

Silver Bay
Public Library
2015 – 2019 Strategic Plan

Adopted by the Library Board of Trustees

December 16, 2014

Prepared by:

Julie Billings, Library Director & the

Silver Bay Public Library Board of Trustees

EXECUTIVE SUMMARY

Silver Bay Public Library Mission Statement

“An interactive information and enrichment center that enhances community life by engaging all generations in learning and fun.”

Social/technological changes and the resulting economic, political, and cultural turbulence are affecting libraries everywhere. It is a chief responsibility of the Silver Bay Public Library Board of Trustees to anticipate, understand and respond strategically to the challenges facing our library. The Board of Trustees, with extensive staff and community input, has reviewed the vision, mission and strategic position of the library and identified key strategic goals and programmatic responses to position the library for a robust future as a community asset. The plan’s goals and strategies will guide operations for the next five years, with progress reviewed annually. Action steps, person(s) responsible and timelines are defined for each strategy. Following is an overview of strategic goals and strategies.

Strategic Goals & Strategies

1. ***Visitors will discover lifelong enjoyment of reading and learning through positive experiences that develop literacy skills.***
 - a) Create young readers and promote early literacy as a basis for developing a lifelong enjoyment of reading and learning through a variety of positive experiences that develop literacy skills including seasonal reading programs, community show & tell and Imagination Library.
 - b) Develop an Adult Program Series and literacy event, promote and conduct teen programs, promote volunteering in the library and support local book clubs.
 - c) Insure appropriate technology resources and training is available for visitors and staff.
2. ***Visitors will experience assistance in developing the skills necessary to access information using information technology and digital resources.***
 - a) Create a positive customer experience by acknowledging each person and completing customer requests and transactions in a timely manner.
 - b) Provide customers with individual and group technology training in effective use of digital technology and in effective utilization of library resources.
 - c) Develop and implement programming, including Minnesota Arts and Cultural Heritage Legacy Programs that offer enrichment and educational opportunities for adults and youth.
 - d) Maintain telecommunications, fiber and wireless equipment services; maintain print and digital services with resources for visitors and administrative support; update library’s website; provide staff training to enhance skills to stay abreast of the fast pace of change in delivery of library services.
 - e) Invite patron book reviews, maintain book and topical displays that promote library utilization and reading, advertise programs, promote Emeritus College with display and continue to provide test proctoring services.

3. *Visitors will experience customer satisfaction in a comfortable and inviting atmosphere while interacting and exploring the library's resources.*

- a) Maintain building for safety of staff and customers; evaluate and prioritize building repairs and maintenance.
- b) Maintain an attractive, functional, comfortable physical environment for customers; develop plan to maintain comfortable seating; utilize deck and outside space around building; explore options for on-site coffee.
- c) Hire and train additional part-time staff person, assign complete and priority tasks.
- d) Maintain volunteer base with ongoing projects.

THE PLANNING PROCESS

The Silver Bay Public Library Board of Trustees completed the comprehensive strategic planning process in 2014. The process was made possible by their knowledge, expertise and volunteer time. The 2015- 2019 strategic plan was put together based on the model in "Planning for Results" published in 2001 by the Public Library Association (a division of the American Library Association). This model was used as a template to prepare the original strategic plan in 2009 facilitated by Whitney Cretol Consulting. The approach outlined by the Public Library Association emphasizes maximizing the use of available resources by prioritizing and focusing efforts in key areas. From this strategic planning process, the Library Board of Trustees identified three service priorities. In consideration of the service priorities, service goals and detailed action plans were developed. The Board of Trustees and Library Director will track progress toward achieving the library's new goals by using indicators.

The development of the strategic plan was a comprehensive process involving several forms of community input. The Board of Trustees conducted 38 interviews with community stakeholders representing community organizations, school groups and businesses affected by the library's attention, resources, or services. The interviews focused on perceptions and suggestions regarding community needs, challenges facing the library, and the library's role, capacity and services in addressing community needs in the context of these challenges. A secondary purpose was to inform the community stakeholders about current library services and the strategic planning process.

A community survey was utilized and centered on answering the questions: 1) Did the individual have a library card? 2) How often did the individual use or visit the library? 3) In rating current library services, what particular services would the individual emphasize as important to him/her? 4) What suggestions can the individual give to improve library services? The community customer survey was completed by 154 individuals. Surveys were available in the library, as a flyer in the Northshore Journal to 1,873 residents and online through the library's news and events website. The customer survey helped the Board of Trustees identify service priorities and needs for the Silver Bay Public Library. Summer reading program participants gave opinions about the reading program and library. Library staff completed the SWOT analysis as well as provided feedback throughout the planning process. The final plan is a combination of ideas and effort by the Library Board of Trustees and library staff.

