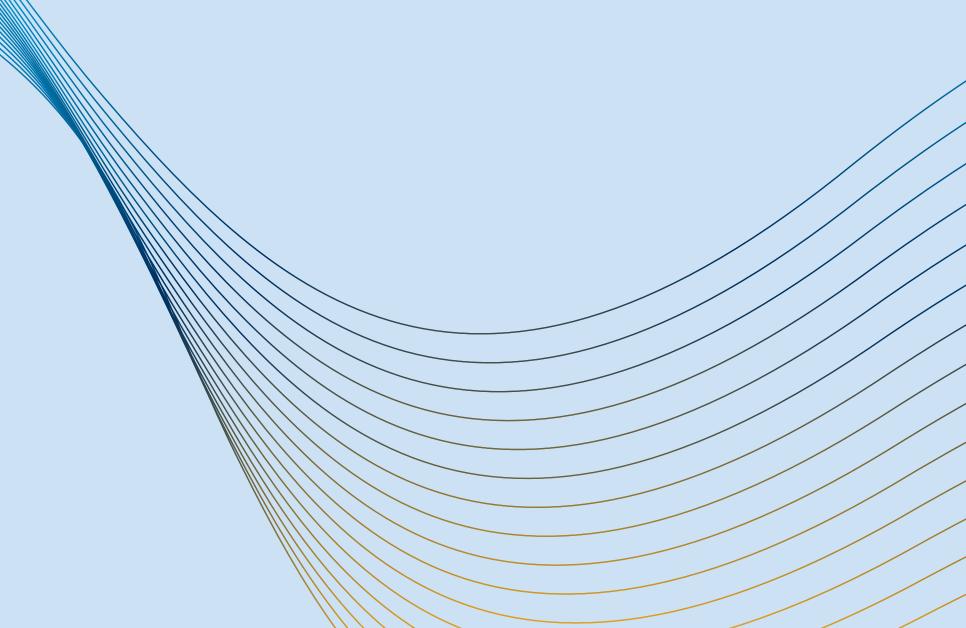


ADVERSITY RESILIENCE SUCCESS SUSTAINABILITY

Institut national du sport du Québec

Annual Review 2024-2025

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ADVERSITY – RESILIENCE – SUCCESS – SUSTAINABILITY

The defining event of the year 2024–2025 will be the unprecedented challenge that arose on March 21, 2024, when a fire outside the Olympic Stadium forced the complete closure of the INS Québec Complexe. Overnight, our facilities became inaccessible, just as we entered the home stretch toward the Paris 2024 Olympic and Paralympic Games.

Faced with this adversity, the Institute's staff as well as the training groups, coaches and athletes responded with remarkable resilience. With multiple relocations, constant adaptation and daily creativity, everyone helped to maintain the support worthy of the excellence that defines us, despite the difficult multi-site context. It required tremendous collective momentum, motivated by trust, dedication and solidarity. This spring, the return to the Complexe has reawakened a deep sense of pride and relief.

Despite the difficulties, the successes were clear to see. At Paris 2024, more than a third of the Team Canada athletes benefited from the expertise of the INS Québec specialists. The results speak for themselves. At the same time, our teams continued to contribute to the

advancement of scientific knowledge, and our "Aperitivo Milano-Cortina" benefit event was a great success.

Nevertheless, the sustainability of our mission remains our key concern. The financial context and the challenges of the sport ecosystem require unprecedented strategic thinking. Therefore, we need to act with ambition and lucidity as we begin planning for the 2026–2030 period: an essential exercise to ensure that we can continue to play our role as the "ingenuity behind the performance" more effectively than ever.

It would be a disservice to the last year not to mention in this message our profound gratitude to the extraordinary group of passionate members who make up the INS Québec team. What's more, our work would not be possible without the collaboration of our sports and business partners and without the support of our donors, including the Government of Québec and the Government of Canada.

Each challenge we overcome makes us stronger. The future is being written with solidarity, lucidity and audacity. And together, we will continue to move forwards.

The sustainability of our mission remains our key concern.

Threats to future performance

LQuébec and Canada proudly celebrate the successes of our athletes on the international stage. But what will become of this excellence in a few years' time if the current underfunding continues?

