



Cowichan Region Workforce Housing Context

A PLACE TO BUILD FUTURES



LAND ACKNOWLEDGEMENT

We acknowledge that for thousands of years the Quw'utsun, Malahat, Ts'uubaa-asatx, Halalt, Penelakut, Stz'uminus, Lyackson, Pauquachin, Ditidaht, and Pacheedaht Peoples have walked gently on the unceded territories where this work has taken place.

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INTRODUCTION

On behalf of the Cowichan Valley Regional District (CVRD), CitySpaces Consulting prepared a Workforce Housing Strategy for the Cowichan region. The purpose of the Strategy is to address housing problems as it relates to employment.

This *Context Report* is a companion report to the Workforce Housing Strategy. It provides the background content with respect to the approach and project phases, engagement process, as well as key indicators that demonstrate workforce housing needs and issues in Cowichan.

THE DESIGN THINKING PROCESS

Project Phases

The Strategy process was formulated using a design thinking process – a method for engaging with the community in a way that creates conditions for personal, collective, and systemic transformation. Design thinking is the practice of naming and solving root problems and co-imagining new solutions with intention and action. In this respect, each phase of the project built-off previous tasks and were continuously adapted based on shared learning. In summary, the Strategy was implemented over five phases:

- **Phase 1 – Project Initiation:** this phase was about establishing relationships and kickstarting momentum. The outcome of this phase was creating a mutual understanding of the scope, tasks, expectations, and critical factors of success, as well as setting the container from which the process unfolded.
- **Phase 2 – Baseline Development:** this phase built-off the previous work already undertaken by the CVRD, member municipalities, and First Nations by offering new information to help define the problem statement. A framework was established to inform solution-seeking exercises in subsequent steps.
- **Phase 3 – The Big Brainstorm:** this phase was about creating and making choices. Activities were centred around being inclusive, open, curious, and strategically experimental. This phase evolved a short-listed number of strategies, researching case studies from elsewhere, and involved initial testing with stakeholders. Solutions were refined towards simple, clear, and tangible strategies. This is where the project team, with input from stakeholders, made decisions to endorse, scale up or down, or let go of ideas.
- **Phase 4 – Knitting Solutions Together:** this phase was about creating a credible Strategy to enable workforce housing solutions in the Cowichan Region. This is where the process materialized into a clear roadmap.

- **Phase 5 – Ready to Launch:** this phase integrates final inputs as well as enhancing the look-and-feel of the deliverable so that the community is ready to launch into action.

Figure 1: The Cowichan Workforce Housing Strategy Design Thinking Process



Project Participants

The design thinking process was made possible through multi-sector collaboration:

- **Project Team:** consisted of representatives from Economic Development Cowichan, Cowichan Valley Regional District, Cowichan Housing Association, and the Consulting Team. The Project Team met regularly to plan, coordinate, and implement the work plan.
- **Project Advisory Group:** comprised diverse stakeholders who provided strategic input at key milestones and also participated in various engagement activities.
- **Municipal and First Nations Technical Advisory Group:** comprised municipal and First Nations representatives who convened to provide technical input for ensuring strategies are grounded within the local context.
- **CVRD Regional Board:** comprised representatives from unincorporated electoral areas and municipalities, the Regional Board was engaged at key milestones of the project and offered contextual input and direction with respect to alignment with other regional initiatives. Board members also participated in various engagement activities.
- **Regional Planning:** interdepartmental staff from the four member municipalities (City of Duncan, Town of Ladysmith, Town of Lake Cowichan, and Municipality of North Cowichan) and CVRD planning staff participated in engagement activities and provided technical input on solution-building concepts.
- **Employers:** a cross-section of small businesses and major employers participated in various engagement activities, including representatives from healthcare, non-profit organizations, education, emergency services, tourism, construction, retail, food and beverage, agriculture, forestry, manufacturing, arts/culture, film, and technology.

- **Employees and Workers with Lived Experience of Housing Insecurity:** special outreach to workers who experienced challenges with finding and affording housing participated in various engagement activities. Engagement with workers with lived experience of housing insecurity gave space to solutions that are centred around the needs of workers.
- **Builders and Developers:** representatives from the development industry participated in this process, bringing critical perspective on technical challenges and opportunities to develop workforce housing including insight on strategy feasibility.
- **Service Providers:** comprising non-profit housing providers, employment / life skills and training programs, and youth services. Representatives from this group provided a unique perspective from supporting their clients through their programs and services.
- **Members of the Public:** interested members of the public participated in various engagement activities and provided input on workforce housing issues and helped generate ideas that informed Strategy development.

Meaningful Engagement
 Developing a workforce housing strategy requires authentic and accessible engagement to identify the best path forward. Every focus area had a depth of complexity, and as such, the engagement activities were designed to draw meaningful insight and perspective from everyone.

In total, 462 people participated in the Cowichan Workforce Housing Strategy process comprising eight workshops, 38 interviews with 61 stakeholders, and a survey.

Figure 2: Engagement at-a-Glance



Engagement Focused on Strategy

For any strategy, identifying roadblocks and pain-points is key to finding solutions. In the case of workforce housing in the Cowichan Region, there are numerous obstacles that need to be addressed in order to release the roadblocks and create an enabling and supportive environment to develop workforce housing.