ORGANIZATIONAL VALUES:

Lifelong Learning –

The Library is open and accessible to all ages. Patrons utilize a variety of resources, including technology, to acquire knowledge.

Customer Service –

Library staff welcomes and treats all patrons with respect and equality.

Flexibility –

The Library adapts and changes to meet future needs, while preserving local history.

Fun –

The Library has an enjoyable atmosphere for gathering and learning.

(Organizational Values created by Whitney Crettol Consulting 12/11/2009)

MISSION STATEMENT:

Silver Bay Public Library Mission Statement

An interactive information and enrichment center that enhances community life by engaging all generations in learning and fun. (Mission Statement created by Whitney Crettol Consulting 12/11/2009)

LIBRARY GOALS:

1. Visitors will discover lifelong enjoyment of reading and learning through positive experiences that develop literacy skills.
2. Visitors will experience assistance in developing the skills necessary to access information using information technology and digital resources.
3. Visitors will experience customer satisfaction in a comfortable and inviting atmosphere while interacting and exploring the library's resources.

PROGRESS INDICATORS:

Several measurable indicators were developed to be used in evaluating the accomplishment of the Service Goals.

Goal 1 (Create Young Readers: Early Literacy with Learn to read & write: Adult, Teen & Family literacy)

- ✓ Number of Imagination Library participants from library service area.
- ✓ Number of activities, programs and innovative ideas supporting the importance of literacy.
- ✓ Number of children and adults participating in programming.
- ✓ Number of reading program participants indicating enthusiasm for reading and learning.
- ✓ Number of vibrant and appealing displays and collections maintained.

Goal 2 (Understand How to Find, Evaluate, and Use Information: Information Fluency)

- ✓ Number of computers, mobile devices and print services available for public use.
- ✓ Number of customers using internet: Wi-Fi, public computer stations, library devices.
- ✓ Number of individuals learning through digital resource and device instruction.

Goal 3 (Visit a Comfortable Place: Physical and Virtual Spaces)

- ✓ Number of training opportunities for library staff.
- ✓ Number of customer questions answered by informed and confident library staff.
- ✓ Number of comfortable seating spaces with access to electrical outlets.
- ✓ Number of customers accessing library collection and services.

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Presentation of newly adopted plan to City Council.	January 2015
2. Communicate the new plan to other stakeholders and the public.	January – February 2015
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections.	Quarterly
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	Quarterly
5. Compile progress indicator data for annual review.	Annually 2015 - 2019 (Fall)
6. Board/staff meet to review implementation successes and challenges (including indicator data), review goals, and update strategies.	Annually 2015 - 2019 (Fall)
7. Staff develops action plans and project budget needs for the next year.	Annually 2015 - 2019 (October - December)
8. Full round of strategic planning.	Summer - Fall 2019 (New plan in place January 2020)

Appendix A:

YEAR 1 Action Plans

January – December 2015

GOAL # 1: Visitors will discover lifelong enjoyment of reading and learning through positive experiences that develop literacy skills.

<u>Strategy A: Youth Programming to encourage literacy.</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Themed toddler story times. <ul style="list-style-type: none"> ▪ Promote early literacy skills training to parents and caregivers 	Julie / Eileen / Volunteer Readers (Alternating)	Weekly (January – May & September – December 2015)
2. Summer Reading Program <ul style="list-style-type: none"> ▪ Plan, promote and conduct 8 week reading program with incentives and special events (e.g. Kidstuff, Legacy programs). ▪ Themed story time for all ages. 	Julie (All Staff)	August 5, 2015 Weekly (June – July 2015)
3. Winter Reading Program <ul style="list-style-type: none"> ▪ Promote program to parents as an at-home activity. ▪ Promote and conduct one event per month. 	Julie (All Staff)	January – March 2015 Monthly (January – March 2015)
4. Community Show & Tell <ul style="list-style-type: none"> ▪ Recruit, schedule & create display for “how to” presentations. ▪ Outreach to William Kelley teachers, to identify promising outreach approaches for youth. 	All Staff	TBD
5. Imagination Library <ul style="list-style-type: none"> ▪ Display flyers and promote opportunity to patrons with children ages 0-5 years. ▪ Coordination with Friends of the SBPL & United Way. 	All Staff Julie	On-going

