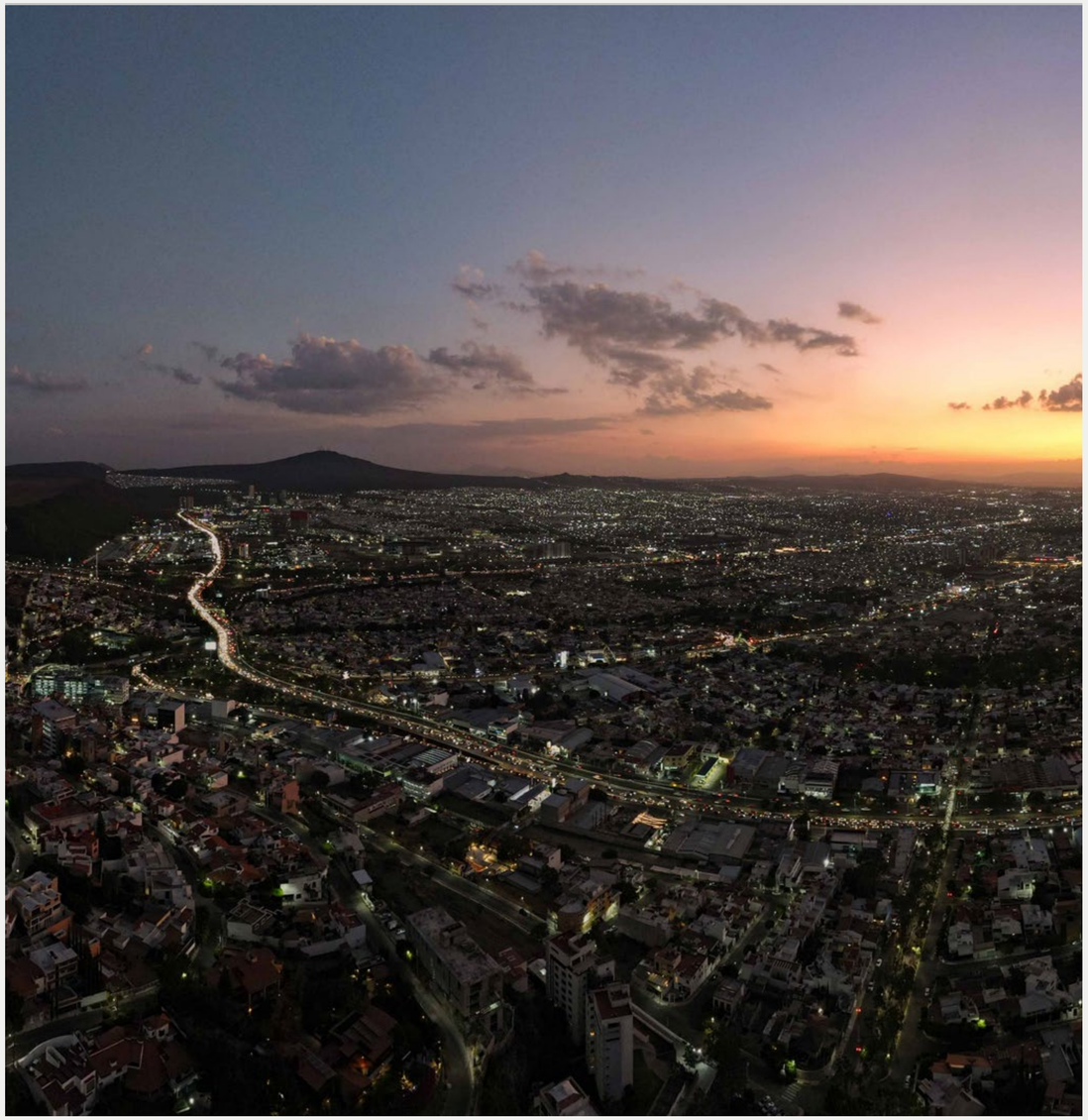
QUERÉTARO
CON FUTURO

QUERÉTARO
MUNICIPIO

ECONOMIC YEARBOOK

2025



MESSAGE

Querétaro is today one of the municipalities with the greatest economic dynamism in the country. It is a city of culture, tradition, and innovation, proudly recognized as a UNESCO World Heritage Site. Its sustained growth, modern infrastructure, human talent, and quality of life make our city an ideal place to live, invest, and undertake new ventures. This is no coincidence: it is the result of a development model based on planning, collaboration, and a forward-looking vision.

Through this administration, we are driving Plan Orden, a comprehensive strategy to ensure an orderly and sustainable path for economic growth. We are committed to building a Querétaro that is competitive, but also sustainable and inclusive; a municipality where development reaches everyone and is built responsibly, leveling the playing field and ensuring that opportunities are available to all Querétaro residents.

In this context, having precise, updated, and reliable information is essential. The 2025 Economic Yearbook is a key tool that compiles valuable data to support decision-making across the public, private, academic, and social sectors.

For this edition of the Yearbook, we have integrated data from municipal, state, and federal sources, as well as from civil society. In addition, it includes evaluations and analyses from renowned organizations such as the Mexican Institute for Competitiveness (IMCO), Standard & Poor's, KPMG, and PRODENSA, which strengthen both the depth and rigor of its content. Because by working together—government, private sector, and academia—we reinforce the economic ecosystem and create more and better opportunities for the people of Querétaro.

This year, we also wanted to innovate in the presentation of the Economic Yearbook: it is now available through an interactive web platform, enabling dynamic consultation and broadening access to the municipality's strategic information.