Many of the roadblocks and pain-points identified by participants during engagement are already acknowledged and assigned to be remedied by either a process, procedure, strategy, plan, policy, or bylaw. For example:

- **The Cowichan Attainable Housing Strategy (2019):** outlines 13 strategies to address regional housing needs including enhancing community engagement, awareness and advocacy; enhancing local government policy frameworks that promote increased supply and improved housing affordability; fast tracking applications for affordable housing development projects; and revising land use to improve linkages between housing and transportation. These strategies target housing across the continuum including non-market housing, market rental housing, and homeownership.
- **Official Community Plans and Local Area Plans:** recently updated or are currently being updated across the region. Each plan has a high degree of focus on residential development. Through extensive community consultation, these plans also outline sustainable growth management including containment boundaries and opportunities for infill development and densification.
- **Development Intake and Review Process:** currently being modernized in some communities with digital systems to improve development application process including improving review and approval timelines.

In addition, some issues identified during the engagement process are relevant however outside of the scope of 'housing', including: global economic conditions and supply chain issues; stagnant wages that result in households having less spending power for renting and owning a home, and pressure on local businesses to increase wages while remaining viable.

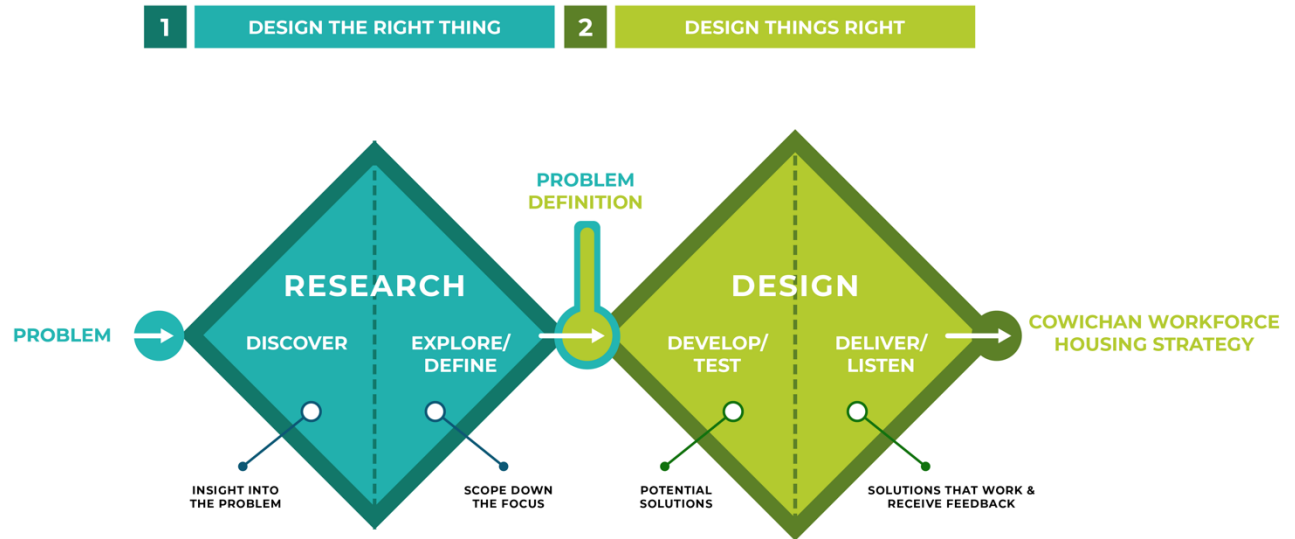
There are many layers of influence to workforce housing development in the Cowichan Region. It is a complex system and each layer needs to be nourished in order for the housing and labour market system to grow in a healthy, equitable, and prosperous way.

The intention of the Workforce Housing Strategy is to complement existing strategies, policies, and plans, and to transform the broader conditions in which housing development takes place.

The first round of engagement identified numerous root causes and a wide variety of potential solutions. This was a helpful starting point that underwent an evaluation exercise to ensure the Strategy focuses on the right opportunities rather than on every opportunity. Specifically, potential solutions were reviewed

with respect to what could have the most meaningful impact, what the region has the capacity to address, and what could be sustainably maintained alongside other initiatives. Good ideas had to be set aside in order to concentrate efforts on the most important pathways.

Figure 3: Design Thinking Process Evaluation



WORKFORCE PRESSURES AND ISSUES

The Workforce and Housing Linkage in the Cowichan Region

Housing is intrinsically tied to the economic health and vitality of a community. Although there has been substantial economic growth in British Columbia, communities have struggled to generate, attract, and retain a skilled and stable workforce. Numerous studies have concluded that limited and inadequate housing supply drive workforce away from regions.

The issues between jobs and housing are core issues being experienced in Cowichan— a region with natural amenities, connectivity to major transportation routes and centres such as Victoria and Nanaimo, and ancestral home and traditional territories of more than nine First Nations.

Figure 4: Cowichan Region – Member Municipalities and Electoral Areas



Households in the CVRD are expected to grow by 14% over the next Census period¹, which would be the fastest growth period observed for the region compared to the recent past. Population growth has outpaced the development of new housing stock. To illustrate, figures from Statistics Canada outline that from 2016 to 2021 there was a 5.7% increase in the number of houses in the CVRD. During that same period, the region’s population grew by 6.3%.