<u>Strategy B: Engaging Adults</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Literacy Training <ul style="list-style-type: none"> ▪ Develop an approach to draw families to a literacy event. 	Julie (Friends of Library/Local Partners)	November 30, 2015

2. 2015 Adult Program Series <ul style="list-style-type: none"> Develop a plan for programs creating a balance between literacy skills needed to succeed and developing a lifelong love of reading and learning. Promote and conduct programs. Develop displays in conjunction with each program. 	Julie Friends of the Library/Julie All Staff	Quarterly (TBD) Quarterly (TBD)
3. Teen Programming <ul style="list-style-type: none"> Promote and conduct teen programs. 	Friends of the Library/Julie	TBD
4. Legacy Programs <ul style="list-style-type: none"> Select and participate in program options that fit with the library's priorities. 	Julie	Per ALS Legacy Funding schedule 2015
5. Volunteering in the Library <ul style="list-style-type: none"> Develop a list of specific volunteer jobs for volunteers. Provide training, support and recognition for volunteers. 	Eileen/Julie	May1, 2015
6. Book Clubs <ul style="list-style-type: none"> Provide support to local book clubs (order books, maintain reading lists, provide location for one). 	Janey / Julie	Monthly

Strategy C: Technology

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Maintain network with designated computers and mobile devices.	Julie	Per Replacement Schedule
2. Expand use of wireless internet devices in library as resources permit.	Julie	Per Replacement Schedule
3. Online Database training for library staff <ul style="list-style-type: none"> Assist patrons in setting up and use online Library services 	Julie	Monthly
4. E-Book and Audio book format <ul style="list-style-type: none"> Assist patrons in setting up and using online Library services. Maintain participation in ALS E-books recommendations. 	All staff Julie	Ongoing

GOAL # 2: Visitors will experience assistance in developing the skills necessary to access information using information technology and digital resources.

<u>Strategy D: Programming</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Print resources in the Library <ul style="list-style-type: none"> ▪ Develop a designated area for independent resource sharing. ▪ Maintain copier, scanner and fax machine(s). 	All staff Julie	March 31, 2015 Per replacement schedule
2. Electronic device training <ul style="list-style-type: none"> ▪ Conduct individual and group technology training workshops. ▪ Library users will effectively learn to use technology and other resources to find and access reliable information. 	All staff	January – March 2015 September-November 2015
3. Digital resources <ul style="list-style-type: none"> ▪ Train library staff on updated technology and databases. ▪ Staff will provide technology instruction so individuals may develop library skills needed to succeed. 	Julie	Ongoing 2015
4. Minnesota Arts & Cultural Heritage Legacy Programs <ul style="list-style-type: none"> ▪ Select and participate in program options that fit with the library’s priorities. 	Julie	Per ALS Legacy Funding schedule 2015

<u>Strategy E: Technology</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Update the Library’s website with news, events, book reviews, etc.	Julie/(City Staff)	December 31, 2015
2. Continuing education for library staff.	Julie/(City Staff)	
3. Telecommunications <ul style="list-style-type: none"> ▪ Telephone services - Complete FCC E-Rate applications. ▪ Telephone services - Begin next round of annual applications. ▪ Fiber Network – Maintain LAN. ▪ Wireless Network – Maintain internal connections. 	Julie Julie Julie/ALS/NESC	June 30, 2015 October 31, 2015

<p>4. Hardware</p> <ul style="list-style-type: none"> ▪ Maintain computers and mobile devices. ▪ Setup and maintain wifi printer. ▪ Coordinate PSAs & maintain MediaCom P.E.G. channel 13. ▪ Provide Public Access channel support for Lake Connections fiber if feasible. 	<p>Julie Julie All staff</p>	<p>Per replacement schedule December 31, 2015 Ongoing</p>
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Strategy F: Promotion/Public Relations

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Promote Emeritus College with related display.	St. Scholastica /Julie	Spring / Fall 2015
<p>2. Reader’s Advisory</p> <ul style="list-style-type: none"> ▪ Ask readers to offer anonymous reviews of favorite reads and post. ▪ Invite patrons and book clubs to contribute reviews online. ▪ Post hard copy of reviews on display in Library. 	<p>All staff Julie All staff</p>	<p>January 31, 2015 December 31, 2015 As received</p>
<p>3. Displays</p> <ul style="list-style-type: none"> ▪ New book display. ▪ Corner counter end cap displays. ▪ Glass case children’s displays. 	All Staff	<p>Weekly Six/Year Monthly</p>
<p>4. Customer Service</p> <ul style="list-style-type: none"> ▪ Create positive customer experience by acknowledging each person and completing customer requests and transactions in a timely manner. ▪ Create and maintain an interactive website. 	<p>All Staff Julie</p>	<p>Annually December 31, 2015</p>

