

# DEARBORN 2035



## MAYOR ABDULLAH H. HAMMOUD'S STRATEGIC PLAN



**CITY OF DEARBORN**

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# ABOUT US

Dearborn, Michigan is a vibrant city known for its rich cultural heritage, innovative spirit, and welcoming community. Founded in 1786 and incorporated as a city in 1929, Dearborn is the seventh largest city in the state, and the second largest city in Wayne County. Located in the heart of Southeast Michigan, Dearborn is home to nearly 110,000 residents and serves as a hub for education, small business, and culture.

Over the decades, we have served as the birthplace of innovation, and the gateway to opportunity for tens of thousands of families who crossed oceans to call Dearborn home. Dearborn is internationally recognized as the birthplace of Henry Ford and the site of the world-renowned Henry Ford Museum of American Innovation and Greenfield Village. It is home to nationally acclaimed restaurants, a strong small business community, as well as Fortune 500 headquarters. Residents and visitors alike experience the unique culture, hospitality, and sense of community that Dearborn offers.

Dearborn's diversity is its strength, with residents from all walks of life enriching the city's identity. The city's neighborhoods reflect a blend of historic charm and modern development. With three distinct libraries, free pre-k-14 education, 48 parks, and a focus on green infrastructure and public spaces, Dearborn offers amenities and programs that enhance the quality of life for its residents. The City similarly prioritizes innovation in public services, economic growth, and community engagement to ensure Dearborn remains a thriving and resilient place to live, work, and visit.



# DEARBORN AT A GLANCE

## CURRENT STATE OF THE CITY

**106K** RESIDENTS  
40% UNDER  
24 YEARS OLD



**7TH** LARGEST CITY  
IN MICHIGAN



**80K+** JOBS IN  
DEARBORN



**FREE** PRE K-14  
EDUCATION



**48** PARKS &  
POOLS  
MORE POOLS PER CAPITA  
THAN ANY OTHER CITY IN MI



# DEARBORN AT A GLANCE

## CURRENT STATE OF THE CITY

**2nd** SAFEST  
BIG CITY  
IN THE STATE



**12%** POPULATION  
GROWTH  
FASTEST GROWING  
CITY IN MICHIGAN



**#1** TOURIST  
ATTRACTION  
IN MICHIGAN

HENRY FORD MUSEUM OF  
AMERICAN INNOVATION



**96%** HIGH  
SCHOOL  
GRADUATION  
RATE



**17%** DECREASE IN  
PROPERTY TAX  
RATE SINCE 2022  
& NO CITY INCOME TAX



# LETTER FROM Mayor Abdullah H. Hammoud

## DEAR DEARBORN:

When I came into office in January 2022, my administration hit the ground running to improve City operations and deliver the best services to our residents. For the past three years, we have worked to mold Dearborn's city government to be as innovative and dynamic as the people of our great city. Using your ideas and concerns as our compass, we got to work on day one, and since then, have secured over \$100 million in grant funding, made historic investments in our parks and green spaces, brought our IT infrastructure into the 21st century, and we're just getting started.

As we build off of this foundation and look to the future, I am excited to share with you **Dearborn 2035**. This strategic plan will guide my administration's collective efforts towards a more prosperous future for Dearborn. This plan isn't just about vision—it's about action and delivering results. It prioritizes investments in infrastructure, public safety, and economic growth while ensuring transparency and accountability. The following is a blueprint for how we can turn those aspirations into a reality.

This plan is not just about addressing the challenges of today, but about building a foundation for the future. We are focused on ensuring that our city is a place of opportunity for all, where residents can start, grow, and sustain a family for generations to come.

This plan was developed from conversations with residents in every corner of our city. To effectively plan for Dearborn's future, we asked you - our community - to weigh in on your hopes and concerns for our hometown by providing your feedback, participating in surveys, attending neighborhood association meetings, and more.

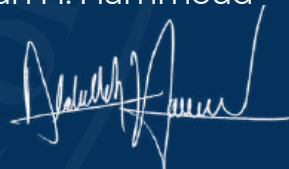
From there, my team, Chief Strategy Officer, and I worked together to incorporate the top priorities reported across nearly 20 City departments to craft the strategic objectives that guide this plan. Department directors and their staff collaboratively brainstormed goals and metrics to serve as means of measuring our success over the next decade.