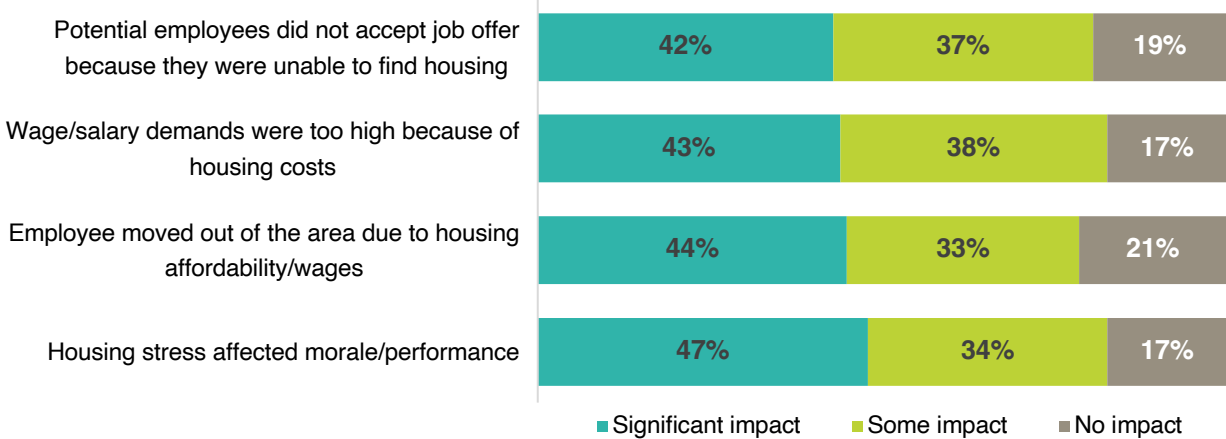
According to the 2021 Regional Housing Needs Assessment, the Cowichan Region needs 4,995 new housing units by 2025 to accommodate anticipated population growth (an average of 991 units per year). The development trend over the past 10 years produced an average of 460 new housing units per year, a significant shortfall of approximately 531 units per year. While construction activity has increased recently (with 919 units permitted in 2021 and 745 permitted in 2022), recent market indicators signal a slowdown and may be due to factors such as high interest rates and construction costs.

The effects of an imbalance between population growth and available housing are inflating housing prices, rent, and cost of living. It is also reducing the availability of housing and creating instability in the local workforce and economic environment. As more people are finding Cowichan an ideal place to call home, solutions are needed to ensure that community members and workforces have access to safe, affordable, and sustainable housing.

The volatility of the local workforce and economic conditions is also reflected by ongoing labour shortages. At present, BC has one of the highest job vacancy rates in Canada at 6.1%. Similarly, the Vancouver Island Economic Region has a 5.9% job vacancy rate. The 2022 Workforce Housing Survey illustrates that respondents identified housing instability – specifically affordability and availability – has resulted in prospective employees refusing job offers and relocating from the Cowichan region.

Figure 5: Impact that Housing Issues Had on Businesses and Organizations

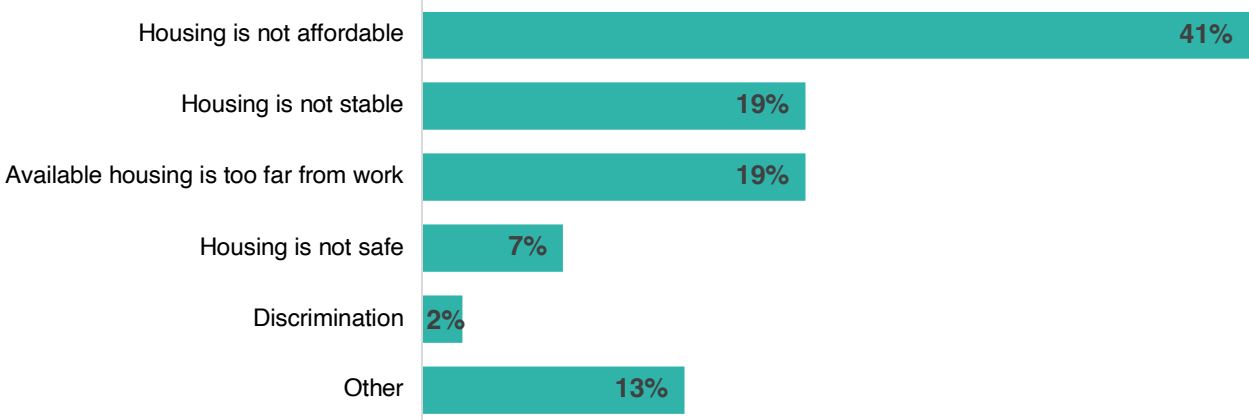
Source: CVRD Workforce Housing Survey (2022)



1. CVRD Regional Housing Needs Report (2021).

Figure 6: Housing Challenges Experienced by Employees

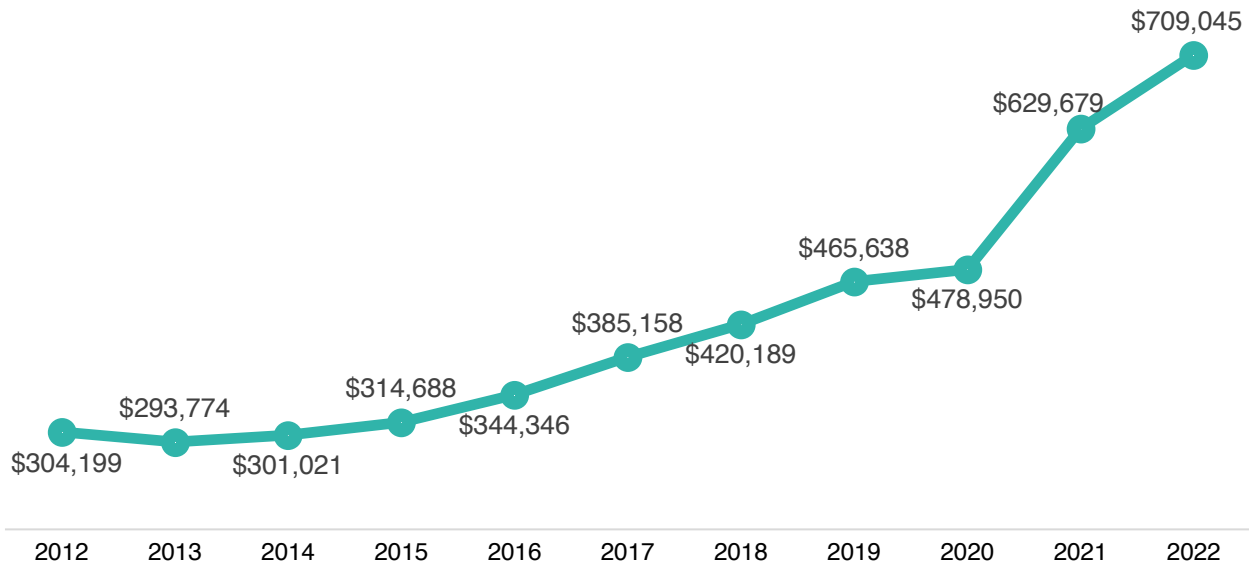
Source: CVRD Workforce Housing Survey (2022)