Strategy G: Proctoring

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Provide proctoring service with priority to computer time and “quiet notices”.	All Staff	January – December 2015
2. Maintain calendar to coordinate testing times with staff availability.	All Staff	January – December 2015
3. Maintain computer for testing.	Julie	Per replacement schedule

GOAL # 3: Visitors will experience customer satisfaction in a comfortable and inviting atmosphere while interacting and exploring the library’s resources.

Strategy H: Facility		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Evaluate and prioritize needed building repairs and maintenance.	Board / All Staff	TBD
2. Maintain building for safety of library staff and customers.	Julie/City staff	As needed

Strategy I: Comfortable Furnishings/Items		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop a plan to maintain comfortable seating for reading areas.	All staff	December 31, 2015
2. Maintain an attractive and functional physical space throughout the library.	All staff	Ongoing
3. Utilize deck and outdoor space around the Library.	Julie	TBD
4. Create variety of spaces based on similar tasks (quiet work/reading).	Julie	TBD
5. Explore options for providing coffee on-site.	Julie	TBD

Strategy J: Hours & Staffing		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Hire and train additional part-time staff person.	Julie	TBD
2. Assign and complete priority tasks.	Julie	TBD
3. Maintain volunteer base with ongoing projects.	All staff	Ongoing

Appendix B:

Community Focus Interviews Summary

August 2014

COMMUNITY VISION

Community Focus Stakeholder Interviews – Summary of Responses Silver Bay Public Library 08-19-14

A total of 38 community members participated in the focus group stakeholder interviews. Representation included local business, elected officials, youth, educators, the arts, county services, veterans, seniors, and the faith community.

The one-on-one interviews were for the purpose of gathering input from a selection of stakeholders in the community on how the library might best serve the needs of the community. A secondary purpose was to inform the stakeholders about current services and the strategic planning process. In the past year, 99% of the stakeholders had used the physical collection in the library. Some interviewees participated in library programs, used print services, tax forms, computers, Wi-Fi connection, digital library services, etc.

The community stakeholders find that the community is very supportive of the Silver Bay Public Library. The consensus for positive trends was that the library provides the means to digital services and technology. Library programs are seen as a positive service, providing knowledge and broadening “horizons.” A few stakeholders see the library being a part of the community partnerships working together. Many felt the negative trends in the library are based on concerns about children not using the library and people not reading physical books as much as in the past. Nineteen stakeholders feel that technology and digital resources takes away from books and knowledge. Some stakeholders felt there should be a balance between physical books and digital resources when providing library services.

Overall, most of the stakeholders said the Silver Bay Public Library provides the best service for the resources available in a small town. The library collection is broad for a community this size and always has something new. Technology is up to date providing current digital services. The Silver Bay Public Library is a relaxing and comfortable place to be. The library is currently responding to the trends by balancing the physical collection and space with technology and digital resources. Nevertheless, there are concerns in the community regarding space issues at the library, staff to respond to customer needs in literacy and technology, a sufficient number of computer terminals, the need for weekend hours plus outreach and maintenance of funding to continue to provide quality library services.

Suggestions from stakeholders included a new building (or addition) which would provide additional space for a designated meeting/program room, space to create areas for different age groups, more storage area, and the relocation of the entrance doors so that visitors would have easier access from the parking area.

The community stakeholders unanimously responded that the Silver Bay Public Library staff provided excellent customer service by being positive, friendly, helpful, welcoming, wonderful, excellent, professional, warm and courteous.

