



Terra Greenhouses

A MCE CASE STUDY

As the heart of garden centres in Southern Ontario, Terra Greenhouses operates five retail locations and one state-of-the-art production facility, making life “a little greener, a little more stylish and a whole lot more fun.”

Sense of community is pivotal to the Terra Greenhouses brand, which is why having a leadership training provider that aligned with this value was essential. After vetting several organizations, Terra Greenhouses reached out to

Mohawk College Enterprise (MCE) in Fall of 2016 to develop a **leadership training** program. MCE’s Business Development Officer’s approachable, personal, and collaborative style made the difference for them.

Training began in February 2017. When asked why MCE was ultimately selected, Nicole Roynon, Human Resources Manager at Terra Greenhouses, revealed that the Mohawk College brand played a key role in their decision. MCE’s affiliation with a trust-worthy, evidence-based educational institution made the decision a ‘no-brainer’ as it felt like a ‘good fit.’ Their **proclivity towards local** made sense – they are out in small towns and are integrated into these local communities.

THE PROGRAM GOALS

1. Develop a **customized** leadership program with relevant content and values
2. Explore **cost-effective training** delivery methods
3. **Boost** employee retention
4. Integrate **company culture** at front-line level
5. Maintain **consistency** in training across organization

Terra Greenhouses’ workforce consists of entry-level and seasonal front-line staff members as well as management. Their **goal** was to build a concrete and sustainable framework that would suit any single person in any of these positions, indefinitely.

THE PROGRAM SOLUTION

MCE was attentive to Terra Greenhouses’ needs from day one, and the partners worked together to build a mutually beneficial solution through the creation of customized content. They began with **customized 2-day workshops** for store managers and assistant store managers. At the same time, they had participants in multiple open seat programs at both the **Future Ready Leadership 1 (FRL1)** and **Future Ready Leadership 2 (FRL2)** levels.



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The partnership continued to evolve when Terra Greenhouses reached out to MCE to develop an **asynchronous** customer service training module, and the two organizations worked collaboratively to build the solution. The result was a customized online course entitled **‘Creating Exceptional Customer Service’** designed specifically for Terra Greenhouses. This pilot program is comprised of 5 modules embedded with the organization’s customer service frameworks and models, designed to meet the needs of all employees.

THE OUTCOMES

- 26 participants in 2-day customized manager’s workshop in 2017 & 2019
- 38 Open-seat FRL1 Graduates
- 8 Open-seat FRL2 Graduates
- Successful online Customer Service Pilot Program

The relationship between MCE and Terra has continued to grow. Nicole Roynon shares that this relationship would not have continued for so long – **7 years and counting** – if there were no results. She emphasizes MCE’s contribution to improving Terra’s team, specifically, in facilitating a common, leadership-focused language within the organization. This has helped Terra Greenhouses attain their mission to develop **inspired leadership**, which is then shared with their customers providing the best experience.

“Extensive training on coaching was excellent. I did take a great deal of knowledge from this course.”

Terra Participant, Customized Manager’s Workshop 2017

“The program was informative and allowed for a new perspective and outlook on dealing with the pressures of coaching and leading in today’s workforce.”

Terra Participant, Customized Manager’s Workshop 2019