Findings from the Workforce Housing Survey is supported by data that demonstrates the cost of housing rising consistently year-over-year, with housing sale prices more than doubling over the past decade. The market has failed to provide the housing needed for all residents. As a result, there is a growing need to address the interrelationship between available, safe, and affordable housing to ensure the socio-economic vitality of the region. In addition, neighbouring markets such as Victoria are also experiencing substantial increases to their housing costs and, in comparison, the Cowichan Region is increasingly attractive to intra-regional migration given the relatively more affordable rental and ownership options.

Figure 7: Housing Sale Prices in the Cowichan Region, Over Time

Source: Vancouver Island Real Estate Board (2012 to 2022)



Infrastructure Upgrades Needed

Infrastructure constraints throughout the Cowichan Region, and in particular the electoral areas, was consistently raised by stakeholders and regional planners as a barrier to developing housing projects. Local governments restrict development to serviced areas and, within their growth containment boundaries, there remains a lack of developable land that meets this criteria. This is leading to a shift in development patterns including less greenfield development, more scaling-up (i.e., multi-unit housing projects), densification, infill development and some redevelopment. Upgrading infrastructure to meet higher density projects is costly and it is also challenging to expand infrastructure in areas outside the municipalities. In Cowichan’s electoral areas, privately-owned infrastructure systems were cited as challenging to coordinate. Further exploration on infrastructure upgrades is needed in order to support accelerated housing development in the Cowichan Region.

In addition to site servicing infrastructure constraints and environmental factors, there are a wide range of challenges to increasing construction activity in the region including issues with the development approvals process, increasing cost of construction, and capacity in all sectors (e.g., local government’s capacity to process applications). There is also a labour shortage within the construction industry (8.6%), and as such there needs to be opportunities for the development industry to be competitive in attracting talent including the provision of workforce housing for construction workers.

Short-Term Rentals Have a Major Influence

Private rentals through online platforms such as Airbnb or VRBO have grown as a popular alternative to traditional tourist accommodation (e.g., B&Bs or hotels), which can result in long-term housing being converted into STRs. With 75% of STR users under the age of 45, the market is expected to grow significantly. Tourist destinations are especially concerned about the availability of rental accommodation for residents and the local workforce, which has led some authorities to implement regulations to manage the use of STRs.

- In BC, it is estimated that short-term rentals are removing nearly 16,000 rental units from the market². Research also demonstrates that for every housing accommodation diverted to the STR market, the average rent for 100 accommodations increased by \$49 per month³.

Rental vacancy rates in the Cowichan Region:

0% 2-bedroom units
0.3% 3-bedroom units

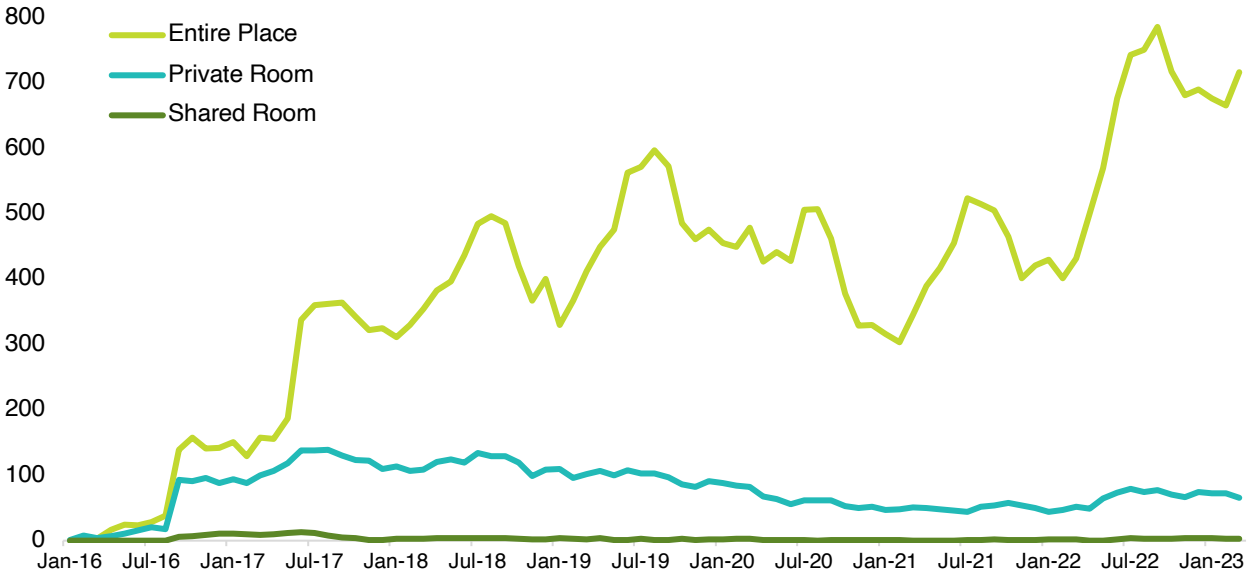
2. Source: Province of BC, Legislation introduced to rein in short-term rentals, deliver more homes for people (2023).

