Team Canada at the Paris 2024 Olympic Games. These appointments are further testament to the expertise and commitment of the INS Québec team.

INFLUENCE



Suzanne Leclerc, Medical Director of INS Québec, with the speakers.

CONCUSSIONS IN THE SPOTLIGHT

Concussions were a key topic in sports medicine in 2023–2024. Firstly, INS Québec organized a conference in September 2023 to provide an update on concussion following the sixth Amsterdam International Consensus. This was the first time that a specific conference on concussions had been held in Québec. Over 100 doctors, nurses and other health professionals took part in the event, which was held both face-to-face and online.

DEVELOPING PERFORMANCE NUTRITION

CONSOLIDATING AND EXPANDING THE TEAM

Over the past five years, INS Québec has focused on strengthening its nutrition department by consolidating its team. Starting with a single full-time nutritionist in 2019, the team now includes three full-time members and one part-time member. With this team, the Institute will be able to focus on performance nutrition projects. This includes developing the tools needed to support this initiative.



Nutritionists organize nutrition workshops to advise athletes on performance nutrition, such as this workshop with Triathlon Canada.

AVANTAGE QUÉBEC

A COMPETITIVE EDGE FOR QUEBECERS

INS Québec has launched the Advantage Québec (Avantage Québec) project, which aims to support Québec sports federations in adopting a supportive approach to help Québec athletes enhance their performance. In particular, this project aims to increase the presence of Québec athletes at national competitions such as the Canada Games, as well as on the international stage in national teams. Thanks to a dedicated team of experts, Advantage Québec offers customized consulting services to optimize the integration of scientific, sports medicine and coaching development factors into the sport development strategies and plans of Québec federations.



PROFESSIONAL DEVELOPMENT PROGRAMS

NEW LEARNING HUB

As part of its efforts to improve training and professional development services, INS Québec is developing a new digital hub, which is due to be launched in the fall of 2024.

This ambitious project began with an in-depth needs analysis, an assessment of the available content and a thorough comparison with other similar hubs. Over 600 pieces of content, including training courses and information modules, were compiled to populate the new

hub. This mobilizing initiative involved all departments of the organization.

This hub, which can be used by our partners, aims to centralize all training opportunities within a sustainable structure, while supporting the Institute's drive to share knowledge and improve operations on the path to excellence.

PARIS 2024 OLYMPIC AND PARALYMPIC GAMES

INGENUITY AND PERFORMANCE: EN ROUTE TO THE GAMES

The year before the Olympics is of paramount importance for the preparation of athletes, focusing on Olympic and Paralympic qualification. Athletes and national sports organizations have benefitted from the “ingenuity behind the performance” thanks to the expertise of INS Québec, which optimizes their preparation for the Games. In 2023–2024, these efforts have paid off with positive results in the pursuit of both individual and team qualification, underscoring the Institute's ongoing commitment to sporting excellence.