The strategic plan is meant to be a living document, subject to change as we continue to learn and grow throughout the implementation process. We will always keep an open mind, communicate any findings and updates, and welcome opportunities for improvement. As responsible guardians of your city government, we will be transparent about our findings as we roll out these objectives in the years to come.

Together, we're on a mission to prove that we can solve the biggest problems we face while being transparent, responsive, and accessible to all. The City of Dearborn will deliver the services and resources that residents need to reach their fullest potential, all while working hand-in-hand with residents. It is our hope that this strategic plan embodies that ideal.

In Service,

Abdullah H. Hammoud  
Mayor




# MISSION & VISION



## MISSION

The City of Dearborn delivers innovative, transparent governance that empowers residents, supports businesses, and cultivates vibrant neighborhoods.



## VISION

Dearborn is where new beginnings meet lifelong opportunities, where city government draws on the passion and creativity of residents to foster healthy neighborhoods, thriving businesses, and deliver excellent public services.



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## What is a strategic plan & how will it be used?

The City of Dearborn's strategic plan will be used as a guide for the implementation of programs, policies, and investments for our city. It answers the question: "What will Dearborn look like in 10 years, and how will we get there?" It will act as a guide for our administration to focus our efforts on the mission-critical activities to deliver the best results to our residents.

The Strategic Plan is a living document that we will continually re-assess and adjust as the needs of our community transform and shift. In upholding our commitment to transparency, we will provide updates on progress, learnings, and changes.





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# UNDERSTANDING THE STRATEGIC PLAN

## 01 STRATEGIC OUTCOME

High-level priority that will guide our work as a city and organize us around our strategic plan.

## 02 VISION

What the ideal result will look like if we meet our strategic outcome.

## 03 GOALS

Where we will focus our efforts in order to meet our strategic outcome.

## 04 METRICS

Set of standards for measuring how well we are meeting our strategic outcomes.

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# STRATEGIC OUTCOMES



**GREEN & HEALTHY  
DEARBORN**



**ECONOMIC OPPORTUNITY  
& MOBILITY**



**CIVIC ENGAGEMENT  
& DEMOCRACY**



**SAFETY & JUSTICE  
FOR ALL**



**INNOVATIVE  
GOVERNMENT**



STRATEGIC OUTCOME

# Green and Healthy Dearborn



STRATEGY

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# GREEN & HEALTHY DEARBORN

We will protect the physical and mental health of Dearborn residents by creating the environmental and social conditions for people to lead healthy and dignified lives.

**VISION:** Dearborn is a model city for health in all policies.

## GOALS:

- 1 | Build resilient infrastructure to withstand flooding and other extreme weather events
- 2 | Deindustrialize land, increase green and walkable spaces, and improve air quality for all neighborhoods
- 3 | Increase programs, interventions, and resources that safeguard mental and physical health



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# METRICS

These are the performance metrics we will use to measure our progress

- Acreage of land acquired for future green initiatives.
- Number of trees planted
- Number of lead lines replaced
- Number of bioswales / rain gardens
- Amount of water retention capabilities gained
- Usage of public health programs/interventions
- Average Air Quality Index
- Miles of bike lanes added
- Number of mental health response calls made to Dearborn Police
- Percentage of mental health calls receiving follow-ups

STRATEGIC OUTCOME

# Economic Opportunity and Mobility



STRATEGY

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# ECONOMIC OPPORTUNITY AND MOBILITY

We will foster a supportive and attractive economic environment for businesses and workers that drives growth, attracts investment, and benefits the community.

**VISION:** Businesses, residents, and workers have access to the tools they need to achieve financial success.

## GOALS:

- 1 | Drive responsible development via high paying jobs, clean industry, and prioritizing local ownership
- 2 | Create unique experiences by developing vibrant business districts
- 3 | Support the entrepreneurial spirit by making it easy to start, grow, and sustain a business
- 4 | Increase housing stock for all ages and incomes



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# METRICS

These are the performance metrics we will use to measure our progress

- ✓ Number of events hosted by Business District Authorities in business corridors
- ✓ Number of business visits conducted by City staff
- ✓ Dollars invested in Dearborn businesses by the City
- ✓ Number of business openings
- ✓ Number of new units of housing
- ✓ Grants secured to improve existing homes & number of homes improved
- ✓ Average residential property value increase
- ✓ Average time to receive a permit



STRATEGIC OUTCOME

# Civic Engagement and Democracy



STRATEGY

# CIVIC ENGAGEMENT AND DEMOCRACY

We will cultivate vibrant public spaces and accessible institutions that create lasting civic bonds between neighbors.