Appendix C:

Library SWOT Analysis

October 2014

**STAFF FOCUS GROUP
SUMMARY OF RESULTS
Silver Bay Public Library
10-7-2014**

Three of the four library staff participated in the SWOT analysis, with the following results:

STRENGTHS: *What does the library do best?*

- Is a customer oriented service for information, entertainment and computer access for the community
- Has a friendly, inviting atmosphere
- Contains a large collection with a variety of media
- Has a community and city council that supports the public library
- Provides a place where people can gather freely without question of religion, politics or economic status
- Has a helpful and knowledgeable staff demonstrating dedication, commitment, creativity and strong customer service
- Provides a summer reading program that kids are excited about with good participation
- Provides hours well suited for current staffing
- Provides residents with free, high-speed Internet access with multiple ISPs & computers for use outside the home
- Receives extensive contributions from community volunteers
- Provides a wonderful variety of educational and cultural programming

WEAKNESSES: *What do you think the library could improve?*

- Comfortable seating for reading and studying with electrical outlets for devices
- A Wi-Fi capable printer
- More parent and preschool involvement
- Improved open hours
- An open floor plan provides private/quiet areas for testing, programming with electrical outlets near seating, etc.
- Facilities for a meeting room, teen room, larger children's area (more clearly defined)
- Teen services and innovative ways to promote teen services
- Volunteer projects are limited to manual tasks
- Staff time to help with in depth digital technical instruction to customers.

OPPORTUNITIES: *What needs do you see in the community that could be opportunities for the library to make a difference?*

- Possibility to pair with local businesses to be a stop for the AEOA bus loop
- Homebound delivery with the help of volunteers
- Outreach to promote library services as a community resource
- Improve technology instruction for library customers
- Training staff to enable them to provide effective, responsive and innovative library services
- Provide an information rich environment that supports and encourages excellence in reading and learning

THREATS: *What outside forces do you feel could negatively affect the library?*

- Population decrease.
- Businesses and Government centers that offer free technology
- Parking availability and distance for those affected by walking longer distances
- Not enough continuing education to increase the technology literacy of library staff
- Weakening national economy impacts the both cities and the libraries
- Building – outgrown utilities available within the building especially electrical outlets; high maintenance
- Library competes with the demands for popular social media
- Media formats change rapidly and dramatically, requiring library collection adaptations
- Inconsistent adjusted net tax capacity, both city and county

Appendix D:

Library & Community Profile

October 2014

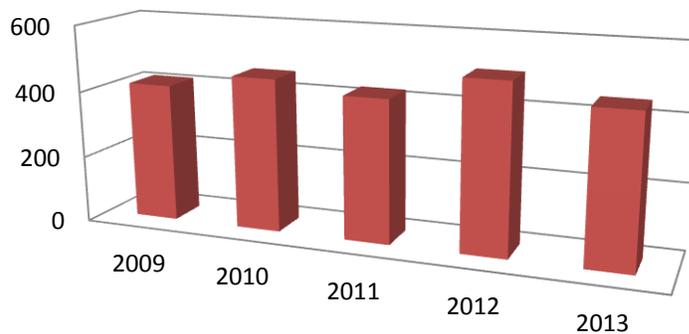
Silver Bay Public Library & Community Profile:

I. LIBRARY STATISTICS

Library Traffic

The Silver Bay Library has consistently been open 42 hours per week during the past five years. A decrease in hours was made in 2008 from 48 to 42 weekly open hours. Traffic (sample tally) into the library has remained fairly stable and consistent over this time period with an average of 451 walk-ins per week.

Library Traffic by week

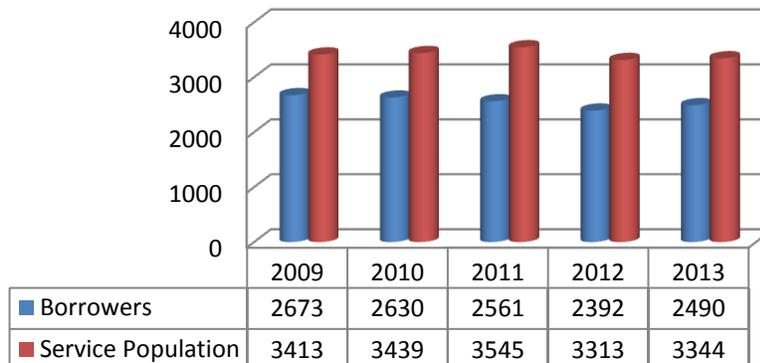


	2009	2010	2011	2012	2013
■ Visitors per week	416	460	428	504	450

Number of Resident Borrowers

In the past, all library card holders were maintained in the system regardless of whether they were active. Arrowhead Library System has purged inactive users on a periodic schedule, last being in 2012. The dip in 2012 is reflective of the purge process. Over the past five years, the average number of card holders was 74.7% of the Silver Bay Library's legal service population.