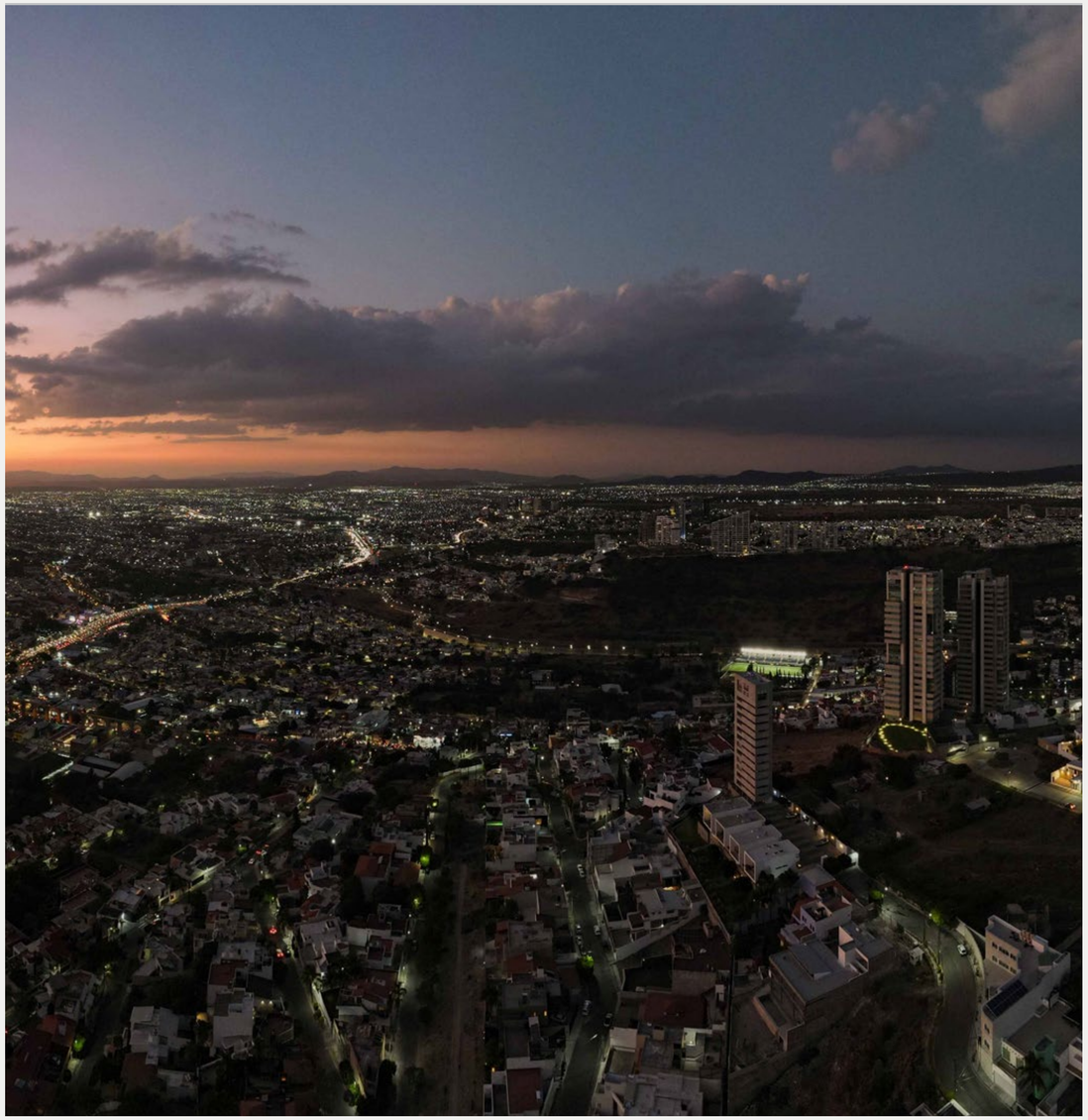
The Economic Yearbook not only reflects what Querétaro has achieved, but also points to where we are heading: toward a capital built with order, where we work every day to create the best future in the city's history. Querétaro is a beacon of national leadership, with public policies focused on promoting the talent of its people and improving their quality of life.

This is an instrument that will help us stay on course and continue making informed, responsible decisions with a long-term vision.

I invite you—residents of Querétaro, entrepreneurs, business leaders, investors, and citizens—to take full advantage of this tool so that, together, we can continue building a Querétaro of order, sustainable growth, and a future for all.

Mtro. Felipe Fernando Macías Olvera

Municipal President



MESSAGE

The growth of Querétaro is not a matter of chance, but the result of the effort, innovation, and vision of those who build it day by day. This Yearbook is a testimony to the economic growth that defines our city and to the potential that drives us toward the future. Under the leadership of our Municipal President, Felipe Fernando Macías Olvera, we will continue to build a strong and diverse economy that supports the goals of Querétaro's people.

From public institutions, the private sector, and the academic and social spheres, we make decisions every day, always considering their impact on the development of our municipality and their short-, medium-, and long-term effects. In short, in Querétaro, we do not improvise.

This is particularly relevant considering that our city's sustained growth brings with it significant challenges in terms of achieving orderly, inclusive, and sustainable development that protects the quality of life of Querétaro's residents. In this regard, it is the responsibility of all sectors to collaborate so that growth becomes a factor of well-being, peace, and social harmony.

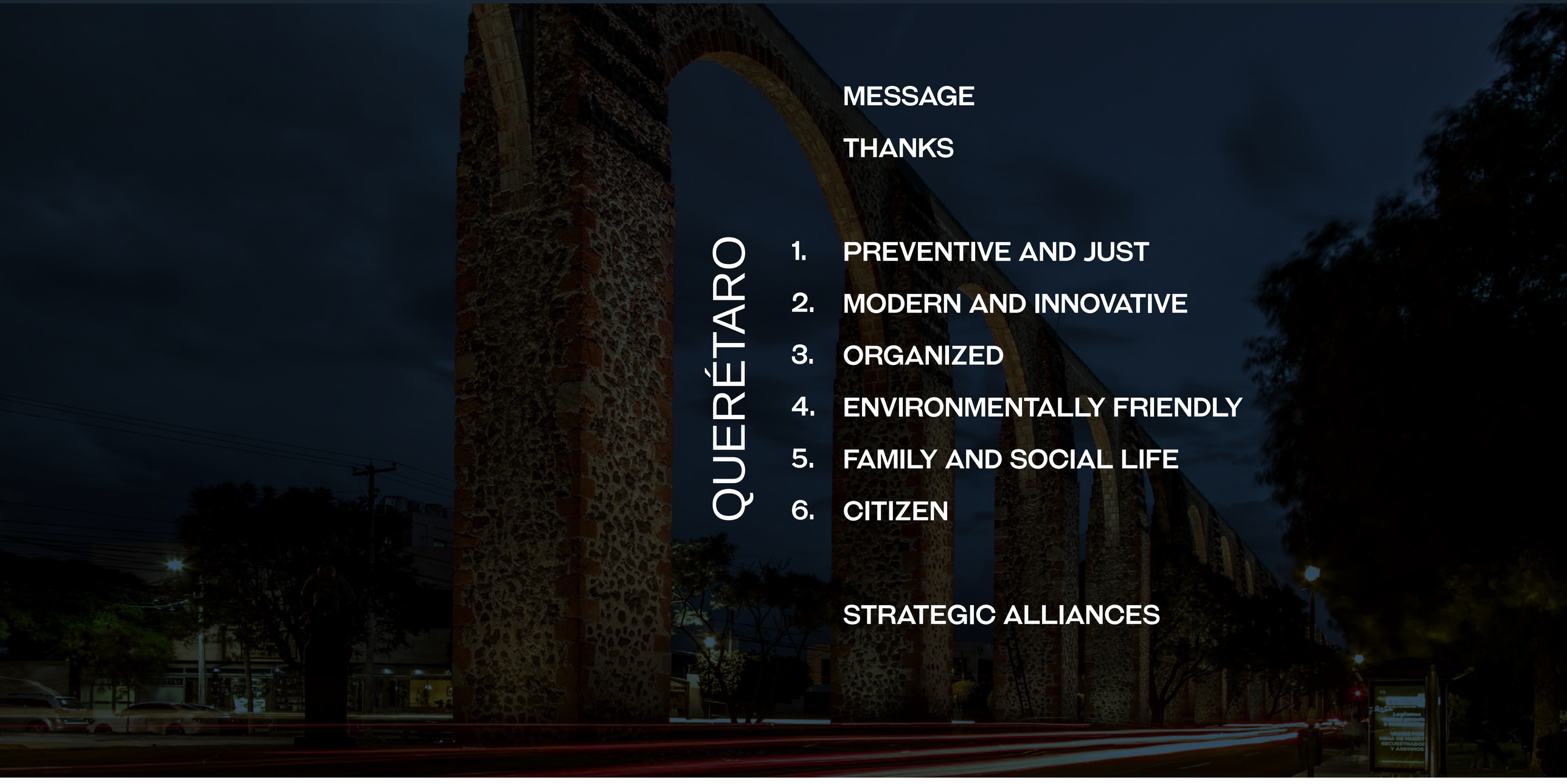
In this context, in order to make the best decisions and to design, plan, and implement actions across all areas of public life—from academia to economic development, from social policy to health and education—it is essential to have clear and accurate information about our city.