High-level sport is at a critical juncture. With stagnating public budgets, rampant inflation and rising operating costs, high-level sport is under strain in Québec and Canada. The community is facing an untenable situation.

Today, national teams are forced to make painful choices between reducing access to services in sport medicine, sport science and performance support or limiting participation in international competitions. These compromises weaken the quality of coaching and athlete health. They are choices that are unacceptable.

While the immediate effects remain hidden, with athletes from Québec and Canada still expected to deliver good results at the 2026 and 2028 Olympic and Paralympic Games, it is the next generation that will pay the price for this situation. Tomorrow's performance is in danger today.

INS Québec is facing the same challenge. Maintaining its role as the "ingenuity behind the performance" requires sufficient and sustainable funds. Without structural reinvestment, the gains of recent years will crumble, and our athletes could lose the advantage of being able to rely on world-class resources right here at home. Québec must remain a leader in sport development. We must act now.

The time for action has come. It is imperative that our governments and all partners reinvest now in the mechanisms that ensure the sustainability of Canadian sporting excellence. Each year of delay further weakens our collective ability to support tomorrow's performance, for which preparation is required today.

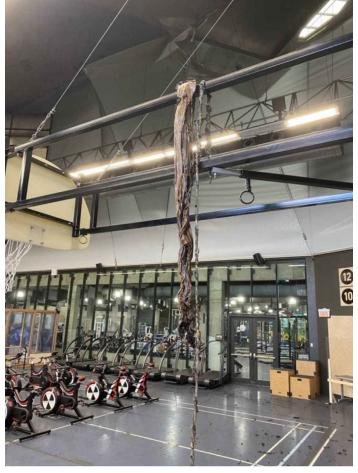
Our ability to continue to inspire, to bring people together and to excel both nationally and internationally is at stake.

The future will not wait.

Each year of delay further weakens our collective ability to

support tomorrow's performance, for which preparation is required today





346 days of resilience: An exceptional test, an exemplary response

On March 21, 2024, a fire broke out at the base of the tower in the Olympic Park, causing significant damage to the ventilation system and several other areas, including all the INS Québec facilities. The complex was immediately closed for what would end up being nearly a year, depriving the athletes, training groups and INS teams of their facilities.

Rapid mobilization to ensure continuity

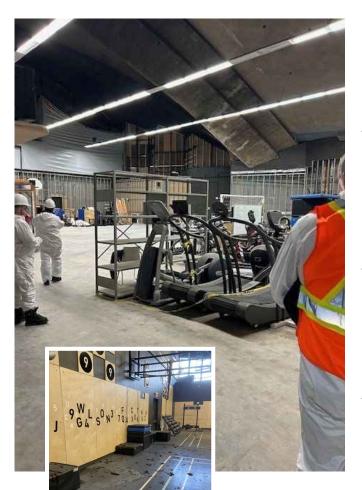
From the very first hours following the disaster, INS Québec mobilized its teams to ensure the continuity of its essential services for athletes and staff. The medical clinic and administrative offices were relocated to 4141, Avenue Pierre-de Coubertin within a few days, enabling medical follow-up and activity coordination to continue.

In close collaboration with sport federations and coaches, the Institute helped to rapidly relocate training groups to alternative facilities. The Institute's specialists quickly adapted their professional activities so as to be able to offer their services effectively in a new multi-site context.

Maintaining support in the run-up to Paris 2024

The fire occurred at a critical moment for the athletes preparing for the Paris 2024 Olympic and Paralympic Games.

12 training groups, in addition to 53 individual athletes, were affected.





Artistic swimming





Boccia



Boxing



Diving (+ high diving)



Fencing



Gymnastics Trampoline



Judo



Para swimming



Waterpolo (F + M)



Short track speed skating (for services)

346 days of resilience: Exemplary logistics and operations management

The scale of this logistical task was unprecedented for INS Québec, which assumed full management of operations related to relocation, cleaning and replenishment of equipment.

\$560,000

in training group relocation costs (funded by the Ministry of Tourism via the Olympic Park)

\$2.3 M

in replenishment of sports and specialist equipment

\$1.8 M

in cleaning, calibration, maintenance and removal

261

purchase orders processed for hundreds of essential items

+ than 500

coordination and management meetings held at various levels

These actions were carried out thanks to the rigour, solidarity and professionalism of the INS Québec teams, in collaboration with the Olympic Park and the Ministries of Tourism and Education.