Borrowers vs Service population



Collection Size

An October 2014 review of last check-out date identified 4,558 items in the library’s collection

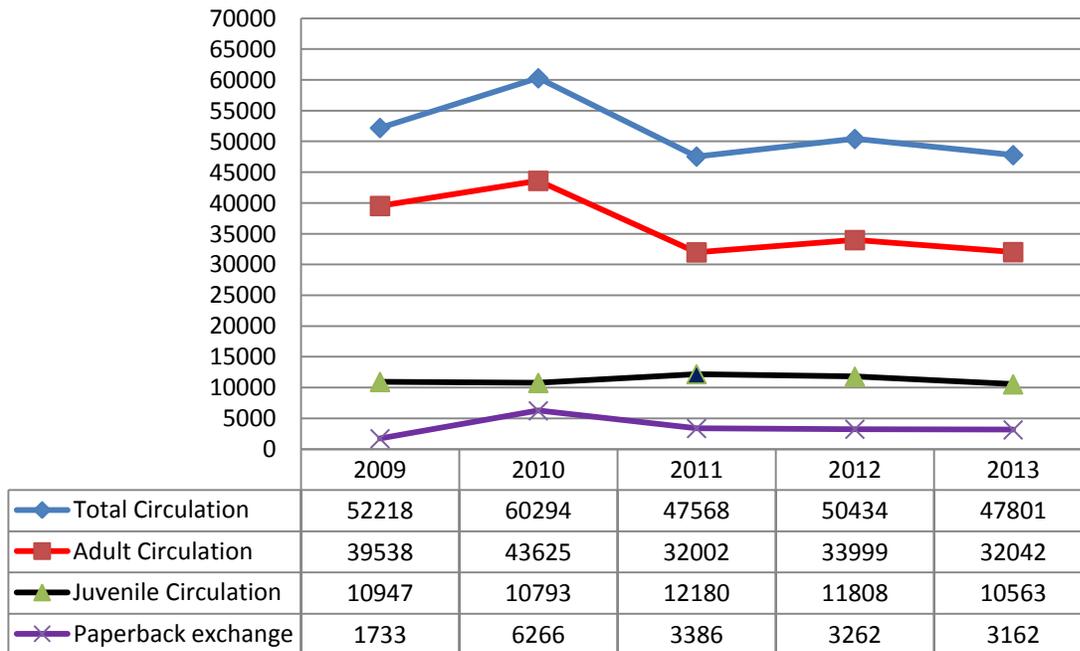
Type of Material	2011	2013	Change
Print	29,384	27,439	-1,945
Audio/visual	3,554	4,241	+ 687
Total Collection:	32,938	31,680	-1,258

(approximately 14% of the total) that have not circulated during the past three years.

Circulation

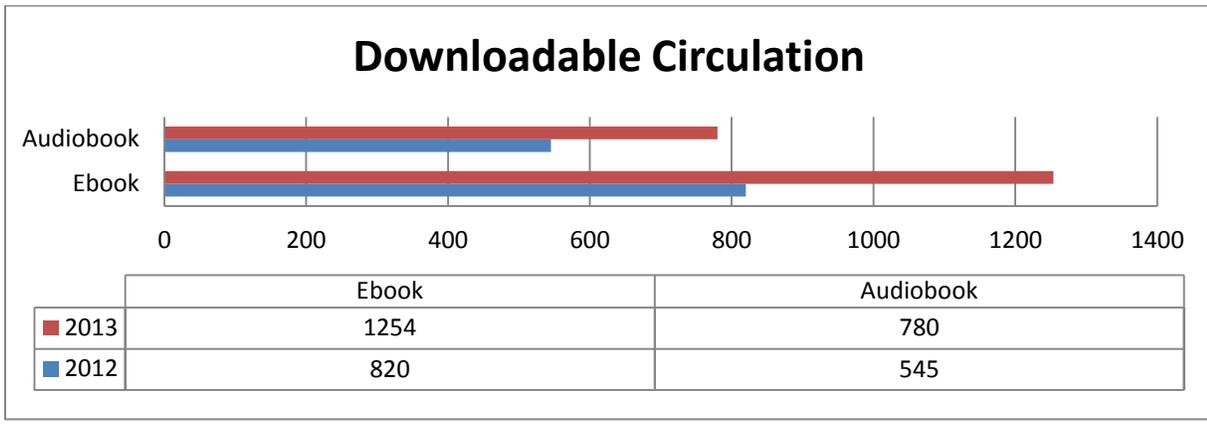
Silver Bay’s total circulation usage appears to indicate relatively slight decline over the past five years. Adult circulation, which typically accounted for nearly 80% of total activity, has declined to 69.6% during this period. However, juvenile circulation has only slightly declined and the paperback exchange circulation remains stable.