For the first time in the history of the Municipal Economic Yearbook, we established partnerships with public and private organizations, as well as renowned institutions, to strengthen the information contained in the final document. This process of compilation began in December of last year, which means that today we present 9 months of meticulous work. In an unprecedented effort, we forged strategic partnerships with 86 sources of information, including municipal, state, and federal agencies, as well as the private sector. This collective endeavor aimed to produce a reference material of real value for those who wish to contribute to Querétaro's economic ecosystem.

We are confident that with this Yearbook, it will be possible to continue making the best decisions to keep writing the story of a city that grows in a sustained, sustainable, and inclusive way, with an ever-increasing quality of life for its inhabitants—a capital that moves forward with order, clarity, and a firm step toward the future.

Alejandro Sterling Sánchez

Secretary of Economic Development of the Municipality of Querétaro



MESSAGE

THANKS

QUERÉTARO

1. PREVENTIVE AND JUST
2. MODERN AND INNOVATIVE
3. ORGANIZED
4. ENVIRONMENTALLY FRIENDLY
5. FAMILY AND SOCIAL LIFE
6. CITIZEN

STRATEGIC ALLIANCES

1. A PREVENTIVE AND JUST QUERÉTARO

1.1. SECURITY

1.2. POVERTY AND QUALITY OF LIFE

1.3. WOMEN

1.4. HUMAN DEVELOPMENT

1.5. CIVIL SOCIETY ORGANIZATIONS

1.1. SECURITY

A policing system involves general and specific crime prevention, investigation for case resolution, prosecution of crimes, and enforcement of administrative offenses, as well as the promotion of citizen participation in preventive actions. For this reason, the Municipality of Querétaro remains committed to maintaining a top-level police force, with trained personnel working under dignified conditions.

In alignment with the Querétaro 2050 Plan, Axis 1. Preventive and Just Querétaro of the Municipal Development Plan 2024–2027 includes citizens' perception of insecurity as a key indicator. In this area, Querétaro ranks as the seventh state with the lowest percentage nationwide, according to the 2024 National Survey on Victimization and Perception of Public Security.

Security for All Program

Its objective is to guarantee harmonious coexistence and the comprehensive development of families, organizations, and individuals, fully exercising their rights within an environment where safety, tranquility, and social peace prevail. To achieve this, the strategy is to strengthen security through a police force that is approachable, professional, and properly trained.

On September 7, 2020, the Command, Control, Communication, and Computing Center (C4) was inaugurated. A total of 95 guided tours were conducted, benefiting 998 people. The primary goal of these activities is to promote a culture of legality by reinforcing values such as legitimacy, respect, solidarity, and freedom, in order to guarantee harmonious coexistence in society.

In compliance with the General Law of the National Public Security System and in accordance with applicable regulations, evaluations were conducted for municipal police personnel. Of these, 36.6% corresponded to basic competencies, 31.9% to trustworthiness assessments, and 31.5% to performance evaluations.

Municipal Police Stations (ESPOL), 2024

N.°	Location	Delegation
1	Av. Porvenir s/n. Col. Las Peñitas	Epigmenio González Flores
3	Manuel Gutiérrez Nájera n° 24. Col. Historic Center	Historic Center
5	Loma de La Cañada and Paseo Loma Dorada. Col. Loma Dorada	Villa Cayetano Rubio
7	Av. Popocatépetl s/n. Col. Las Palmas	Historic Center
8	Constituyentes and Fray Pedro de Córdoba. Col. Quintas del Marqués	Josefa Vergara y Hernández
10	Palenque s/n. Col. El Laurel	Historic Center
12	Street Hacienda Grande s/n. Col. Jardines de la Hacienda	Josefa Vergara y Hernández
13	Prolongación Corregidora Sur, corner with Cerro Viejo, Vista Alegre	
18	Street Manuel Gómez Morin s/n, corner with Paseo Constitución. Col. El Parque	Epigmenio González Flores
19	Alfonso Reyes s/n, corner with Salvador Novo. Col. El Tintero	Felipe Carrillo Puerto
20	Street Pames s/n, corner with Tarahumaras. Col. Cerrito Colorado	Félix Osores Sotomayor
Santa Rosa Substation	Calle 20 de Noviembre n° 420, Col. Continental, Santa Rosa Jáuregui	Santa Rosa Jáuregui
Northeast Police and Civic Courts Substation	Street Río Candelaria. Col. Menchaca	Epigmenio González Flores
Peña Flor Substation	Av. Peña Flor. Col. Real del Marqués	Félix Osores Sotomayor
South Substation	Street Lorenzo de Médicis s/n, corner with Raphael Sanzio. Col. Campestre Italiana	Josefa Vergara y Hernández

Source: Ministry of Municipal Public Security, 2025.

1,097
EVALUATIONS APPLIED TO POLICE PERSONNEL, 2024

402 Basic functional competencies

350 Trustworthiness assessment

345 Performance

Source: Ministry of Municipal Public Security, 2025.