Turning this challenge into an opportunity

Rather than succumbing to this challenge, INS Québec made it a positive lever for transformation. During the gradual reintegration period, several space enhancement projects were carried out:

Equipment upgrades gave a real boost of modernity to the training and work environments for the benefit of both athletes and staff.



Shortly after the complex reopened, the Minister Responsible for Sports, Recreation and the Outdoors, Isabelle Charest, came to greet the athletes, coaches and INS Québec team members. She met with the members of the national boccia team just after they had taken possession of their new spaces.



A redesigned strength and conditioning room offers an optimized user experience



Disaster management

Improvements to the athlete and staff lounges





Addition of visual elements at the entrance to the complex and in the reception area.

346 days of resilience: A challenge overcome... together!

After 346 days of closure, the INS Québec team, in collaboration with its partners and the sporting community, demonstrated remarkable adaptability and resilience.

Thanks to its collective commitment, creativity and constant mobilization, the Institute was able to maintain a high level of support for athletes, even in the most demanding of circumstances.

This success demonstrates the strength of an organization united by its mission: to support athletes and sports on their journey toward excellence.

The lessons learned from this experience will strengthen our ability to meet new challenges in the long term, helping us to improve the performance, health and well-being of the Québec sporting community.

"We all recognize the challenging period you've navigated, managing multiple sports and the high expectations that come with working in a high-performance environment where only the best is expected. You've handled it all with professionalism and composure, and that hasn't gone unnoticed."

Anders Gustafsson General Manager and Head Coach Canoe Kayak Canada

Disaster management

"Gymnastique Québec and its gymnastic community want to acknowledge the hard work and dedication you have shown throughout this period. Your commitment to supporting athletes in a high-performance environment, despite the challenges faced, is an inspiration to us all. Thanks to your efforts, we are able to continue to progress in an optimal environment that is conducive to excellence and performance."

Josée Gélinas Executive Director Gymnastique Québec

"The INS Québec complex is much more than just a training facility: it is a living environment designed for high performance, where athletes can train, receive treatment and interact with their support teams in an optimal environment."

Marc Desjardins
President and Chief Executive Officer
INS Québec



Supporting the quest for excellence Support in the run-up to Paris 2024

The raison d'être of INS Québec is to support high-level athletes training in Québec in their quest for excellence. This mission took on a special dimension in the run-up to the Paris 2024 Olympic and Paralympic Games given the temporary closure of the Institute's complex and the relocation of training sites.

Despite these challenges, the INS Québec teams remained fully mobilized. They worked closely with the coaches to provide high-level support to enable each athlete to arrive at the Games safe in the knowledge that everything had been done to ensure optimal preparation.

In total, more than a third of the Team Canada athletes benefited from the Institute's varied expertise, including strength and conditioning, nutrition, sport medicine, rehabilitation, sport psychology, sport science and interdisciplinary coaching. This support continued right through to the Paris Games, where several INS Québec specialists joined the Canadian delegation to ensure the continuity of services on the ground.

This exemplary commitment illustrates the essential contribution made by INS Québec within the high-performance sport ecosystem and attests to the collective strength of its team, which is entirely dedicated to supporting athletes in their quest for performance and excellence.

Against this exceptional backdrop, the INS Québec team remained fully committed to providing quality support to high-level athletes training in Québec and supporting them right through to the start line at Paris 2024.



Trampolining bronze medallist, **Sophiane Méthot**, greeted **Suzanne Leclerc** (left) and **Josiane Roberge** (right) afterwards.



Martin Roy and
Roxanne Huot at the
entrance to the Team
Canada neighbourhood
in the athletes' village.