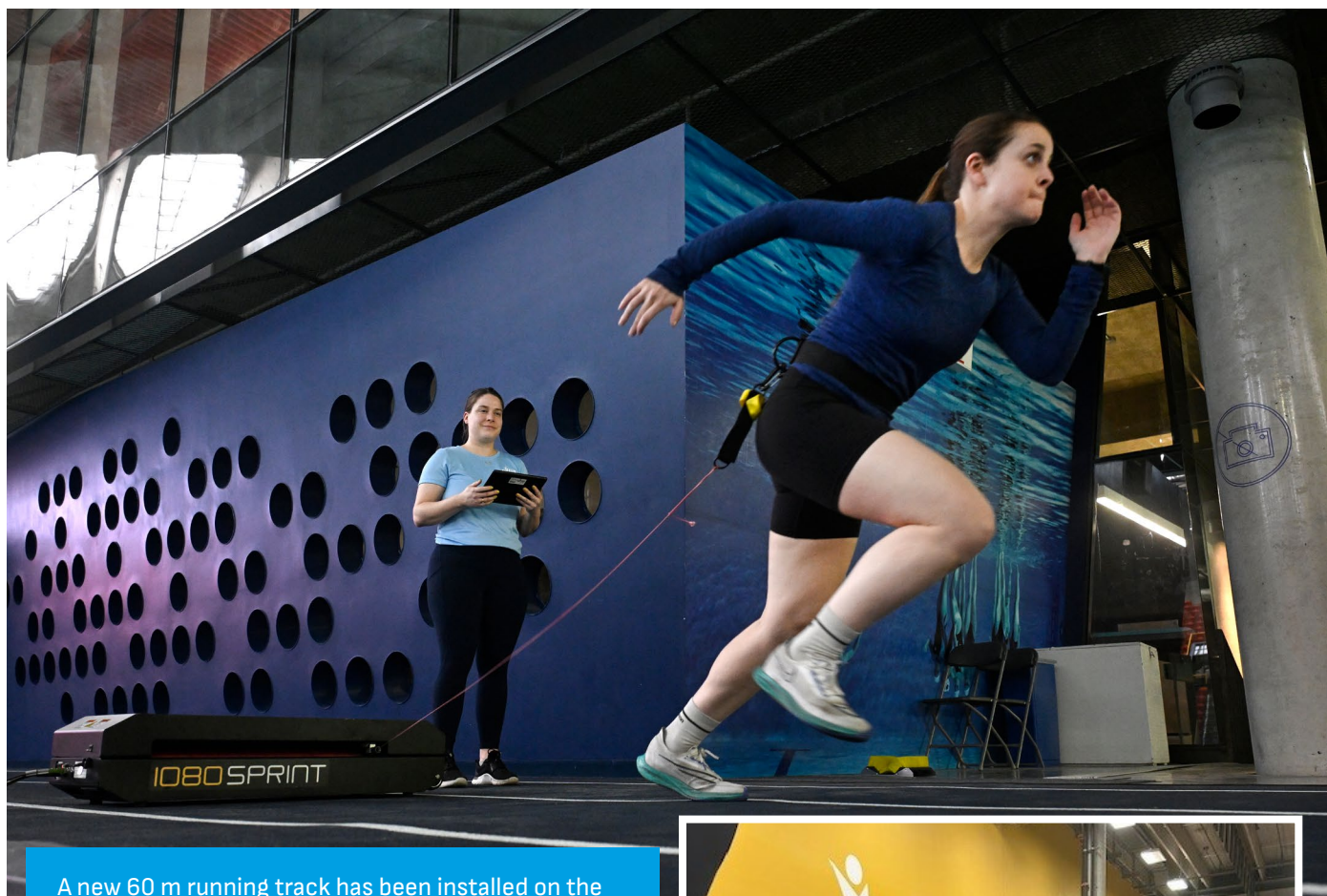
Simon Deguire, Exercise Physiologist at INS Québec, analyzes data with para-swimming athlete Tess Routliffe.



2025 CANADA GAMES

ROLLOUT OF THE SUPPORT PLAN

To fully prepare Québec athletes for the 2025 Canada Games in Newfoundland and Labrador, INS Québec has launched a support plan for winter 2024. This plan aims to optimize the coaching provided by the Institute's experts, with a particular focus on pre-Games preparation. Meetings with the relevant federations and coaches have been taking place since Winter 2023–2024. Various initiatives will be offered to athletes from fall 2024 to the start of the competition, including video modules, interventions and workshops, to prepare them nutritionally, physically and mentally. This approach supports the objectives of the Ministère de l'Éducation du Québec to promote the performance of Québec athletes at the Canada Games.



A new 60 m running track has been installed on the walkway near the entrance to the Complex and the 3-meter pool.

INS QUÉBEC COMPLEX

IMPROVING INFRASTRUCTURE

The INS Québec Complex now boasts a new 60-metre track, with two lanes and an area dedicated to training agility and coordination. This facility, which was built in partnership with the Olympic Park, can be used for exercises and tests that require athletes to run in a straight line.