In 2024, emergency calls to the 911 unified emergency number were handled at the C4 facilities. Of the total legitimate calls received, 38.9% corresponded to reports of traffic accidents without injuries, aggressive individuals, and suspicious persons.

Calls to the 9-1-1 Emergency Line, 2024

Reason for report	Quantity	Percentage
Traffic accident without injuries	**27,881**	**13.6**
Disturbance of public order due to intoxicated person	7,401	3.6
Assistance to the public	13,433	6.6
Blockage or obstruction of communication routes	6,656	3.2
Other activated emergency alarms	16,368	8.0
Other traffic regulation violations	6,325	3.1
Other family-related incidents	16,501	8.1
Other fires	13,701	6.7
Other clinical medical incidents	4,839	2.3
Aggressive person	**26,551**	**13.0**
Suspicious person	**25,096**	**12.3**
Fight/illegal brawl	12,073	5.9
Excessive noise	5,852	2.9
Request for information	13,905	6.8
Suspicious vehicle	7,931	3.9
Total	**204,513**	**100.0**

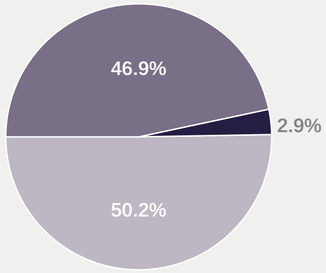
Source: Ministry of Municipal Public Security, 2025.

768,282

C4 CALL HANDLING, 2024

Legitimate	360,246
Guidance	22,357
Inappropriate	385,679

Source: Ministry of Municipal Public Security, 2025.



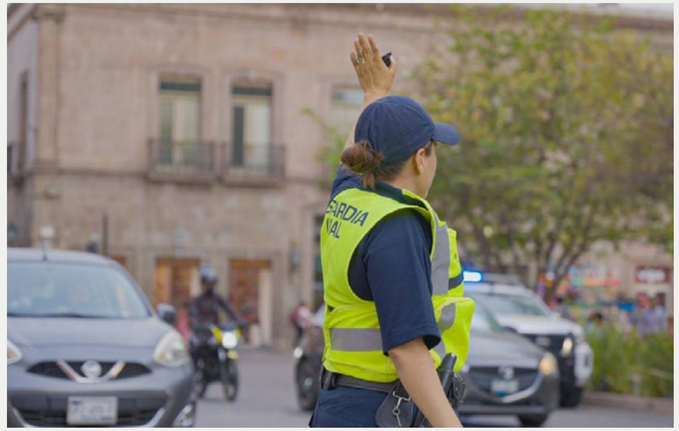
The phone line 442 427 6700 received calls from the public, of which approximately 50.0% were attended to. The remaining calls were either inappropriate or prank calls, which hinder the reception of truly relevant reports.

One of the lines of action to serve the child and youth population is school-based interventions, through which the student community benefits from training sessions, awareness campaigns, guided tours, workshops, and follow-up meetings.

Interventions in Schools, 2024

Type of interventions	Activities	Beneficiaries
Implementation of micro-diagnostics and self-assessments with businesses	43	901
Awareness campaigns: Prevention of property crimes and behaviors subject to police mediation	31	10,372
Training on: safety and prevention, 9-1-1 emergency line protocol, knowing my network, community management, situational prevention, neighborhood communication and organization, and culture of peace	127	582
Formation of school network	3	104
Exploratory tours	4	89
Follow-up meeting	66	2,619
Informative sessions: Prevention of Crimes and Administrative Offenses, Responsible Use of School Networks, 9-1-1 Emergency Line Protocol, Know Your Police, Prevention of School Violence, Culture of Peace, Situational Prevention	157	7,331
Problem survey	45	93
Total	**476**	**22,091**

Source: Ministry of Municipal Public Security, 2025.



In 2024, traffic services were provided, including escorting public works projects as well as religious, sports, and cultural events, representing a 15.8% increase compared to the previous year.

Traffic Services, 2024

Type of service	Quantity
Public works flagging	6,423
Support to other authorities	4,973
Disco deployment	6,593
Market deployment	2,408
Cultural events	2,228
Spsorts events	176
Religious events	982
Special services	3,757
Traffic control	24,672
Security at educational institutions	11,346
Total	**63,558**

Source: Ministry of Municipal Public Security, 2025.

The Municipal Police Watch Directorate, in coordination with the Ministry of the Interior, implemented the preventive traffic operation “Take Life Seriously,” better known as the “Sobriety Checkpoint,” with the goal of enhancing public safety and preventing traffic incidents caused by drivers under the influence of alcohol. This operation was carried out on the main avenues of the Municipality of Querétaro, with full respect for human rights.

Results of the “Take Life Seriously” Sobriety Checkpoint Operation, 2024

Category	Quantity
Fit to drive	431
Breathalyzer devices used	209
Citations issued	-
Referred to Civic Court	1,274
Unfit to drive	1,274
Tests performed	28,459
Vehicles impounded due to violation	-
Vehicles turned over to Civic Court	1,188
Vehicles turned over to Prosecutor’s Office	-
Vehicles inspected	25,394

Source: Ministry of Municipal Public Security, 2025.

In 2024, the Ministry of Municipal Public Security of Querétaro (SSPMQ), through the Municipal Police Watch Directorate, carried out arrests as part of its preventive and security actions, referring offenders to the Civic Court. In 88.4% of cases, the offenses were administrative violations.

In the same year, citations were issued to private and public services for various reasons. The number of recorded tickets decreased by 17.5% compared to 2023, mainly among private vehicle drivers.

Individuals Detained for Administrative Offenses, 2024

Referrals to Civic Court	Quantity	Percentage
Administrative offenses	9,841	88.4
Sobriety checkpoint	1,297	11.6
Total	**11,138**	**100.0**

Source: Ministry of Municipal Public Security, 2025.

Citations Issued Under the Legal Framework of the Traffic Regulations for the State of Querétaro, 2024

Citations	Quantity
Private service	22,802
Public service	743
Total	**23,545**

Source: Ministry of Municipal Public Security, 2025.

Traffic Incident Records, 2024

Incidents	Quantity
Settlements	1,672
Crimes against road traffic safety	201
Referred to Prosecutor's Offices	147
Traffic incidents	2,893
Injured	215
Deceased	35
Total	**5,163**

Source: Ministry of Municipal Public Security, 2025.

Justice and Peace Municipality Program

This program establishes strategies for building a peaceful Querétaro by promoting civic culture and governance through actions and programs focused on the social prevention of violence and crime, with the goal of strengthening effective justice procurement.

The program works closely with the community through educational, community-based, sports, artistic-cultural, psychosocial, and socio-productive activities, aiming to reinforce social cohesion and reduce violence and crime.