Working for Team Canada

Paris 2024 Olympic Games

- · Dr. Suzanne Leclerc, Chief Medical Officer
- · Dr. Mickey Moroz, Physician
- · Dr. Gabrielle Ostiguy, Physician
- Evelyne Telmosse, Performance Nutritionist
- Maude Alexandre-D'Anjou, physiotherapist (artistic swimming)
- Brian Li, physiotherapist (water polo)
- · Josiane Roberge, physiotherapist (trampoline)
- Jean-Sébastien Rondeau, physiotherapist (diving)
- Alexis Gagnon-Dolbec, mental performance consultant (boxing)
- Nicolas Bourrel, strength and conditioning (water polo)
- François Raymond, strength and conditioning (canoe sprint)
- Myriam Paquette, exercise physiologist (cycling)
- Mathieu Charbonneau, sport biomechanist (boxing).
- Roxanne Huot, member of the COC mission
- Martin Roy, member of the COC mission

2024 Paris Paralympic Games Para swimming

- Simon Deguire, exercise physiologist and coach
- Alex Clark, strength and conditioning
- Kathleen Smith, physiotherapist
- Evelyne Dubé, performance analyst
- Dr. Andréanne Bourgeois (+boccia)

Para cycling

· François Raymond, strength and conditioning

Paris 2024

More than a third of the athletes who participated in Paris 2024 received support from INS Québec specialists.

For the Olympic Games, of the 315 athletes in the Canadian delegation, 110 from or training in Québec and representing 23 sports received support in sport science and sport medicine. This is a significant increase compared with the Tokyo Olympics held in 2021 when the Institute supported 20% of the Canadian delegation.

For the **Paralympic Games**, INS Québec provided support for 47 of the 126 Team Canada athletes, across 10 sports.













© Canadian Olympic Committee





Paris 2024 Olympic Games - July 26 to August 11















Brent Lakatos
Para athletics – 800m





Aurélie Rivard
Para swimming – 400m Freestyle







Brent Lakatos
Para athletics – 400m



Brianna Hennessy Para canoe Va'a Singles 200m



Nathan Clement
Para cycling
Indiv. Time Trial



Nicholas Bennet
Para swimming
200m Freestyle



Aurélie Rivard
Para swimming
100m Freestyle



Tess Routliffe
Paran swimming
200m Indiv. Medley





Alexandre HaywardPara cycling
3000m Indiv. Pursuit



Kate O'Brien
Para cycling
500m Time Trial



Keely ShawPara cycling
3000m Indiv. Pursuit



Aurélie Rivard
Para swimming
50m Freestyle



Tess Routliffe
Para swimming
100m Breaststroke



Allison LangSitting Volleyball

New structure for Medical Services A transition with continuity

The year 2024–2025 marked an important milestone in the development of the Institute's Medical Services. Founded and led for more than 10 years by Dr. Suzanne Leclerc, this essential service supporting high-level athletes has begun its transition toward a new organizational structure.

Until her departure, Dr. Leclerc held the roles of both Chief Medical Officer and Director of Medical Services. In order to ensure more efficient management and better meet the growing needs of the community, the Institute has chosen to separate these two roles. The transition to this new model began during the year 2024–2025, well before the formal entry into force of the new structure on April 1, 2025.

During this period, INS Québec was able to rely on the commitment of its team to maintain the quality and continuity of services offered to athletes and their coaching teams. This new organizational structure was confirmed with two appointments: **Dr. Gabrielle Ostiguy as Chief Medical Officer, and Jennifer Cottin**, confirmed in May 2025 as **Director of Medical Services**.

Here, the Institute is continuing to develop its expertise in sport medicine, for the benefit of the entire sporting community.



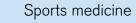
Dr. Gabrielle Ostiguy















Pioneering and inspiring Dr. Suzanne Leclerc has left a profound mark on sport medicine in Québec.

As the first Medical Director of INS Québec, she created a state-of-the-art sport medicine service and led the development of the sport medicine clinic at the Olympic Park complex, providing a unique treatment environment for high-level athletes.

Recognized for her expertise in concussions, she played a key role in the development of prevention and management practices, both in Québec and on the international scene.

Throughout her career, she has been an inspirational figure for women in sport medicine, encouraging them to join the world of high-performance sport and take on influential roles. Her mentoring has helped to open up new avenues in a historically male environment.

As a member of the Canadian Olympic Committee and Team Canada for more than two decades, she has supported many national teams at major international competitions. She is one of the instigators of *Réseau Francophone Olympique de Recherche en Médecine du Sport* (ReFORM), one of eleven global Research Centres for the Prevention of Injury and Illness recognized by the International Olympic Committee.