**VISION:** Dearborn is a multi-ethnic democracy, modeling co-governance between government and the people.

## GOALS:

- 1 | Expand, protect, and create vibrant public spaces that enrich and benefit all residents
- 2 | Ensure communication from the City is proactive, language-accessible, and comprehensive
- 3 | Increase the number of City-sponsored community events
- 4 | Ensure voting is easy and accessible
- 5 | Share in the decision-making with residents closest to the problem



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# METRICS

These are the performance metrics we will use to measure our progress



Number of City-sponsored community events



Number of neighborhood meetings attended by the Mayor



Number of cases settled by Neighborhood Liaisons



Total number of users reached through the City of Dearborn's social media accounts



Number of voters participating in each election



Number of City employees who also live in the city of Dearborn

STRATEGIC OUTCOME

# Safety and Justice for All



STRATEGY

# SAFETY AND JUSTICE FOR ALL

We will ensure that all residents, workers, and visitors are protected within our community by instituting just and equitable policies and investing in solutions that keep us safe.

**VISION:** Every person is safe and feels safe in Dearborn.

## GOALS:

- 1 | Reduce reckless driving and improve traffic safety by enacting traffic calming measures throughout the city.
- 2 | Prepare for and provide support services during emergencies and/or natural disasters.
- 3 | Establish robust mental health response efforts and services
- 4 | Reduce crimes impacting immediate public health
- 5 | Safeguard the maintenance, quality, and safety of homes and properties



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# METRICS

These are the performance metrics we will use to measure our progress

- Number of traffic calming measures enacted
- Reduction in speeding drivers
- Reduction in the number of car accidents and fatalities
- Percentage of crime reduced
- Average emergency response time
- Total City dollars spent on eliminating blight



STRATEGIC OUTCOME

# Innovative Government



STRATEGY

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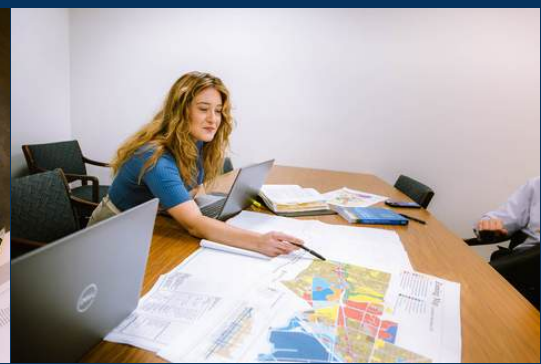
# INNOVATIVE GOVERNMENT

We will set the standard for dynamic public service by innovating how municipal government delivers resources and services to residents and businesses.

**VISION:** Expand the realm of what is possible from your government.

## GOALS:

- 1 |** Maintain financial stability and sustainability through long-term planning, while remaining competitive as an employer
- 2 |** Modernize City Information technology to improve our government operations and meet the demands and pace of our residents
- 3 |** Provide exceptional customer service to ensure that our residents have the tools to reach their fullest potential





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# METRICS

These are the performance metrics we will use to measure our progress

- ✓ Number of balanced City budgets (by fiscal year)
- ✓ Total grant dollars secured by the City
- ✓ Total dollars in cost-savings of City solicitations due to continued scrutiny/negotiations
- ✓ Percentage of resident requests resolved through online Contact Us system
- ✓ Average wait time to receive service at the Dearborn Administrative Center
- ✓ Percentage of calls serviced from City Response Center

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# FREQUENTLY ASKED QUESTIONS (FAQS)

## **Why is it important to have a strategic plan?**

A city strategic plan is a roadmap that outlines the community's long-term vision, priorities, and goals. It serves as a guide for decision-making and resource allocation, ensuring that the city's growth and development align with the needs and aspirations of its residents. It helps address challenges, identify opportunities, and foster collaboration among residents, businesses, and local government. It is also an opportunity for greater government transparency and accountability.