The Comprehensive Centers for Social Prevention (CIPRES) operate under the principles of prevention and social cohesion, offering workshops, courses, and training sessions that have benefited over 400 neighborhoods in the municipality. These activities are carried out with the support of change promoters and in collaboration with various institutions. Notably, attendance at the centers increased by 9.8% compared to 2023.

Results of the Justice and Peace Municipality Program, 2024

CIPRES	Delegation	Attendance	People benefited	Neighborhoods served	Sessions held	Community promoters	Partner institutions
I	Félix Osores Sotomayor	48,524	11,488	155	2,421	13	5
II	Epigmenio González Flores	56,310	11,972	103	2,487	26	13
III	Josefa Vergara y Hernández	31,634	10,934	67	2,116	22	14
IV	Felipe Carrillo Puerto	21,175	10,551	77	1,845	10	3
Total		**157,643**	**44,945**	**402**	**8,869**	**71**	**35**

Source: Ministry of Municipal Public Security, 2025.

This social prevention model promotes a healthier environment that discourages violent behavior and criminal intent. In 2024, it reaffirmed the effectiveness of the CIPRES model by encouraging the participation of municipal and state agencies in activities aimed at preventing risky behaviors and raising awareness about the services offered by each entity.

Likewise, the Citizen Participation Department promoted community integration through the formation of networks focused on crime prevention and the promotion of a culture of legality.

Citizen Participation, 2024

Phases		Activities	1st. Stage		2nd. Stage		3rd. Stage		4th. Stage		Total activities across all 4 stages	Total people served across all 4 stages
			Activities	People served	Activities	People served	Activities	People served	Activities	People served		
1	Awareness campaigns	Awareness campaigns	275	71,417	319	90,809	87	28,656	161	50,319	842	241,201
2	Program presentation	Program presentation	1	11	1	4	3	4	4	24	9	43
3	Surveys	Survey implementation	62	2,868	56	2,454	25	1,637	48	2,167	191	9,126
		“Red dot” implementation	2	112	18	954	3	386	4	136	27	1,588
		Risk analysis	1	4	-	-	-	-	-	-	1	4
		Problem survey	15	121	51	598	12	117	21	186	99	1,022
4	Improvement activities	Citizen networks	2	25	50	246	6	16	13	70	71	357
		Improvement actions	775	3,964	578	2,924	320	1,788	559	4,246	2,232	12,922
5	Exploratory tours	Security exploratory tours	-	-	1	3	-	-	-	-	1	3
6	Socialization and implementation of the action plan	Actions: action plan socialization, training sessions, informative sessions, guided tours, follow-up meetings	1,058	5,444	4,016	15,825	624	2,341	1,093	6,048	6,791	29,658
Total			**2,191**	**83,966**	**5,090**	**113,817**	**1,080**	**34,945**	**1,903**	**63,196**	**10,262**	**295,924**

Source: Ministry of Municipal Public Security, 2025.

Operational Supervision

Police interventions provided assistance to both direct and indirect victims, with a higher incidence of impacts on women. This trend underscores the importance of maintaining preventive measures and specialized care, particularly with a gender-sensitive approach.

The delegations with the highest number of interventions were Félix Osores Sotomayor with 23.7%, Epigmenio González Flores with 21.4%, and Felipe Carrillo Puerto with 16.1%. Of the total reports addressed, the majority were follow-up cases, followed by domestic violence incidents and activations of the Alba Protocol.

4,248
Interventions Addressed, 2024

- **501** CHILDREN — 244 female, 257 male
- **466** ADOLESCENTS — 321 female, 141 male
- **2,913** ADULTS — 2,190 female, 723 male
- **368** SENIORS — 212 female, 156 male

Source: Ministry of Municipal Public Security, 2025.
● Female ● Male

Interventions Classified by Type, 2024

Type of intervention	Delegation							Quantity	Percentage
	Historic Center	Epigmenio González Flores	Félix Osores Sotomayor	Felipe Carrillo Puerto	Josefa Vergara y Hernández	Santa Rosa Jáuregui	Villa Cayetano Rubio		
Sexual abuse	14	15	10	16	7	8	4	74	0.5
Transportation support	3	5	6	3	59	3	-	79	0.5
Nervous breakdowns	9	5	3	1	3	1	-	22	0.1
Deaths	12	4	14	5	8	13	1	57	0.4
Homicides	4	4	7	5	8	13	1	42	0.3
Suicide attempts	20	36	43	32	13	13	4	161	1.1
Neglect of care for adults	-	1	-	-	-	-	-	1	0.0
Neglect of care for minors	2	2	2	1	2	2	-	11	0.1
Missing person	34	53	32	28	18	14	1	180	1.2
Deprivation of liberty	2	2	3	1	3	1	-	12	0.1
Alba Protocol	41	52	48	37	39	20	5	242	1.6
Robbery with violence	14	5	2	6	2	4	-	33	0.2
Follow-ups	1,238	2,775	3,106	2,129	1,717	1,478	596	13,039	88.4
Suicides	4	11	12	11	3	3	-	44	0.3
Rape	10	15	21	6	9	5	6	72	0.5
Domestic violence	89	162	181	94	43	75	37	681	4.6
Total	**1,496**	**3,147**	**3,490**	**2,375**	**1,934**	**1,653**	**655**	**14,750**	**100.0**

Source: Ministry of Municipal Public Security, 2025.

The Municipal Civil Protection Coordination is part of the working group established by the State Commission for Regulatory Improvement to review and reform the State Civil Protection Law. In 2024, this agency confiscated 2.3% more pyrotechnics in the municipality compared to the previous year.

Seizure of Hazardous Material, 2024

Material	Quantity
Hydrocarbons	12,000 liters
Pyrotechnics	4,451 kilograms

Source: Municipal Civil Protection Coordination, 2025.

1.2. POVERTY AND QUALITY OF LIFE

This research stems from the need to develop a poverty measurement that complements the results provided by the National Council for the Evaluation of Social Development Policy (CONEVAL). This led to the creation of the Poverty by Shortages Index (IPC, for its initials in Spanish), an instrument that operates independently from the established welfare thresholds and focuses exclusively on individuals identified by CONEVAL as living in poverty.

The added value of this index lies in its sensitivity to inequality within poverty itself. Its main advantage is that it simplifies the presentation of the country's social status and, based on its findings, makes it possible to formulate targeted public policy recommendations. These guidelines help identify which specific deprivations government actions should address to have a greater impact on reducing hardship, both for those on the verge of overcoming poverty and for those facing conditions of marginalization.