With her vision and commitment, she helped to establish the structure of this field by instilling a spirit of excellence, rigour and innovation. Her work with INS Québec ended at the end of the 2024–2025 year and she leaves behind a legacy of sustainable and inspirational contributions for the entire community.







Égale Action Femmes d'influence Gala – Recognition Award

At its 20th Femmes d'influence [Women of Influence] Gala, the non-profit organization Égale Action awarded Dr. Suzanne Leclerc the Recognition Award for her influence as a pioneer in the field of sport medicine in Québec.

Her contribution to the establishment and professionalization of the field was highlighted through her quest for excellence, creativity, commitment and rigour.



Sports medicine

Career-Tribute Award

At the SPIN 2025 Summit, Sport Scientist Canada presented, for the very first time, the Tribute Award to celebrate a remarkable career.

Dr. Suzanne Leclerc is the first recipient of the award for her outstanding contribution to Canadian sport medicine.

Behind every performance lies science in motion

For high-level athletes, every detail counts. This is the belief behind the enhancement to the services provided by the INS Québec Sport Science Service.

Upgrading its performance laboratory, integrating cutting-edge tools, and creating new programs focusing on well-being and recovery: its interventions are becoming ever more refined, more adapted to each profile. Even in an environment suffering from serious disruptions, the teams maintained a high-level of support right through to the Paris 2024 Olympic and Paralympic Games.

Beyond its work in the field, the Institute is also strengthening its leadership in research and innovation by increasing the number of collaborative projects with sports federations. In the future, the expansion of hypoxia services (see photos) and the development of integrated environments will allow us to go even further and offer each athlete tailor-made support so that performance continues to go hand in hand with well-being.

British Journal of Sports Medicine

INS Québec established a precedent by publishing its first research article in the renowned British Journal of Sports Medicine, and went on to receive the "Editor's Choice" distinction.

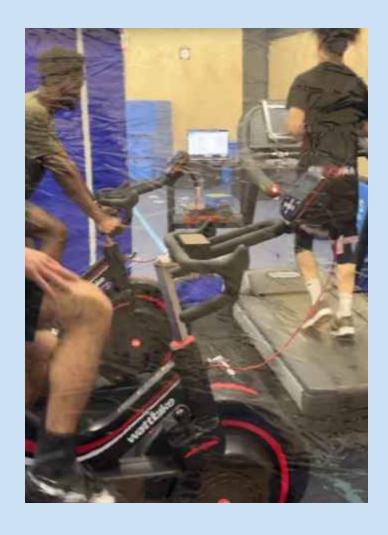
The article, entitled "Where is the research on sport-related concussion in Olympic athletes? A descriptive report and assessment of the impact of access to multidisciplinary care on recovery" was written by Thomas Romeas, Head of Research and Innovation, Félix Croteau, Physiotherapist, and Dr. Suzanne Leclerc, Medical Director.

38 articles published in 2024-2025



Science services









Supporting every journey, strengthening every skill

The Performance Services work at the very heart of athlete preparation and coach development.

Athletes from 30 Québec sports federations were supported with over 1200 hours of individual interventions in nutrition, strength and conditioning, mental preparation, physiology, physiotherapy and massage therapy. There were also over 100 preventive interventions in sport medicine.

At the same time, work is continuously taking place to develop skills, with six coaches receiving more than 100 hours of mentoring, 50 coach development consultants amassing nearly 500 hours of individual and group coaching, and 12 coaches completing the Advanced Coaching Diploma (and 27 enrolled for the 2025 cohort).



Some graduates from the 2024 cohort of the Advanced Coaching Diploma



Strategic support, shared impact

The support provided to Québec's sports federations is strengthening the entire performance system.

PThrough Avantage Québec, a new consulting and support process enabled six federations to receive concrete recommendations and to carry out activities in sport science and coach development. In preparation for the 2025 Canada Games in St. John's, nearly 400 hours of coaching in nutrition, strength and conditioning, mental preparation and recovery were offered to 15 sports, along with personalized follow-up with the head coaches.

What's more, the Service team supported 31 "*Projets synergiques*", catalyzing collaborations for the benefit of sports performance.

