

DEARBORN 2035

YEAR 1 ANNUAL UPDATE (2026)

MAYOR ABDULLAH H. HAMMOUD'S
**STRATEGIC
PLAN**



CITY OF DEARBORN

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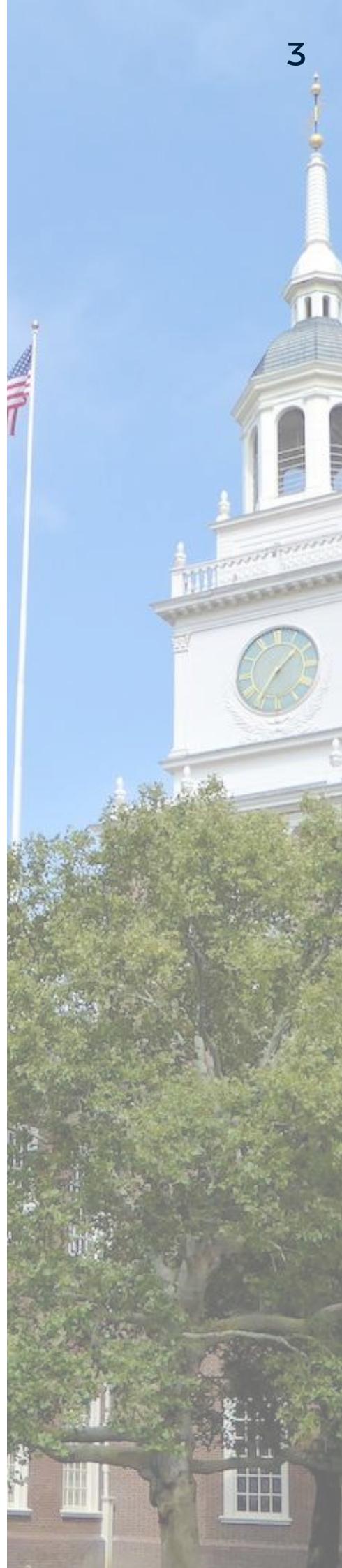
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ABOUT US

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
FASTESE 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 we released Dearborn 2035 last year, we made a commitment: to build a city government that is transparent, accountable, and relentlessly focused on delivering results for every resident. As we enter 2026, the first year of our second term as an administration, I am proud to share the City of Dearborn's first annual update to that strategic plan.

This update reflects an important promise we made from the start: we will report our numbers honestly, every single year, whether we hit every goal or not. Progress requires transparency, and transparency requires that we share the full picture, not just the highlights. That is how trust is built, and that is how a strong, resilient city moves forward together.

Over the past year, our departments have been tracking the metrics that define our shared priorities - from economic opportunity and mobility, to safety and justice, to green and healthy neighborhoods, to civic engagement, and innovative government. Every data point tells us something valuable, and every insight helps us deliver better services and a better quality of life for our residents.

This annual update is more than a report; it is part of our ongoing commitment to governing openly and improving continuously. It allows us to measure our progress, recalibrate where needed, and celebrate the real, tangible ways your city government is working on behalf of the people of Dearborn.

Together, we have secured historic investments, strengthened our neighborhoods, modernized critical systems, and expanded services across the city. And together, we will continue building a future where every resident has the opportunity to thrive.

As we begin a new year and a new term, I am filled with optimism about what lies ahead. Dearborn is a city of problem-solvers, innovators, and neighbors who care deeply about one another. That spirit, and your continued partnership, will guide us as we work to make our community even stronger.

Thank you for your trust, your engagement, and your commitment to Dearborn's future. I am honored to serve you, and I look forward to all that we will accomplish in the years to come.

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.





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.



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.

STRATEGIC OUTCOMES



**GREEN & HEALTHY
DEARBORN**



**ECONOMIC OPPORTUNITY
& MOBILITY**



**CIVIC ENGAGEMENT
& DEMOCRACY**



**SAFETY & JUSTICE
FOR ALL**



**INNOVATIVE
GOVERNMENT**



STRATEGY

STRATEGIC OUTCOME

Green and Healthy Dearborn



STRATEGY

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



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

METRICS

2025 Results

- 22 acres** of land acquired for future green initiatives
- 1,667** trees planted
- 553** lead lines replaced
- 32** bioswales / rain gardens added
Map of bioswales can be [found here](#)
- 40%** increase in water retention capabilities gained for properties with bioswales (per rain event)
5,000-7,500 gallons retained per one inch of rain
- Usage of public health programs/interventions:
 - **Narcan Distribution: over 8,000 units dispensed**
 - **Rx Kids:**
 - **Total approved recipients: 354**
 - **Payments: \$570,000**
- Average Air Quality Index:
 - **Good: 193 days**
 - **Moderate: 167 days**
 - **Unhealthy for Sensitive Groups: 5 days**
 - **Unhealthy: 0 days**
 - **Very Unhealthy: 0 days**
- 0** miles of bike lanes added
- 637** mental health response calls made to Dearborn Police (including welfare checks)
- 37%** of mental health calls receiving follow-ups
(total of 235 calls)

STRATEGIC OUTCOME



Economic Opportunity and Mobility



STRATEGY

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



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
- Average residential property value increase
- Average time to receive a permit

METRICS

2025 Results

- 17** events hosted by Business District Authorities in business corridors
Estimated number of guests that attended events: [9,868](#)
- 2,697** business visits conducted by City staff
- \$588,553.50** invested by the City in Dearborn businesses
 - **\$741,973** invested by Dearborn businesses
- 205** new business openings
- 22** new units of housing
- \$117,778** in grants secured to improve existing homes
- \$3.9 billion** in housing wealth gained by Dearborn homeowners
(**8.06%** average residential assessed property value increase)
- 10 days** on average to receive a residential 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.