## **Were community members involved in creating the plan?**

Community input was central to the strategic planning process. The Mayor and City officials attended town halls, neighborhood association meetings, and other public forums to collect comprehensive notes on the ideas, concerns, and aspirations of Dearborn's residents. A community survey was also distributed to gather broader feedback. Additionally, City officials met directly with residents and community groups, and carefully tracked concerns and questions that came through the City's Response Center. The City worked hand-in-hand with directors and staff across all departments to identify priorities and ensure the plan reflects the needs and values of Dearborn residents.

## **What are the key components of the strategic plan?**

**Strategic Outcomes:** These are the big-picture priorities that guide everything we do as a city.

**Goals:** These are the specific areas that we will focus on to achieve the strategic outcomes.

**Metrics:** These are the ways that we will measure our progress to ensure we're meeting our goals.

In short, the plan explains what we want to achieve (outcomes), what we will do to get there (goals), and how we will evaluate our progress (metrics).

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# FREQUENTLY ASKED QUESTIONS (FAQS)

## **How will the City ensure the plan is implemented effectively?**

The plan includes measurable goals, timelines, and assigned responsibilities to track progress. Annual updates will be shared with the community and adjustments will be made as needed to address changing circumstances. The City administration will oversee the implementation of the plan and ensure that resources are allocated efficiently in accomplishing these objectives.

## **How will the City keep residents updated on the progress of the strategic plan?**

The City will provide an annual update on the progress of the plan, including where it stands with identified goals and metrics. The strategic plan is designed to be a living document, meaning it can evolve throughout the implementation process. As stewards of public resources, we will remain transparent about our progress, challenges, and any changes in the years ahead.

## **What timeframe does the strategic plan cover?**

The strategic plan spans a 10-year period, providing a framework for both immediate priorities and long-term goals to guide Dearborn's growth and development. The plan is a living document that will be continually reassessed and adjusted as the needs of our community transform and shift. This flexibility ensures the plan remains relevant and effective in addressing challenges and seizing opportunities. In upholding our commitment to transparency, we will post updates on progress, learnings, and any changes to the plan.

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# FREQUENTLY ASKED QUESTIONS (FAQS)

## **What steps are being taken to improve public safety under the strategic plan?**

A key focus of the strategic plan is improving traffic safety by addressing speeding and reckless driving through traffic calming measures, enhanced enforcement, and community education campaigns. The plan also includes goals to prepare for emergencies and natural disasters, enhance mental health response services, and reduce violent crimes that impact the public health of the community. Additionally, safeguarding the safety and quality of homes and properties ensures that neighborhoods remain secure and well-maintained, fostering a stronger, safer community.

## **How does the strategic plan ensure collaboration across City departments?**

The strategic plan creates a unified roadmap that encourages all city departments to work together toward shared goals and outcomes. By setting clear priorities and aligning efforts under the mayor's vision, the plan promotes collaboration and coordination among departments to address complex challenges and deliver effective solutions. This approach ensures that resources are maximized, communication is streamlined, and every part of the city's administration is contributing to a cohesive and community-focused strategy.

## **How can residents stay informed and involved?**

The City is committed to maintaining open communication and fostering collaboration to ensure the plan's success. If you have feedback, you can always reach out to the City directly—whether it is by calling the Response Center, emailing the City at [Dearborn.gov/ContactUs](mailto:Dearborn.gov/ContactUs), the city website, talking to your neighborhood liaison, or attending neighborhood association meetings. This is your city, and your voice matters.

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# FREQUENTLY ASKED QUESTIONS (FAQS)

## **How were the 5 strategic outcomes developed?**

The five strategic outcomes were developed through a combination of community input, departmental expertise, and Mayor Hammoud's vision for Dearborn's future. These outcomes address the city's most pressing priorities, from protecting residents' safety and health to fostering economic growth and civic engagement. Each outcome reflects a commitment to innovation and growth, while ensuring that city services meet the evolving needs of the community. By aligning these outcomes with actionable goals, the strategic plan provides a clear framework for delivering meaningful results for all residents.

## **How does the strategic plan improve city services and economic development?**

To enhance city services, the plan focuses on modernizing technology, improving customer service, and ensuring proactive and accessible communication. The strategic plan promotes economic development by prioritizing local small businesses, creating vibrant business districts, and expanded housing options for residents of all ages and incomes. It supports entrepreneurs by streamlining processes to start, grow, and sustain businesses in Dearborn. These combined efforts aim to create a thriving local economy while delivering innovative, efficient, and resident-focused services.