3. Ibid.

- The Cowichan Region has seen a significant increase in the number of STRs, with over 1,000 Cowichan rentals listed on Airbnb as of April 2023. Over 700 homes were listed for rent on Airbnb and HomeAway in January 2023.
- Short-term rentals are marketed through different suppliers such as Airbnb, VRBO, HomeAway, Flipkey, HometoGo, Facebook Marketplace, Booking.com, Expedia and TripAdvisor. Short-term rentals comprise a wide range of housing types including leisure vacation rentals (e.g., beach homes, lake houses, cabins chalets); urban rentals (e.g., city apartments); shared rentals (e.g., rooms in primary residence); or other unique properties (e.g., houseboats, campers, treehouses, RVs).

Figure 8: Airbnb and HomeAway Listings in the Cowichan Region

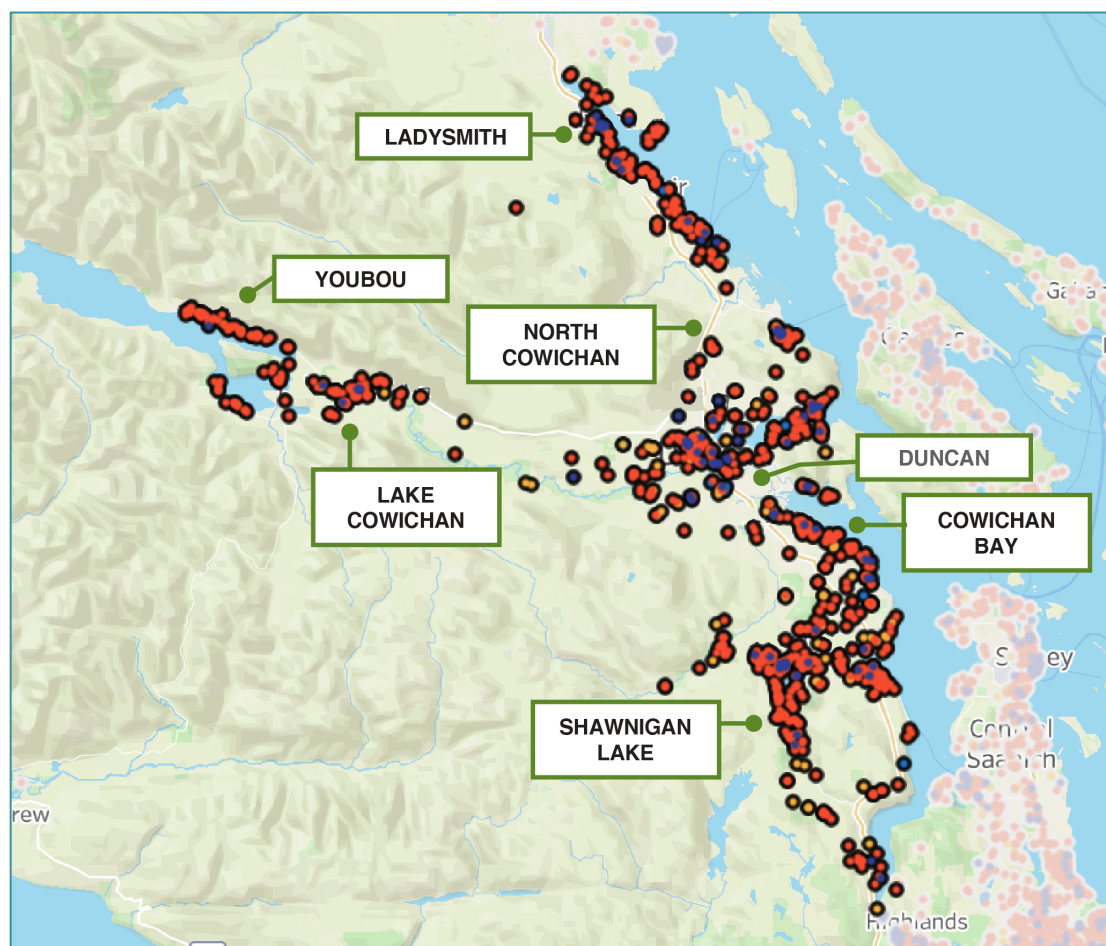
Source: AirDNA, 2016-2023



STRs have a role to play in the market – they are an accommodation of choice for many tourists, especially given the shortage of hotel and motel options in Cowichan. STRs are also a source of additional income for Cowichan residents, which helps offset the rising cost of living. STRs also tend to generate more revenue compared to long term rentals and is a driver for unit conversion. Engagement feedback also indicates that regulations under the *Residential Tenancy Act* are driving some landlords out of the long-term rental market and into short-term rentals. STRs also provide short-term accommodation for workers needing a place to stay – temporary workers, contract and seasonal workers, and newly recruited workers moving to the region needing an interim home before finding something more permanent as they become settled into their new job. As such, this strategy aims to find a balance between making short-term rentals available to serve workers and tourists in this way and ensure security and availability of housing units for residents needing long-term housing. It also aligns with recent legislative changes issued by the Province.