Circulation



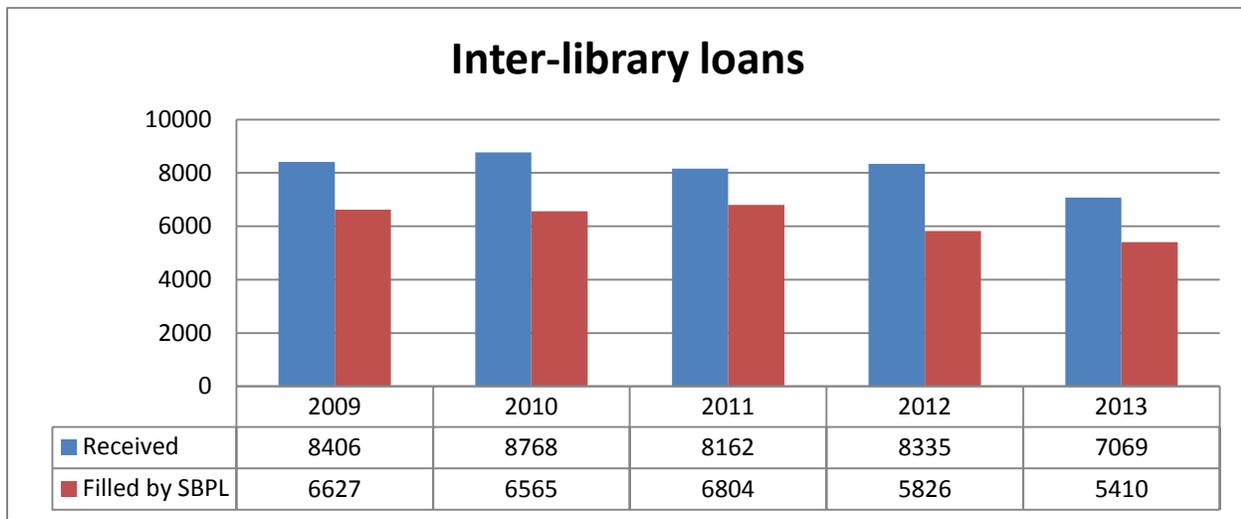
Digital Resources

Digital library services began in 2010 when Arrowhead Library System began purchasing audio and eBooks in 2010. In 2012 individual libraries were able to obtain some circulation statistics broken down by borrower’s library location. Learning about digital library services takes time and the learning curve is great for some customers. This statistic will continue to increase as individuals learn to use the services available.



Inter-Library Loans

Coinciding with the decline of annual material circulation (with the exception of 2010) Inter-library loan

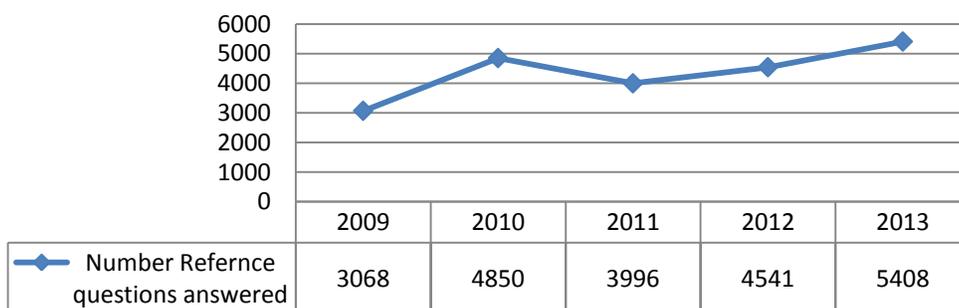


activity, both providing and receiving materials, has decreased in the past five years.

Reference Requests

Reference activity has increased; library staff is helpful and knowledgeable which has attributed to a friendly, inviting atmosphere with a strong customer service.