Major work has also been completed on the gymnastics equipment. The landing pit has been completely rebuilt after ten years of use, and the rings and strength and



conditioning sections were also renovated. New flooring and a protective wall were installed to ensure the safety of the athletes. These renovations were carried out in collaboration with Gymnastics Canada and Gymnastique Québec.

A performance and mental health room has also been set up at the INS Québec Complex. This room can be used for individual or group sessions, such as consultations, meditation sessions or mental performance training.

HUMAN RESOURCES



TALENT RECRUITMENT AND RETENTION

Over the past year, INS Québec has introduced a new psychometric tool and made a number of improvements, notably to job postings, in order to attract new talent. In addition to recruiting well, it is also important to retain staff, and the organization posted an excellent retention rate of 91% (compared with 86% the previous year).

We also received very encouraging results in our staff survey:

- 78.5% engagement (overall result)
- An “*Excellence*” rating for the number of employees recommending INS Québec as an employer.

WORKING ENVIRONMENT AND INFORMATION TECHNOLOGY

FURTHER DEVELOPMENT

In 2023–2024, the INS Québec team accelerated its adoption of the Microsoft 365 environment, which offers efficient collaborative work tools and facilitates access to information via a single online platform. Of particular note are the smoother exchanges both internally and externally, and the ability to work on documents simultaneously.

The administrative working environment at the INS Complex has benefited from two significant improvements, with the creation of a collaborative zone and the expansion of shared workspaces for interns on the scientific team.

MARKETING AND BUSINESS DEVELOPMENT



GENERATING REVENUE AND PARTNERSHIPS

In fall 2023, the Marketing and Business Development department took on a new lease of life with the arrival of Véronique Riopel as Advisor. The creation of this new position reflects INS Québec's determination to strengthen these departments, which are key to increasing and diversifying independent revenue.

Sports Experts has been a partner of INS Québec for several years and has renewed its support for the Institute's mission for a further two years. The Institute has also secured the support of Mondo, whose investment will fund a program offering mental wellness resources to NextGen athletes.

DIGITAL COMMUNICATION

DEVELOPING THE DIGITAL STRATEGY

To keep pace with current trends, INS Québec modified its digital strategy in 2023 to concentrate on video content or "reels". This strategy paid off, with content such as the "En route vers Paris 2024" (En route to Paris 2024) series, featuring athletes aiming to qualify for the Olympic and Paralympic Games, and a series of tips provided by the Institute's experts garnering nearly 6000 views each.

INFLUENCE

BREAKFAST SEMINARS WITH AMBASSADORS

The INS Québec Committee of Ambassadors, created to increase INS Québec's presence in the business community, has launched a series of breakfast seminars titled "*Derrière les performances*" (Behind the Performance). These private, invitation-only conferences specifically target entrepreneurs in our Ambassadors' networks. Hosted by specialists at the Institute, these sessions look at how best practices from the world of sport can be applied to the business world. The INS Québec Ambassadors, who come from a variety of business sectors and are passionate about sport, help raise the Institute's profile and advise the organization on creating new initiatives and developing growth strategies.



Alain Delorme, Lead Strength and Conditioning at INS Québec, spoke about "When feedback leads to success" at an Ambassadors' breakfast in November 2023.

BALANCED MANAGEMENT OF FINANCES 2023–2024

Despite the constant challenges related to financial management, INS Québec achieved a balanced financial year for 2023–2024, following rigorous discipline in expense management and optimization of income sources, as well as some difficult decisions. Income and expenses amounted to \$14.06 million, resulting in a slight income surplus of \$4576. This result demonstrates the organization's commitment and determination to take on the challenge of maintaining a balanced budget in a demanding financial environment.

16% GROWTH IN SELF-GENERATED INCOME

In 2023–2024, INS Québec recorded a 16% increase in its self-generated income, reaching \$1.46 million. Self-generated income remains an essential and indispensable component to supporting the ongoing rollout of activities and implementation of growth-generating and structural projects.