Figure 9: Cowichan Region Short-Term Rental Listings

Source: AirDNA (2023)



‘Who’ is the Workforce?

‘Workforce’ is broad a term that describes people who occupy jobs that ensure a community functions in good order – which can vary greatly from place-to-place given that every community has its own context and workforce needs. In the Cowichan Region, engagement participants conveyed a shared value that the workforce comprises not only people currently participating in the labour market, but also people closing their careers and starting new chapters in their lives, as well as people transitioning into the labour market after completing their studies or acquiring new skills. As such, Cowichan’s workforce can be described as:

- **Workers Transitioning into the Workforce:** this cohort has the potential to join the regional labour market and includes students and people receiving job skills training;
- **Active Workers in Current and Expanding Industries:** this cohort includes workers already living and working in the Cowichan Region across the full range of occupations. It also includes jobs with

high vacancy rates (e.g., construction, healthcare) and expanding industries that may add more jobs in the future (e.g., technology); and

- **Workers Transitioning out of the Workforce:** this cohort includes workers leaving the workforce such as retirees and semi-retired residents.

Figure 10: The Cowichan Region Workforce Cohorts



The target population for this Strategy differs from a traditional Attainable Housing Strategy and, as such, there is a distinct approach to referencing incomes. Specifically, this Strategy references occupational wages typically found in the industries experiencing acute attraction and retention issues, and generally range between minimum wage, living wage, median wage, and moderate- to high-income earners. See Appendix A for occupational wages.

There are over 38,000 workers in the Cowichan Region⁴. Compared to other parts of the Province, Vancouver Island has the highest projected employment growth rate over the next decade (1.5%), expecting a total of over 176,000 job openings by the year 2032⁵. Housing the workforce should consider the diversity of the workforce itself – which means providing housing options that meet the needs of temporary workers, singles and families, workers with disabilities or people experiencing barriers to accessing employment, new workers to the area and workers retiring and looking to downsize.

4. Labour Force Status, Statistics Canada (2021).
5. BC Labour Market Outline 2022-2032 Forecast.

Table 1: Vancouver Island/Coast Top 10 Industries by Forecasted Job Openings

Source: BC Labour Market Outline 2022-2032 Forecast

Industry	Job Openings 2022–2032		
	Expansion	Replacement	Total
Ambulatory health care services	4,830	4,940	9,770
Business and building support services (excluding travel)	5,430	5,060	10,480
Computer systems design and related services	7,020	2,940	9,950
Food services and drinking places	3,900	4,670	8,560
Hospitals	2,440	5,760	8,200
Nursing and residential care facilities	4,510	3,320	7,830
Personal, non-automotive repair and non-profit services	4,630	3,810	8,440
Provincial and territorial public administration	1,320	5,650	6,970
Retail trade (excl. cars, online shopping, and personal care)	5,620	8,820	14,430
Speciality trade contractors	2,050	5,560	7,600

Some industries experiencing growth are already experiencing high job vacancy rates. Industries experiencing the most pressure between current and future demands include accommodation and food services, construction, service sector, and manufacturing. We heard through engagement that industries particularly challenged with attracting, retaining, and supporting workers include healthcare, tourism, agriculture, construction, and non-profit organizations. For the Cowichan Region, it is expected that these industries will continue to grow and attract new workers to the region, all of whom will require suitable housing. Further adding pressure to this situation is the observed decline in the labour force from the last census in manufacturing, accommodation, and food services.

- Healthcare:** The healthcare sector employs the most people in the Cowichan Region and is expected to continue growing. The BC Labour Market forecast estimates that Vancouver Island’s healthcare sector is going to require thousands of more workers in the coming decade: more than 3,000 job openings for nursing and residential care facilities, nearly 5,000 more

Key industries facing labour shortage require workers in order to meet the needs of the community, and workers need housing in order to participate in the labour market. The housing-job linkage is integral to the social fabric of the Cowichan Region.

ambulance related jobs like paramedics and drivers, and nearly 6,000 more jobs opening in hospitals including administrative roles. There is already a widespread shortage of healthcare workers across BC and it is a highly competitive environment to attract and retain these workers. In Cowichan, this is particularly a challenge given the Cowichan District Hospital Replacement Project and anticipated need for healthcare workers once in operation. Workers in the healthcare sector are as diverse as the general population. Roles range from entry-level administration to highly paid physicians. Some workers are single, some have families. Workers may already be living in the region and some may be looking to relocate. Job positions can include full-time, part-time, auxiliary, and even short-term contracts (e.g., travelling nurses). There are also healthcare students out of Vancouver Island University and the new hospital may be a training hospital for UBC medical students, who will also need to be housed.