Number Reference questions answered (manual tally)



Programs

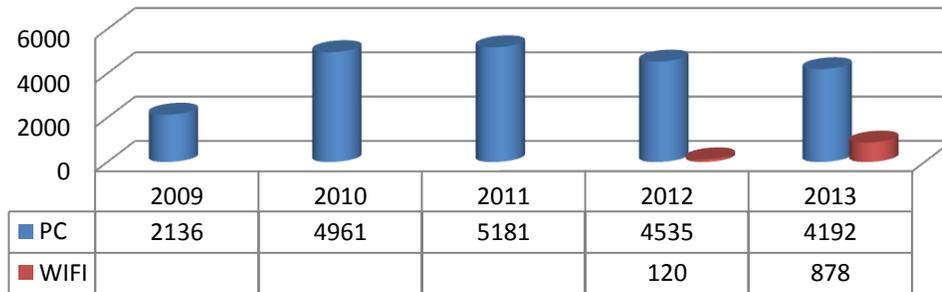
The amount of programming offered for both adults and children has been increasing. Most notably, the volume of program participation has increased by 27% since 2009. In the past five years, the average number of annual programs was 88 with an average annual participation of 1,004!

Target Audience	Number of Programs	Type of Programs	2013 Attendance
Adults	25	Author visits; book club discussions.	390
Children	57	Story times; Summer Reading Program with events; performers; Winter Reading Program.	913
Total programs:	82	Total Attendance:	1,303

Public Computer/Internet Usage

Public computer usage dramatically increased in 2010. Due to utilities in the center of the building, only four public terminals are available. Wi-Fi became available late November, 2012. There are two wireless computers, laptop and 5 ipads available at this time (2104). The Library has a website, indicating usage hits by the public. The News and events blog will be deleted when the library migrates over to the new City of Silver Bay’s website in late 2014.

Computer usage



Operating Expenditures

Year	Staffing	Collection	Other	Total
2011	\$ 174,924	\$ 17,350	\$ 25,326	\$ 217,600
2013	\$ 165,672	\$ 16,580	\$ 46,022	\$ 228,274

The staffing level in 2013 was 2.6 Full Time Equivalents (FTEs). The FTEs increased from 1.8 in 2009 to 2.42 in 2010 and has been at 2.6 since 2011. Staff currently includes one full-time Director and three part-time support staff with two part time student workers in the summer months. Due to apparent good will from city hall and city council in tight financial times, library services are consistent and the open service hours are well suited for the current staffing situation.

II. COMMUNITY DEMOGRAPHICS

Population

The City of Silver Bay's population has not fluctuated much since 2010, fairly stable. Below are some key demographic indicators [*Figures taken from the 2010 U.S. Census Bureau 2008-2012 American community survey unless otherwise noted*].

Time of Count	Number of Residents	Change from Previous Period
1990 Census	1,894	
2010 Census	1,887	-7
2013 Estimate (MN Demographer)	1,855	- 32

Race/Ethnicity

Although the vast majority (98%) of Silver Bay's residents are Caucasian, the 2010 Census recorded 50 persons of color residing in the community. In addition, 17 individuals identified themselves as Hispanic.

Age

Average age of residents residing in Silver Bay is 50.3 years old. There were 122 children under the age of 6 years. [http://factfinder2.census.gov/faces/nav/jsf/pages/community_facts.xhtml]

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	347	18 %
Adults 18-64	997	53 %
Adults 65 & over	543	29 %

Education

Silver Bay is part of the Minnesota ISD381 Lake Superior School District and has one public school covering all grades. The District's on-time graduation rate for the past five years was 87.8% [*Source: Minnesota Department of Education*]. There is also the North Shore Christian Academy in Beaver Bay, and 75 children are being home-schooled in the district. Only 14.3 % of the adult population (age 25 & over) has a bachelor's degree or higher.

School	Number of Students [October 2014]
William Kelley School (K – 12) <i>Silver Bay</i>	394
North Shore Christian Academy <i>Beaver Bay</i>	10
Total Students:	404

Income

In 2013, the average wage of \$37,480 in Northeastern Minnesota was \$9,890 below the state average \$47,370 [*Source: Bureau of Labor Statistics*]. Lake County's unemployment rate of 4.5 % is just above the state's overall rate of 4.2 % [*August 2014, <http://www.bls.gov/eag/eag.mn.htm>*]. The American community survey [2009] indicated that 13.7 % of Silver Bay's residents were living below the poverty line.

Housing

Total number of housing units is 1,703, although there is a discrepancy among sources for the actual number of housing units within the City of Silver Bay. In 2010, the City's average rent was \$668 of the 167 rental units.

Housing Type	Percentage of Total
Homeowner (% of all occupied housing units)	86 %
Rental (% of all occupied housing units)	9.8 %
Vacant housing units	4.2 %