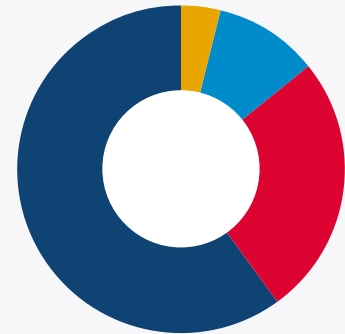
FINANCIAL AUDIT BY RAYMOND CHABOT GRANT THORNTON

The firm Raymond Chabot Grant Thornton, which began its mandate as an auditor in the 2023–2024 financial year, has submitted an unqualified report. The auditor underlined the outstanding commitment, effort and cooperation of all those with whom they had interacted in carrying out their mandate.

FINANCIAL CONSEQUENCES OF THE FIRE ON MARCH 21

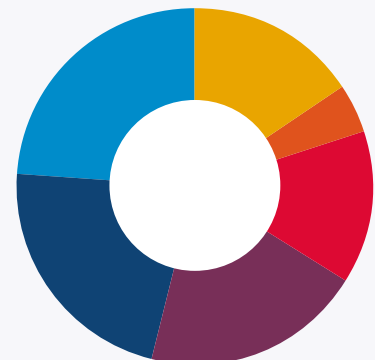
Following the fire at the Olympic Park on March 21, 2024, which caused damage to the INS Québec facilities, the auditor has indicated that the financial impact has not yet been fully assessed, as the event occurred just before the end of the financial year (March 31). As the damage assessment was not finalized at the time the financial statements were approved, no adjustments were recorded to reflect the impact of this incident.

FINANCE



- 4% → Sporting partners
- 10,4% → Generation of income
- 25,7% → Government of Canada
- 59,9% → Government of Québec

INVESTMENTS



- 15,7% → Operations, Marketing and Communications
- 4,4% → Research and innovation activities
- 14% → Sports medicine and sports sciences
- 20,1% → Services to athletes, service providers and sports organizations
- 22% → Support to INS Québec network (regional centres and single-sport centres)
- 23,9% → Services to high-performance training groups

BEST OF THE REST



Around 300 athletes aged 14–25 took part in the three RBC Training Ground events held in Québec (Montréal, Sherbrooke and Québec). Through this program developed by the Canadian Olympic Committee, participants hope to follow in the footsteps of INS Québec Strength and Conditioning coach Thalia Krauth-Ibarz (photo), who was selected by Cycling Canada at the 2023 national finals to make her Olympic dream a reality, backed by financial support from RBC and the COC.



As part of the “*Hommage aux athlètes retraités*” (Tribute to retired athletes) at the 2023 Sports-Québec Gala, INS Québec celebrated 15 athletes who have retired from sport in the past year.



Sandra Lizé, Olympic water polo player, visiting schools in Saguenay–Lac-Saint-Jean.

JOUEZ GAGNANT!

- 53,729 young people met
- 485 talks, including 113 at day camps
- 416 communities visited
- 14 administrative regions visited
- 30 athlete speakers

jouez gagnant!



On February 12, 2024, INS Québec welcomed its partners from the Ministère de l'Éducation. For many of them, it was their first visit to the Complex facilities. From left to right: Benoît-Hugo St-Pierre, Mathieu Béland, Jean R. Dupré, Pascale Côté, Éric Pilote, François Bieuzen, Marc Desjardins, Richard Gamache and Isabelle Rousseau.

INS QUÉBEC NETWORK

Regional multi-sport training centers

- Excellence sportive Laurentides
- Excellence sportive Mauricie
- Excellence Sportive Montérégie
- Excellence sportive de Montréal
- Excellence sportive Outaouais
- Excellence Sportive Québec-Lévis
- Excellence Sportive Sherbrooke
- Excellence Sports Laval

Mandated agents for regions without CREM

- Abitibi-Témiscamingue — Loisir et sport Abitibi-Témiscamingue
- Côte-Nord — Loisir et sport Côte-Nord
- Saguenay—Lac-Saint-Jean — RSEQ Saguenay—Lac-Saint-Jean
- Centre-du-Québec — Excellence Sportive Sherbrooke
- Lanaudière — Excellence sportive Laurentides
- Bas-Saint-Laurent—Gaspésie—Îles-de-la-Madeleine — Excellence Sportive Québec-Lévis