GOALS:

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

- 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



METRICS

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

- Number of City-sponsored community events
- Number of neighborhood association 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

METRICS:

2025 Results

- 289** City-sponsored community events
- 11** neighborhood association meetings attended by the Mayor
- 485** cases settled by Neighborhood Liaisons
- 1.685 million** users reached through the City of Dearborn's social media accounts

(This includes Facebook, Instagram, TikTok, Twitter, and YouTube)
- 26,943** of voters participating in each election

(Dearborn had one election in 2025: the November 4 General Election. Dearborn also had the highest voter turnout for any major City in Michigan (36%?)
- 562** City employees who also live in the city of Dearborn, which is 38.6% of City employees

(The City has 1,456 active employees)

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



METRICS

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



- Number of traffic calming measures enacted
- Speeding drivers citations
- Reduction in the number of car accidents and fatalities
- Percentage of crime reduced
- Total City dollars spent on eliminating blight

METRICS

2025 Results

Number of traffic calming measures enacted:

- **75** Illuminated Stop Signs;
- **56** Radar Display Signs;
- **33** Illuminated One-Way Signs;
- **6** Do Not Enter Signs;
- **16** School Crossing Signs;
- **2** Rectangular Flashing Beacons;
- **40** geographical areas now have Speed Humps

32,263 traffic citations written

(a 24% increase from 2024). Of those citations:

- **5,234** are speeding driver citations
- **60** are reckless driving citations
- **234** are careless driving citations
- **1,978** are stop sign citations

7% reduction in the number of car accidents; **14%** reduction in injury crashes; and **0%** change in car accident fatalities

14% reduction in violent crime and **4%** reduction in Part A crime*

*Part A crimes: Defined as homicide (murder and non-negligent manslaughter), rape, robbery, aggravated assault, arson, burglary, larceny - theft, and motor vehicle theft.

\$814,879 dollars spent on eliminating blight

STRATEGIC OUTCOME



Innovative Government



STRATEGY

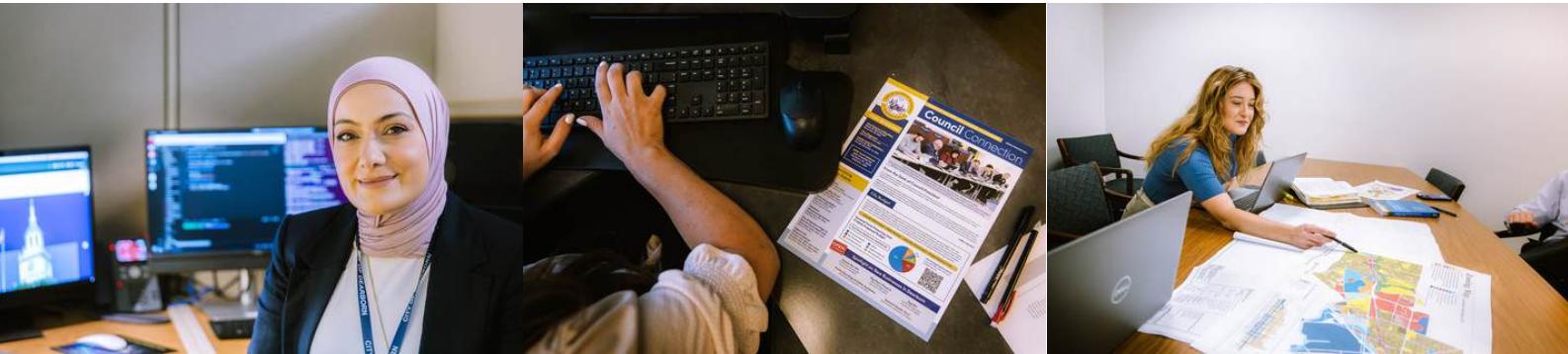
INNOVATIVE GOVERNMENT

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



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

METRICS

2025 Results

- 3** balanced City budgets (since 2022)
- \$19.1 million** total grant dollars secured by the City
- \$2.5 million** dollars in cost-savings of City solicitations due to continued scrutiny/ negotiations
- 83.9%** of resident requests resolved through online system (11.5% cases in progress)
- 4-minute** average wait time to receive service at the Dearborn Administrative Center
- 90%** of calls serviced from City Response Center (with a 2 minute and 16 second average wait time)

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).

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.

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, the city website, talking to your neighborhood liaison, or attending neighborhood association meetings. This is your city, and your voice matters.

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.



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

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

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