- **Construction:** The vitality of the construction industry is fundamental to all aspects of implementing the Workforce Housing Strategy. First, there is a need to provide housing for construction workers as a means to address the high job vacancy rate in the construction sector (8.6%). The second is to ensure that the construction industry is in the position to match the scaling-up of development activity needed to address the housing unit estimates needed in Cowichan. This is a tall order, especially given the anticipated new job openings for specialty trade contractors is estimated to grow by 5,000 positions on Vancouver Island in the coming decade⁶. Some construction workers live and work year-round in Cowichan and require long-term housing, and may be single or have families, and at different life stages (entry-level, family-formation years, nearly retired). A key challenge emerging for the Cowichan Region is identifying solutions to accommodate the anticipated influx of temporary construction workers needed for building major projects such as the Cowichan District Hospital. There is already an influx of demand for construction workers during the building phase of the hospital. There is currently a process of actively seeking candidates to fill these positions, which includes efforts to attract individuals within 100-kilometre driving distance of the project. Options for accommodating these workers in the region are currently being evaluated. With an extremely low rental vacancy rate and existing residents already challenged to find housing, the current housing inventory cannot accommodate significant surges in housing demand.
- **Agriculture:** The Cowichan Region is situated within a highly productive agricultural land base. There are over 32,000 hectares of arable land in Cowichan, with nearly a third of this considered prime agricultural land⁷. Over 5% of land in the Cowichan Region is designated and protected as Agricultural Land Reserve (ALR). There are restrictions on what uses and activities can take place on ALR lands, including the provision of housing. The nature of agricultural operations requires seasonal

6. BC Labour Market Forecast (2022-2023).

7. Cowichan Region Area Agricultural Plan (2010).

workers, including temporary foreign workers. This creates seasonal fluctuation in housing demand, as many workers move to the region in the summer for agriculture-based jobs (as well as tourism). Temporary, seasonal, and foreign workers help BC producers meet their labour needs during peak agricultural periods. Agricultural businesses are challenged to fill their positions and are often operating short-staffed (with a job vacancy rate of 7.6%) and the lack of temporary and affordable housing options is a key challenge. Agricultural workers who move into the Cowichan Region require temporary housing solutions that are affordable and typically located on-site or in close proximity to their place of work. The vast majority of these temporary workers are single persons.

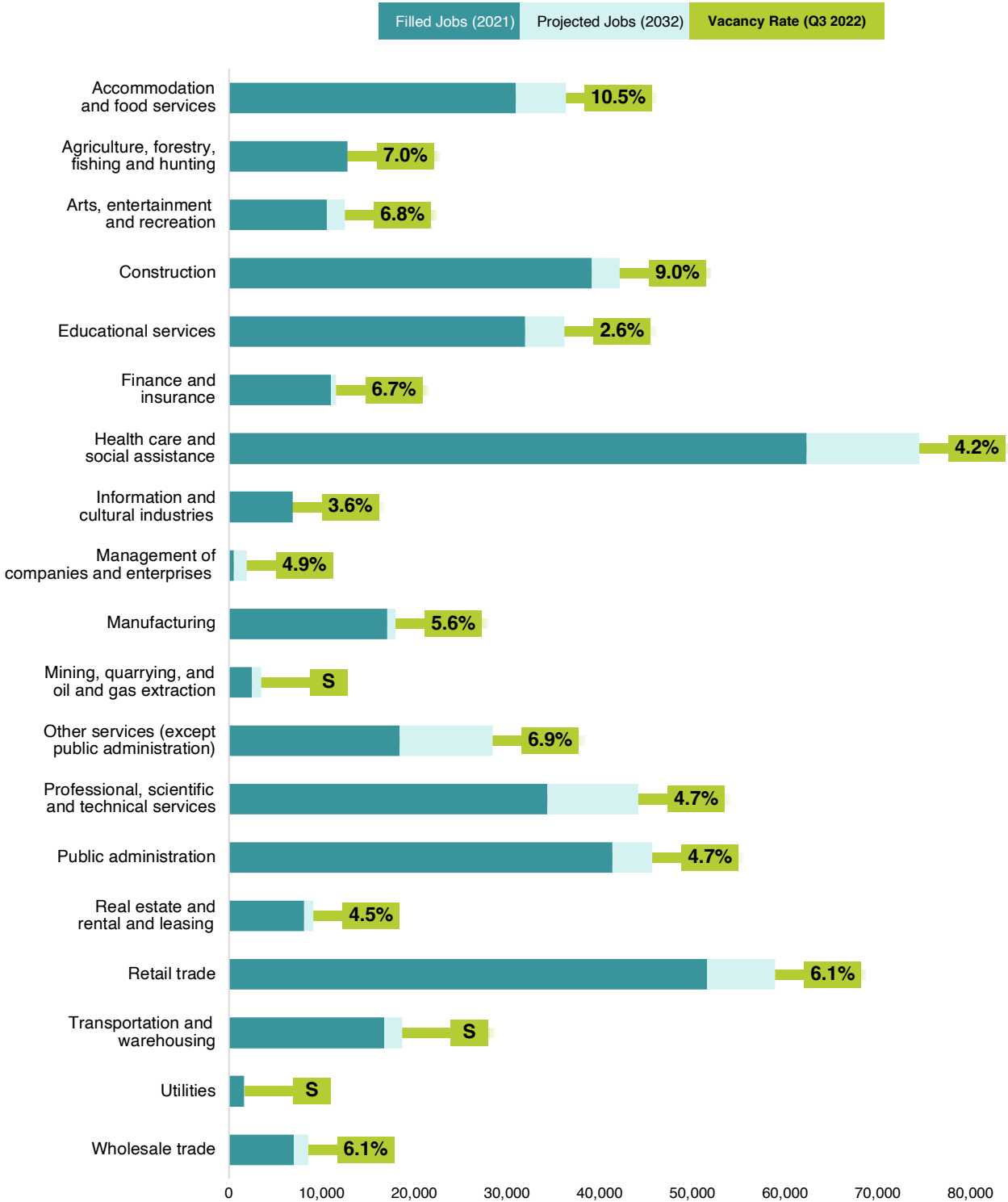
- **Tourism:** Tourism is a key industry in Cowichan, welcoming approximately 25,000 annual visitors to the Cowichan Regional Visitor Centre. Tourism in Cowichan is highly integrated with the agricultural sector, cultivating artisanal food and drink experiences with the support of farms, wineries, distilleries, and cideries. The tourism sector extends broadly to many different sub-sectors and includes workers in hospitality, retail, arts and culture, restaurants, and other service industries. Accommodation and food services have a job vacancy rate of 11.9% – the highest amongst all sectors. Housing workers in the tourism sector is vital to support tourism businesses and programs in Cowichan.
- **Non-profits:** the non-profit sector delivers essential services to the community, including assisting job seekers with skills training, job readiness programs, and job placement programs. Non-profit organizations face challenges with recruiting and retaining workers in a wide range of positions, such as administrators, social workers, facility managers, and professionals – often competing with other industries that can offer more comprehensive compensation packages. The job vacancy rate for public administration is 4.3% and professional services 6.4%, which has created short-staff operations for many non-profit organizations in Cowichan. In addition, non-profits working in the housing space have limited capacity to pursue the development of housing projects. Finding ways to provide housing that is affordable to the non-profit workforce will give non-profit organizations the capacity to participate in development of housing projects as well as support services.