Single-sport training centers

- Centre provincial d'excellence en athlétisme
- Centre national de développement et de la performance — Aviron Québec
- Centre d'entraînement Académie de baseball ABC (baseball masculin & féminin)
- Centre national de canoë-kayak de Montréal — Bassin olympique
- Centre national de cyclisme de Bromont
- Centre de haute performance en hockey 21.02 (hockey féminin)
- Centre d'Excellence en Karaté du Québec
- Unité provinciale d'entraînement (natation artistique)
- Centre d'entraînement Parahockey Québec
- Centre national de performance de Patinage Canada (patinage artistique)
- Centre régional canadien d'entraînement — Montréal (patinage de vitesse courte piste)

- Centre d'entraînement longue piste Gaétan-Boucher (patinage de vitesse)
- Centre d'excellence ski acrobatique Val-St-Côme (ski acrobatique — bosses)
- Acrobatix — Centre national d'entraînement ski acrobatique Yves Laroche (ski acrobatique — sauts)
- Centre d'entraînement Maximise (snowboard et ski acrobatique — slopestyle)
- Centre national d'entraînement du Québec (tennis de table)
- Centre d'entraînement de triathlon de Québec
- Centre national d'entraînement de haute performance de volleyball masculin
- Centre d'excellence de volleyball de plage

INS QUÉBEC SPORTS PARTNERS

In Québec

- Association québécoise d'aviron
- Association québécoise de canoë-kayak de vitesse
- Association Québec Snowboard
- Badminton Québec
- Baseball Québec
- Basketball Québec
- Cheval Québec
- Curling Québec
- Eau Vive Québec
- Fédération de golf du Québec
- Fédération de gymnastique du Québec
- Fédération de la voile du Québec
- Fédération de natation du Québec
- Fédération de patinage de vitesse du Québec
- Fédération de tennis de table 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 la montagne et de l'escalade
- Fédération québécoise de ski acrobatique
- Fédération québécoise des sports cyclistes
- Hockey Québec
- Judo Québec
- Karaté Québec
- Natation artistique Québec
- Parasports Québec
- Patinage Québec
- Plongeon Québec
- Rugby Québec
- Ski de fond Québec
- Ski Québec Alpin
- Soccer Québec
- Softball Québec
- Taekwondo 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

BOARD OF DIRECTORS

- Jean R. Dupré
Chair of the Board
- François Racine ^(1,2)
Vice-President
- Emilie Bundock
President, Governance Committee ⁽¹⁾
- Francine Champoux ⁽¹⁾
- Benoit Huot ⁽²⁾ (up to December 2023)
- Nathalie Joncas
President, Audit Committee ⁽³⁾
- Mélanie Marois
President, Human Resources Committee ⁽²⁾
- Jean-Philippe Normandeau ⁽³⁾
- Yann Paquet ^(1,2)
- Marie Pinsonneault ⁽²⁾

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

AMBASSADORS

- Sacha Vaillancourt
President
- Marie-Pier Bergevin
- Marie-Laurence Boivin
- Paul-André Côté
- Peter Moraitis
- Frédéric Poulin

SERVING ATHLETES AND HIGH-PERFORMANCE SPORT (AS OF MARCH 31ST, 2024)

Administration

- Marc Desjardins
President and CEO
- Isabelle Rousseau
Vice-president, Administration
- Roger Archambault
Vice-president, Performance Services
- Carol Bassil
Executive Assistant

- Gaëtan Robitaille
Strategic Advisor
- Michelle Robichaud
Administrative Services Manager
- Marie-Ève Laberge
Accounting technician
- Fadhila Tafer
Accounting technician
- Mirelle Touma
Accounting technician
- Julie Cartier
General Human Resources Advisor
- Stéphanie Mouldi
Human Resources Coordinator