The city of Querétaro stands out for its levels of safety, economic development, and quality of services, as well as for its social and cultural conditions, all of which contribute to the well-being of its population. According to Numbeo's 2024 Quality of Life Index, it ranks 4th globally, positioning it among the best cities in the world to live in.

Support for People with Disabilities

Since October 1, 2024, the Municipal Institute for Human Rights and Social Inclusion (IMDHIS) has been open to the public at the Civic Center offices in Querétaro. This organization has distinguished itself by generating significant results for the benefit of citizens.

According to the 2024 National Survey on Demographic Dynamics (ENADID), prepared by the National Institute of Statistics and Geography (INEGI), only 2,009 companies in Querétaro reported having hired people with disabilities. This highlights a lag in the private sector regarding inclusion, as only 2.0% of establishments employ personnel in this condition.

Actions Carried Out by IMDHIS, 2024

Description	Beneficiaries
Events, courses, workshops, conferences, and social support related to inclusion and non-discrimination	211
Psychological support via the 070 hotline and chat	338
Legal assistance	9
Social work	14
Users of the transitional home "Changing Lives"	17
Ongoing psychological support "Changing Lives"	106
Outreach brigades for people experiencing homelessness	74
Issuance of parking permits for people with disabilities	122
Actions addressing sexual diversity issues	24
Total	**915**

Source: Municipal Institute for Human Rights and Social Inclusion, 2025.

Migration Dynamics

The National Migration Institute (INM) is the agency responsible for planning, executing, supervising, and evaluating migration services in Mexico, as well as handling related matters through its regional offices across the states. In 2024, an increase was recorded in the inflow and outflow of foreign nationals in the state.

National Migration Institute, Querétaro Office, 2024

5,855
Foreign nationals with temporary or permanent residency (January–November 2024)

2,887
Repatriation of Mexican nationals

365,193
Record of international arrivals at AIQ

Source: National Migration Institute (INM), 2025.
AIQ: Querétaro International Airport.

Paisano Program

This is a year-round initiative designed to prevent abuses, serving as a tool to protect the fundamental human rights of a significant sector of the population. Its main goal is to ensure that Mexican nationals who enter, travel through, or leave the country receive dignified and lawful treatment through the following actions:

- Respond to and follow up on complaints and requests for assistance.
- Disseminate information on legal obligations, rights, and social programs in Mexico.
- Protect the physical integrity and property of individuals.
- Raise awareness and provide training for public servants and civil society.

The service offers year-round phone support, along with assistance and follow-up on complaints and requests.

During special operations in Easter, summer, and winter, interagency collaboration efforts are intensified and information booths are set up throughout the country.

Results of the Paisano Program Activities, 2023-2024

Activity	Easter	Summer	Winter	Total
2023				
Assistance to returning nationals	6,914	8,333	15,922	**31,169**
Fixed modules installed	7	7	7	**21**
Observers providing assistance at the modules	7	7	7	**21**
2024				
Assistance to returning nationals	10,357	8,763	19,753	**38,879**
Fixed modules installed	6	6	5	**17**
Observers providing assistance at the modules	8	8	8	**24**

Source: National Migration Institute (INM), 2025.

1.3. WOMEN

The Municipality of Querétaro, through the Ministry for Women, is responsible for promoting, fostering, formulating, implementing, and evaluating public policies, programs, and actions aimed at ensuring substantive equality between women and men.

Its main goal is to promote and encourage conditions that guarantee women equal opportunities, non-discrimination, access to a life free from violence, full exercise of their rights, and equitable participation in political, cultural, economic, and social life, based on the following criteria:

I. Mainstreaming a gender perspective in the public policies of the various municipal government departments, entities, and agencies, through the implementation of coordinated or joint programs and actions aimed at ensuring equal opportunities and preventing violence against women.

II. Strengthening ties among federal and state authorities, as well as the social and private sectors, in order to establish mechanisms that promote the comprehensive development of women.

The Municipal Institute for Women reported that in 2024, it provided 1,446 legal assistance services to 316 women and carried out two gender awareness programs targeted at schools, companies, public officials, and the general population.

1. **Substantive Equality Program for Women and Men**. Of the total beneficiaries, 63.0% were women and 37.0% were men.

2. **Program to Address, Sanction, and Eradicate Violence Against Women**. Of the total beneficiaries, 63.0% were women and 37.0% were men. Additionally, 10 visual campaigns were carried out.

Substantive Equality Actions, 2024

Line of action	Women	Men	Beneficiaries
Escuelas			
1.1. On topics of equality and gender perspective, self-esteem, shared family responsibility, human rights, emotional management and care, inclusive language, masculinities and sisterhood.	2,433	1,923	4,356
4.2. Dignified menstruation.	213	51	264
5.1. On topics of cervical cancer prevention, prevention of sexually transmitted infections.	21	20	41
5.6. Sexual and reproductive health.	35	10	45
5.7. Teen pregnancy prevention.	122	129	251
General population			
1.2. On topics of women's human rights, self-esteem, emotional management and care, equality and gender perspective, and painting to heal.	822	14	836
2.17. Postcard embroidery.	25	4	29
3.1. Shared family responsibility.	186	27	213
3.3. Elderly care.	24	-	24
4.2. Dignified menstruation.	173	40	213
6.5. Topics: Handcrafted bookbinding, making of artisanal soaps.	54	-	54
7.2. Topics: Basic computing for women and use and management of ICTs.	78	-	78
Public officials			
8.4. On topics of equality and gender perspective, self-esteem, shared family responsibility, emotional management and care, inclusive language, and masculinities.	241	347	588
Companies			
1.5. Topics: Self-care, self-esteem, shared family responsibility, women's human rights, emotional management and care, equality and gender perspective, inclusive language, masculinity, and cervical cancer prevention.	444	197	641
Total	**4,871**	**2,762**	**7,633**

Source: Ministry for Women, 2025.

Acciones para atender, sancionar y erradicar la violencia contra las mujeres, 2024

Line of action	Women	Men	Beneficiaries
Schools			
2.3. On topics of dating violence prevention, prevention of violence against women, prevention of sexual harassment in schools, and digital violence.	2,289	1,761	4,050
General population			
2.15. Topics: Prevention of violence against women, prevention of sexual harassment and assault, and digital violence.	218	22	240
2.17. Painting to heal.	13	-	13
Public officials			
2.11. On topics of: Gender-perspective-based care and gender-perspective-based justice.	50	13	63
8.9. Prevention of violence against women, prevention of sexual harassment and assault in the workplace, prevention of harassment (police), and digital violence.	572	766	1,338
Companies			
1.5. Prevention of violence against women, prevention of sexual harassment and assault in the workplace, and digital violence.	188	108	296
2.1. Legal and psychological support for women experiencing violence.	1,308	-	1,308
Total	**4,638**	**2,670**	**7,308**

Source: Ministry for Women, 2025.