Access to available, affordable, and safe housing is required to attract a labour force and, subsequently, sustain an economy. As workforce housing must accommodate people with diverse needs, it is recognized how multifaceted a housing strategy must be to better support the residents – current and prospective – that call the Cowichan Region home.

Figure 11: Job Creation Potential and Vacancy Rate by Industry

Source: BC Labour Market Outline 2022-2032 Forecast, Statistics Canada (2021)

Note: Vacancy rate data is suppressed for mining, quarrying, and oil and gas extraction; transportation and warehousing; and utilities



APPENDIX A: OCCUPATIONAL WAGES

Source: Employment and Social Development Canada (2022); Statistics Canada (2022)

Occupation	Lowest Wage	Median Wage	Highest Wage	Annual Earning Range
Health Care and Social Assistance				
Doctor	\$34.33	\$85.73	\$159.35	\$66,056–\$306,582
Health Care Aide	\$18.95	\$24.00	\$26.00	\$36,460–\$50,024
Registered Nurse	\$31.00	\$43.00	\$48.08	\$59,644–\$92,506
Retail Trade				
Retail Sales Associate	\$15.65	\$16.25	\$25.00	\$30,111–\$48,100
Retail Sales Manager	\$18.00	\$31.25	\$64.90	\$34,632–\$124,868
Retail Store Owner	\$18.00	\$31.25	\$64.90	\$34,632–\$124,868
Construction				
Construction Electricians & Repairers Foreperson	\$26.50	\$39.00	\$50.49	\$50,986–\$97,143
Construction Manager	\$23.00	\$38.00	\$62.50	\$44,252–\$120,250
Construction Worker	\$15.65	\$19.00	\$31.00	\$30,111–\$59,644
Educational Services				
Elementary School Teacher	\$26.50	\$39.00	\$50.49	\$50,986–\$97,143
School Secretary	\$16.83	\$25.47	\$35.00	\$32,381–\$67,340
Teacher's Aide	\$23.00	\$26.00	\$28.58	\$44,252–\$54,988
Public Administration				
Administrative Clerk	\$19.80	\$24.00	\$33.75	\$38,095–\$64,935
Data Administrator	\$24.04	\$40.60	\$60.44	\$46,253–\$116,287
Labour Policy Officer	\$29.12	\$35.00	\$53.30	\$56,027–\$102,549
Manufacturing				
Machinist	\$30.00	\$44.23	\$51.44	\$57,720–\$98,971
Manufacturing Engineer	\$30.00	\$44.23	\$51.44	\$57,720–\$98,971
Manufacturing Technician	\$25.00	\$29.72	\$41.03	\$48,100–\$78,942
Accommodation and Food Services				
Food Service Worker	\$15.65	\$15.65	\$20.00	\$30,111–\$38,480
Hotel Clerk	\$15.65	\$16.51	\$21.49	\$30,111–\$41,347
Housekeeper	\$15.65	\$17.10	\$22.00	\$30,111–\$42,328

Occupation	Lowest Wage	Median Wage	Highest Wage	Annual Earning Range
Professional, Scientific, and Technical Services				
Accountant	\$23.08	\$35.00	\$51.28	\$44,406–\$98,663
Architect	\$30.00	\$39.38	\$60.00	\$57,720–\$115,440
Forest Engineer	\$31.87	\$37.25	\$54.27	\$61,318–\$104,416
Agriculture, Forestry, Fishing, and Hunting				
Crop Production Technician	\$17.00	\$19.23	\$40.66	\$32,708–\$78,230
Farm Labourer	\$16.00	\$18.00	\$24.36	\$30,784–\$46,869
Fish Farmer	\$15.65	\$29.22	\$47.17	\$30,111–\$90,755
Forestry Technician	\$21.54	\$28.00	\$38.46	\$41,443–\$73,997
Tech Sector				
Biomedical Engineer	\$22.00	\$46.00	\$70.77	\$40,040–\$128,801
Digital Electronics Technician	\$25.00	\$38.46	\$53.00	\$45,500–\$96,460
IT Consultant	\$29.12	\$40.54	\$55.38	\$52,998–\$100,792
Robotics Engineer	\$24.04	\$36.75	\$57.52	\$47,753–\$104,686
Emergency Services				
Firefighters	\$33.84	\$46.21	\$57.17	\$65,108–\$109,995
Paramedic	\$26.00	\$35.00	\$45.00	\$50,024–\$86,580
Police Officers	\$34.62	\$45.00	\$60.00	\$66,609–\$115,440