Operations

- Josée Dagenais
Supervisor
- Emmanuelle Roy
Coordinator (interim)
- Sarah Bergeron
Coordinator
- Anne-Clara Belley
Agent, Reception
- Kayla Bédard Sical
Agent, Reception
- Genève Bélanger
Agent, Reception
- Félix Blaquièrre
Agent, Reception
- Béatrice Delorme
Agent, Reception
- Livia Duchesne
Agent, Reception
- Guillermo Garcia Curiel
Agent, Reception
- Félix Mercier-Ross
Agent, Reception
- Mathilde Simard-Lejeune
Agent, Reception

Communication & Marketing

- Jean Gosselin
Director, Communication & Marketing
- Paméla O'Neill
Advisor, Communication
- Véronique Riopel
Advisor, Marketing & Business Development
- Marina Lord
Program Agent — Jouez gagnant!

Performance & Professional Development Services

- Benoît-Hugo St-Pierre
Director, Excellence programs and Professional Development
- Lu Bonnet
Advisor High-performance sport
- Caroline Truchon
Advisor, High-performance sport and Game Plan
- Martin Roy
Advisor, Pathway to excellence
- Salma Flores-Desrochers
Coordinator, Synergistic Projects and Programs Support
- Mathilde Fredon
Coordinator, Administration
- Geneviève Houle
Advisor, Education Services
- Éliane Cinq-Mars
Coordinator, Education Services
- Marc-André Duchesneau
Coaching Performance Consultant
- François Rodrigue
Coaching Performance Consultant
- Pierre Trudel
Coach Development Consultant
- Sophie Brassard
Guidance Counsellor, Game Plan
- Douglas Duncan
Consultant

Sports Medicine

- Suzanne Leclerc
Director, Sport Medicine
- Jennifer Cottin
Manager
- Camille Bastien Tardif
Coordinator, Special Projects
- Pascale Couillard
Medical Secretary
- Anabelle Panneton
Support Agent
- Andréane Bourgeois
Doctor
- Luc De Garie
Doctor
- Mickey Moroz
Doctor
- Gabrielle Ostiguy
Doctor

- Sophie Pominville
Doctor
- Colette Loisele
Nurse
- Katya Saulnier Jutras
Nurse
- Erik Sesbreno
Lead, Sport Nutrition
- Émilie Dumont
Nutritionnist
- Martin Fréchette
Nutritionnist
- Catherine Naulleau
Nutritionnist
- Evelyne Telmosse
Nutritionnist
- Josiane Roberge
Lead, Physiotherapist
- Maude Alexandre-D'Anjou
Physiotherapist
- Félix Croteau
Physiotherapist
- Antoine Léger
Physiotherapist
- Brian Li
Physiotherapist
- Marie-Pier Salvas
Physiotherapist
- Kathleen Smith
Physiotherapist
- Émilie Turner
Physiotherapist
- Jean-Sébastien Rondeau
Sport Therapist
- France Lamoureux
Osteopath
- Alice Maldera
Massage Therapist
- Jennifer Maisonneuve
Massage Therapist
- Johnathan Deslauriers
Neuropsychologist
- Alexis Gagnon-Dolbec
Psychologist
- Elena Grilli Cadieux
Psychologist
- Amélie Soulard
Psychologist
- David Martin
Kinesiologist

- Florence Morin
Kinesiologist
- Christian Soto-Catalan
Kinesiologist
- Anabelle Charlebois
Optometrist

Sport Sciences

- François Bieuzen
Director, Sport Sciences
- Thomas Romeas
Lead, Research & Innovation
- Roxanne Huot
Advisor, Sport Science Services
- Julien Clément
Performance Analyst
- Evelyne Dubé
Performance Analyst
- Raphaël Lagarde
Performance Analyst
- Fabian Alberto Romero Clavijo
Performance Analyst
- Deborah Schulé
Performance Analyst
- Nicolas Bourrel
Lead, Life Sciences
- Sylvain Gaudet
Lead Data Scientist
- Mathieu Charbonneau
Sport Biomecanist, Scientific Advisor,
Synergistics Projects
- Eve Charbonneau
Sport biomecanist
- Félix Allard-Dumas
Support Agent
- Nicolas Berryman
Exercise Physiologist
- Veronica Furno Puglia
Exercise Physiologist
- Myriam Paquette
Exercise Physiologist
- Simon Deguire
Exercise Physiologist
- Lily Dong
Exercise Physiologist
- Guy Thibault
Exercise Physiologist
- Heidi Malo
Lead, Performance & Mental Health