Women's University

Its main objective is to strengthen the educational development of women in the municipality of Querétaro through training and educational programs that broaden their opportunities for growth and personal advancement.

The university offers an academic program made up of bachelor's degrees lasting 3 to 4 years, under a trimester-based system with flexible modalities that adapt to women's needs: traditional (Monday to Friday, morning or afternoon shifts), executive (Saturday mornings or afternoons), and online (platform available 24/7).

In 2024, the university launched three enrollment calls with students registered in high school, bachelor's, and master's levels. Compared to the previous year, this represented an increase of 22.2%.

Bachelor's Degree Programs:

- Business Administration
- Tourism Business Administration
- Architecture
- International Trade
- Public Accounting
- Law
- Graphic Design
- Nursing
- Physical Therapy
- Marketing
- Nutrition
- Pedagogy
- Psychology
- Computer Systems Engineering
- Industrial and Systems Engineering

Master's Degree Programs:

- Business Administration
- Financial Administration
- Administrative Law
- Corporate Law
- Constitutional Law and Amparo
- Oral Trial Law
- Criminal Procedural Law
- Labor Law
- Teaching and Education
- Project Management
- Human Talent Management
- Educational Management
- Marketing

UNIVERSIDAD DE LAS MUJERES

6,143 female students ENROLLED

Female Students Enrolled at the Women's University of the Municipality, 2024

Four-month period	Level	Female Students
January-April	High School	55
	Bachelor's Degree	1,710
	Master's Degree	320
May-August	High School	39
	Bachelor's Degree	1,641
	Master's Degree	308
September-December	High School	67
	Bachelor's Degree	1,747
	Master's Degree	256
Total	**6,143**	

Source: Ministry for Women, 2025.

1.4. HUMAN DEVELOPMENT

The Human Rights Ombudsman's Office of Querétaro (DDHQ, per its acronym in Spanish) is an autonomous public body responsible for protecting, promoting, and ensuring respect for universal and fundamental human rights, with the aim of enabling individuals to live fully and equally. Its actions encompass access to healthcare, justice, and education, as well as the promotion of freedoms such as belief, expression, movement, and equality before the law, among others. Its key objectives include:

- Contributing to the comprehensive development of the citizenry.
- Creating conditions that allow all individuals to actively participate in public affairs and community decision-making.
- Establishing limits on the actions of public servants—regardless of their hierarchical level or the government institution they belong to (federal, state, or municipal), in order to prevent abuse of power, negligence, or ignorance of their duties.
- Ensuring that all individuals enjoy the autonomy to pursue a dignified life plan, protected from abuses by authorities, public servants, or private individuals.

The agency's organizational structure in 2024 was as follows:

- Presidency
- Council
- Internal Control Office
- Office of the General Inspector
- Executive Office
- Technical Office
- Finance and Administration Department
- Inspector Coordination Unit
- Victim Support Unit
- Private Office
- Institutional Relations and Public Communications Unit
- Querétaro Human Rights Research Center

During the same year, the DDHQ developed, approved, and published three regulatory instruments aimed at establishing agreements, regulations, and codes that contributed to strengthening human rights advocacy in Querétaro.

Regulatory Instruments Approved by the DDHQ, 2024

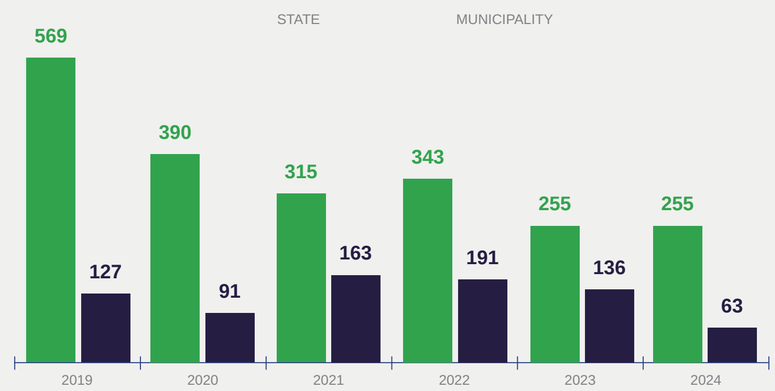
Agreement	Date of publication
Agreement establishing the guidelines for the granting of scholarships for the master's program offered by the Human Rights Studies Center of Querétaro	September 2
Agreement amending and reforming the title and various provisions of the Regulation on Transparency and Access to Public Information of the Human Rights Ombudsman's Office of Querétaro	August 9
Agreement establishing the protocol guidelines for attending to visitors of the institutions of the Human Rights Ombudsman's Office of Querétaro	

Source: Human Rights Ombudsman's Office of Querétaro, 2025.

Substantiated Complaints

In 2024, out of all complaints received by the DDHQ at the state level, only 63 corresponded to the municipality of Querétaro. In this same category, a 53.7% decrease was recorded compared to the previous year.

Substantiated Complaints Received by the DDHQ, 2019-2024



Source: Human Rights Ombudsman's Office of Querétaro, 2025.

Grounds for Closure

In the same year, complaints were received with grounds for closure as established in Article 88 of the Human Rights Law of the State of Querétaro. Reports of alleged human rights violations showed a 74.6% decrease compared to 2023; in contrast, reports filed against municipal authorities showed a 37.0% increase. The most frequently violated right was the right to legality and legal security, accounting for 46.2% of all citizen complaints.