## **What is the difference between a city strategic plan and a master land use plan?**

A master land use plan focuses on the physical development of a city, outlining how land will be used and managed over time, including zoning, housing, transportation, parks, and infrastructure. It serves as a blueprint for the city's growth and guides long-term planning for land use and urban design. In comparison, a city strategic plan, on the other hand, is broader in scope, addressing the City's overall vision, priorities, and goals across various sectors such as public safety, economic development, public health, and civic engagement.

While the master land use plan deals primarily with physical space, the strategic plan guides policies, programs, and investments to achieve the City's long-term aspirations.

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**Visit our website for  
more information about  
our strategic plan**

**DEARBORN.GOV/STRATEGICPLAN**



**STRATEGY**



# STRATEGY







# SURVEY QUESTION:

Select the three categories that best reflect your top priorities for the city's future direction and development.



53.2%

Public and road safety



28.2%

Snow plowing, tree trimming, and other public works



24.1%

Lively downtown and entertainment



22.4%

Improved infrastructure



22.1%

Walkable and bikeable neighborhoods



20.1%

More green spaces and parks



17.5%

Housing availability and affordability



15.5%

Economic growth



12.1%

Public health and well-being



10.1%

Library services



10.3%

Community events and programs



7.8%

Small business growth

# SURVEY QUESTION:

What three factors are most important to you when deciding whether to stay in Dearborn?



**62.1%**

**Public Safety:**

Ensuring my family and I are safe and feel safe within the city.



**37.4%**

**Health & Well-Being,**

including clean air, green spaces, social cohesion, & programs that improve physical & mental health.



**36.5%**

**Strong Economy & Local Business Support:**

Attracting business development to the city and supporting our small businesses.



**24.4%**

**Entertainment:** Having museums, theatres, shows, and other institutions that promote entertainment.



**19.5%**

**Cultural Diversity:**

Celebrate and embrace cultural diversity through festivals, public art installations, and events.



**18.7%**

**Social Connectivity & Community Involvement:**

Having gatherings and social spaces to strengthen social connections among residents, and residents participating in shaping city policies



**10.1%**

**Career Potential & Job Proximity:**

Having diverse industries nearby and careers that allow for increased salaries.



**9.8%**

**Innovation & Technology:**

Technological advancement including WiFi access in public spaces and updated government technology services.



**9.2%**

**Mobility & Transportation:**

Enhanced mobility options such as EV infrastructure, bike/scooter sharing, and pedestrian walking paths.

# SURVEY QUESTION:

What is most important for you from your local government? Select 3.



**51.7%**

## **Transparent Communication:**

Regular updates and clear information on government actions and decisions.



**51.1%**

## **Responsive Services:**

Efficient and timely responses to citizen inquiries and concerns.



**43.7%**

## **Fiscal Responsibility:**

Responsible management of public funds and budget allocations.



**33%**

## **Community Engagement:**

Opportunities for citizen input and involvement in decision-making processes.



**28.4%**

## **Environmental Stewardship:**

Sustainable and eco-friendly policies and practices.



**24.1%**

## **Inclusive Policies:**

Efforts to promote equity and inclusion within the community

# SURVEY QUESTION:

Which three public service area(s) do you believe require the most attention and improvement?



**57.8%**

Public and road safety



**25.3%**

Snow plowing, tree trimming, and other public works



**14.1%**

Lively downtown and entertainment



**25.3%**

Improved infrastructure



**19.5%**

Walkable and bikeable neighborhoods



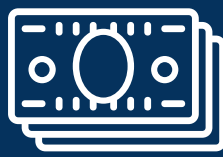
**16.1%**

More green spaces and parks



**17.8%**

Housing availability and affordability



**10.3%**

Economic growth



**9.8%**

Public health and well-being



**4.6%**

Career opportunities



**7.5%**

Community events and programs



**9.2%**

Small business growth

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**We would love to hear  
your thoughts,  
questions, and  
suggestions!**

**Visit our website to  
submit your feedback.**

**[DEARBORN.GOV/STRATEGICPLAN](https://dearborn.gov/strategicplan)**



**STRATEGY**