- Fabien Abejean
Mental Performance consultant
- Jonathan Lasnier
Mental Performance consultant
- Maxime Lopes
Mental Performance consultant
- Angela Malorni
Mental Performance consultant
- Sandra Peláez
Mental Performance consultant
- Laura Pomerleau
Mental Performance consultant
- Véronique Richard
Mental Performance consultant
- Candice Wils
Mental Performance consultant
- Alain Delorme
Lead, Strength and Conditioning
- Valérie Audet
Strength and Conditioning
- Hicham Boufekane
Strength and Conditioning
- Alexandre Clark
Strength and Conditioning
- Ioana Gheta
Strength and Conditioning
- Sandra Gonzalez
Strength and Conditioning
- Thalia Krauth-Ibarz
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
- Annabelle Bourgault-Bertrand
Research Assistant
- Jean-Michel Lachance
Research Assistant
- Simon Duquette
Electrical Engineer
- Kate Montgomery
Structural Engineer
- Kevin Chénier
Programmer

- Samuel Lefebvre
Programmer
- Renée Spencer Junge
Scientific Support

STEP (TRAINEES, STUDENTS AND POST-DOCS)

Post-Docs

- Mildred Loiseau Taupin
- Fabian Alberto Romero Clavijo
- Giorgio Varesco

PhD Students

- Jeremy Briand
- Eve Charbonneau
- Lily Dong
- Hossein Feiz
- Ramon Figueiredo Pessoa
- Veronica Furno Puglia
- Melissa Gougeon
- Maxime Lopes
- Imen Mabrouki
- Timothée Pancrate
- Lara Pomerleau-Fontaine
- Matthew Slopecki
- Christian Soto-Catalan
- Mélissa Vona
- Iris Willaert

Master's Students

- Isaac Baudinet
- Tom Baudry
- Juliette Beaulieu-Lépine
- Lucas Beckers
- Vincent Beiglig
- Julien Bernier
- Hicham Boufekane
- Annabelle Bourgault-Bertrand
- Antonino Chevalier
- Jules Claudel
- Matéo Dautelle
- Maxime Delespine
- Lola-Marie Ferly

- Erwan Frauchiger
- Théophile Gal de Pembroke et
Montgomery
- Chrystelle Houde Saint-Pierre
- Ella Jussen-Larouche
- Léa Megherbi
- Florence Morin
- Jeremia Renaud
- Déborah SCHULE
- Joëlle White

Bachelor's Students

- Flynn Baker
- Nicolas Barnes
- Simon Blais
- Kévin Bougeard
- Samuel Boulé
- Samuel Boyer
- Devon Bradshaw
- Éloïse Cantin
- Yasmine Charbonneau
- Jérémie Clark
- Geneve Desautels
- Julien Gagnon
- Alexandra Galarneau
- Mael Garcia-Ahmad
- Philippe Gendron
- Kayla Ianniciello
- Victor Kérin
- Alexandra Laforest
- Elouan Lanoé
- Laurianne Legroux
- Rose Cassandra Mendoza
- Franziska Singer
- Kesley Sylvester
- Araya Therrien
- Lisa Vessier

Others

- Aïsha Roque
College Student
- Astrid Soulas
Engineering Student
- Samuel Szocs
Research Student

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, athletes on the pathway to excellence and the high-performance sport community by offering scientific, medical and professional services. The Institute’s experts can offer cutting-edge solutions to help athletes training in Québec to constantly improve and excel on the international scene.

			
			
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AFFILIATION

		 <small>ASSOCIATION OF SPORT PERFORMANCE CENTRES</small>		
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