Performance services

Optimize. Diversify. Serve. Entrepreneurial spirit to advance the mission

Firm in the belief that it can offer more to a wider range of clients, INS Québec is following a more entrepreneurial approach.

The Institute is optimizing its pricing models, refining its sales strategies and developing innovative services. It is also targeting value-added clients in new sectors and conducting financing activities.

Held in March 2025 in the presence of some 20 high-performance athletes still competing or retired from sport, the Aperitivo Milano-Cortina (see photos) raised awareness among the 350 participants about what athletes need to do in their preparation one year ahead of the Milan-Cortina Olympic and Paralympic Games.

All this is part of a collective approach, supported by a revised marketing strategy and helping to diversify sources of income without ever distorting the DNA of the Institute.





















Annual Review

2024-2025

Human resources

Choose to stay, choose to grow

At INS Québec, every team member's journey tells a story.

It is a story of colleagues who have chosen to build their careers here over the years. In 2022, the average length of service was **3.7 years**; today, this number has risen to **5.4 years**. Proof of an environment in which colleagues feel comfortable.

When we conducted a staff survey, 8 out of 10 people took the time to respond — a gesture that speaks volumes about collective commitment. And their assessment? A score of 7.4/10 for employee experience and a strong sense of belonging. Better yet, 61% plan to continue their careers at the Institute for at least two years.

In a world of work that is undergoing constant change, INS Québec remains a place where people simply want to **continue growing**.





The INS Québec teams

0 employees

36 contractors

29 interns



A qualified team

37

Bachelor's degree

37% Graduate degree

18% College, high school, other

B% Doctorate

Women and men in action

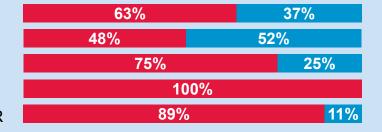


Performance Services
Sport Science

Sport Medicine

Operations

Administration, Communications, HR



In a nutshell

In a nutshell... A brief look at the people, projects, success stories

jouez gagnant!

585 conferences

58 541 participants

16 regions visited

38 athlete speakers

satisfaction rate



Three events (Montréal, Québec City, Gatineau)

529 athletes aged 14 to 25

Canadian participation record (263 in Gatineau)



PHYSIOLOGIE DU SPORT AU FÉMININ

égale
action

Égale Action and INS Québec have published a brochure on the physiology of sport for women that bridges a crucial gap in relevant information on the specific needs of female athletes.



Fourteen young athletes had the chance to meet our INS Québec mental and physical performance, and nutrition experts at the Sports Experts x Under Armour Development Camp.

Sports Experts ambassador, **Laurent Duvernay-Tardif** spoke
with our mental performance
consultants.



In December 2024, INS Québec welcomed to Montréal Clare MacMahon, an international expert in skills acquisition from La Trobe University, Australia, and Joe Baker, from the University of Toronto, a globally recognized expert in research on sport expertise, athlete development and talent identification.



12 Équipe Québec bursary recipients out of the 31 athletes who retired were able to participate in the ceremony to receive the iconic jersey given to retirees.





Marc Desjardins, CEO of INS Québec and Jürgen Scholz, President of LSVBW, formalized the cooperation agreement between **Landessportverband BW** (LSVBW), the sports association of the State of Baden-Württemberg, and **Olympiastützpunkt Stuttgart**, an internationally renowned multisport centre located in the region's capital. This new agreement marks a key step in the quest for athlete and team performance on both sides of the Atlantic.

In a nutshell

In a nutshell...



Michel Labrecque



Joëlle Brodeur

Since the opening of its Olympic Park complex, INS Québec had had only one president, **Michel Labrecque**, who left office in July 2024. Filling his shoes, **Joëlle Brodeur** now presides over the destiny of the Olympic Park.

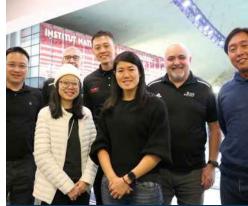


Members of the INS Québec Ambassadors group and the Institute's team captured their meeting with Sophiane Méthot, trampolining bronze medallist at Paris 2024. The athlete shared her experience during an event as part of the *Behind the performance* series organized by the Ambassadors for businesspeople.

International exchange \downarrow



Olympiastützpunkt Stuttgart (Germany)



2024-2025

High Performance Sport Institute Singapore



Institut National du Sport, de l'Expertise et de la Performance (INSEP, France)



Centres de ressources, d'expertise et de performance sportive (CREPS) de Montpelier (France)

SPIN 2025 \downarrow



Sylvain Gaudet, Lead Data Scientist at INS Québec, won the Sport Scientist of the Year award.





Florence Morin, a member of the sports scientists team, won third place in the Dr. Gord Sleivert Young Researcher Award.



The INS Québec delegation at the SPIN 2025 Summit.

Skills and commitment

INS Québec is able to rely on its experienced and dedicated Board of Directors to ensure agile governance that supports the Institute's management and teams. One position was vacant at the end of the financial year.

The Board of Directors met four times in 2024–2025 and the various standing committees each held four meetings, giving 12 in total. Board members collectively recorded a participation rate of 93%, while all members of standing committees attended all meetings.

Board Members

- Jean R. Dupré
 Chair of the Board
 (BD 4 | Gov 2/2 | Aud 4 | HR 4)
- François Racine
 Vice-chair of the Board
 (BD 3 | Gov 4)
- Emilie Bundock
 *Left in December 2024
 (BD 2/2 | Gov 1/1)
- Nathalie Joncas
 (BD 4 | Aud 4)
- Michel Laramée (BD 4)

- Valérie Lemieux (BD 4 | Aud 4)
- Mélanie Marois (BD 4 | HR 4)
- Jean-Philippe Normandeau (BD 4 | Aud 4)
- Yann Paquet (BD 3 | Gov 4 | HR 4)
- Marie Pinsonneault
 (BD 3 | HR 4)
- Sylvain Proulx
 *Join in September 2024
 (BD 3/3)

(Participation in meetings: BD – Board of Directors | Gov – Governance Committee Aud – Audit Committee | HR – Human Resources Committee)

THANK YOU!!

2024-2025

INS Québec would like to acknowledge the contribution made by three members of the Board of Directors who have stepped down from their positions on the Board.

- **François Racine**, a Board member since 2014, reached the maximum length allowed for terms of office and could not stand again.
- After four years of service, **Nathalie Joncas** did not stand for re-election.
- Emilie Bundock resigned in December 2024 to continue her career outside Canada.

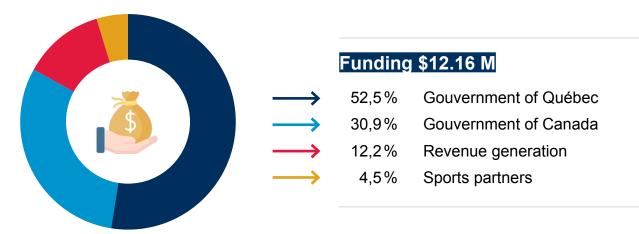
Through their contributions, François, Nathalie and Emilie have supported and nurtured the "ingenuity behind the performance".







Financial performance 2024–2025



APERITO-CORTINA

INS Québec recorded a surplus of \$122,000 in its regular operations for the financial year 2024–2025. This is due to the success of the "Aperitivo Milano-Cortina," fundraising event, which took place at the end of the year. The profits generated from this event will allow the Institute to continue providing support to athletes and to expand its concussion clinic.



Financial performance

Investments \$12.04 M 28,6 % Services to high-performance training groups 20,3 % Support for the INS Québec network (CREM, CEU) 16,9 % Operations, Marketing and Communications 14,8 % Sport Medicine and Sport Science 14,5 % Services to athletes, service providers and sports organizations 4,9 % Research and Innovation activities

64% of investments go directly to supporting athletes, training groups and sports organizations

The impact of the disaster

INS Québec's 2024–2025 financial statements show that the fire at the Olympic Park in March 2024 resulted in an injection of approximately \$2.3 million in fixed assets. The Institute was able to replace and upgrade its equipment and carry out various works to improve its facilities.





Annual Review 2024-2025 Institut national du sport du Québec

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, medial and professional services.

The Institute's teams can offer cutting-edge solutions to help athletes training in Québec to constantly improve and excel on the international scene.

Partners





















sports experts













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Partners and affiliations