Grounds for Closure, 2024

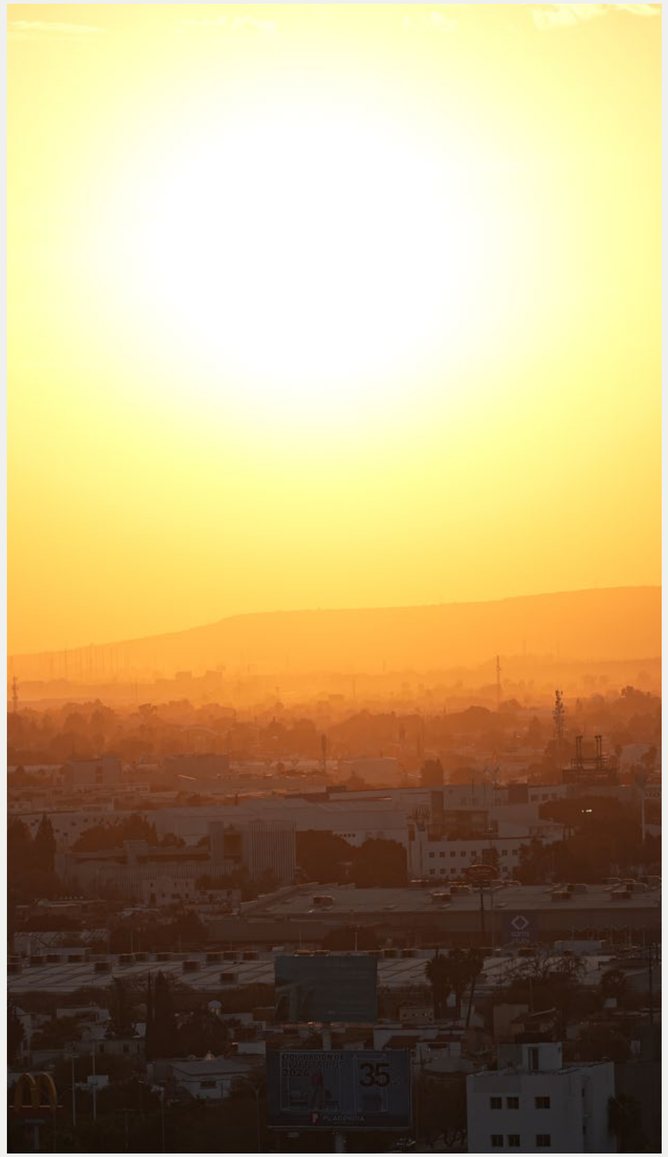
Causes	Number of complaints
Agreement of responsibility	11
Accumulation	7
Withdrawal	31
Lack of interest	39
Lack of jurisdiction	12
No violation	142
Other	7
Recommendation	6
Resolved during proceedings	96
Total	**351**

Source: Human Rights Ombudsman's Office of Querétaro, 2025.

Human Rights Potentially Violated in 2024

Human Right	Number of complaints
Access to justice	4
Environmental conservation	1
Right to the healthy and comprehensive development of children	2
Education	16
Equality and dignified treatment	91
Integrity and personal safety	79
Best interests of the child	9
Legality and legal security	247
Freedom	30
Non-discrimination	1
Common heritage of humanity	1
Petition	7
Property	2
Health protection	27
Work	11
Life	5
Life in peace	1
Life free of violence	1
Total	**535**

Source: Human Rights Ombudsman's Office of Querétaro, 2025.



1.5. CIVIL SOCIETY ORGANIZATIONS

Civil Society Organizations (CSOs) aim to promote the common welfare of individuals who, due to their vulnerable condition, require some form of support or assistance; the aid they provide is non-profit.

In Mexico, there is a document used to identify CSOs known as the Unique Registration Code in the Federal Registry of Civil Society Organizations (CLUNI per its acronym in Spanish), which enables CSOs to receive various types of support and to issue tax-deductible receipts. At the same time, it obligates them to comply with their established programs.

To apply for CLUNI, a CSO must be legally incorporated and have one of the following legal designations: Civil Association, Civil Society, Private Charitable Institution, Private Charity Association, Charitable Board of Trustees, or Private Assistance Institution. They must not engage in for-profit activities, or in partisan, electoral, or religious proselytism, and they must carry out one of the activities listed in Article 5 of the Federal Law for the Promotion of Activities Carried Out by Civil Society Organizations (LFFAROSC per its acronym in Spanish), such as:

- Social assistance
- Gender equity
- Community nutrition
- Provision of services for the care of socially disadvantaged groups
- Cooperation for community development
- Defense and promotion of human rights
- Promotion and encouragement of educational, cultural, artistic, scientific, and technological activities
- Strengthening the social fabric and public safety

The Federal Registry of Civil Society Organizations verifies and stores the information of registered CSOs.

In 2024, a total of 255 CSOs submitted their annual report, all of them based in the municipality of Querétaro. Their distribution was as follows:

255 **CSOS ESTABLISHED** IN THE MUNICIPALITY, 2024

167 Civil Association	**4** Private Charity Association	**87** Private Assistance Institution

Source: www.gob.mx/bienestar/reportesinformesanualesosc_portal-2024.

During the same period, the Municipal DIF System supported 59 organizations dedicated to various causes, as shown in the following table.

59 **CSOS SUPPORTED** BY THE MUNICIPAL DIF SYSTEM, 2024

12 Community Action	**2** Elderly
10 Shelters	**9** Disability
5 Education	**21** Health

Source: Municipal DIF System, 2025.

Organizations Benefited by the Municipal DIF System, 2024

1	**Albergue Guadalupano, I.A.P.** Residential rehabilitation treatment services, outpatient treatment, A.A. meetings, counseling, and psychology.
2	**Ándale Para Oír, Padres de Niños Sordos, A.C.** Audiometry tests, adjustment and calibration of implants, hearing aids and cochlear implants, creation of ear molds, auditory and speech therapy.
3	**APAC Querétaro, I.A.P.** Motor skills, functional academic skills, home life, work with families, communication and language skills.
4	**Artesano Buró Cultural, A.C.** Functional rehabilitation: training in orientation and mobility, braille writing, adaptive technology, emotional management, support for primary and secondary education. Artistic training: music workshops, photography, and awareness workshops. Job training: massage, gardening, and baking. (This is for people with visual disabilities.)
5	**Asociación Ale, I.A.P.** We provide social assistance to low-income individuals waiting for organ transplants—mainly kidney and cornea—immunosuppressive medications, hemodialysis sessions, free cataract surgery campaigns, and promote the culture of organ donation.
6	**Asociación Maximiliano María Kolbe, I.A.P.** Shelter for women with intellectual and psychosocial disabilities.
7	**Asociación Mexicana de Ayuda a Niños con Cáncer en Querétaro, I.A.P.** Lodging, meals, transportation, medical exams, nutritional and emotional care.
8	**Asociación Nacional Pro Superación Personal, A.C.** Human development, moral education, and handicrafts.
9	**AYUDANDO MX, A.C.** We serve meals in our two community kitchens, deliver food to other charitable institutions that serve various vulnerable groups, distribute food baskets to families in difficult situations, and provide clothing and toys to approximately 4,000 girls and boys each year.
10	**Cáritas de Querétaro, I.A.P.** In-kind aid for people experiencing homelessness, support with medications, lab tests, job training workshops, and community projects.
11	**Casa Hogar Femenil, AC** We provide shelter, food, and education to young women and adult women with intellectual disabilities who, for various reasons, have no one to care for them.
12	**Casa Hogar San Pablo I.A.P.** Permanent shelter and comprehensive care for people with brain injury and disability.
13	**Casa infantil AMMI, I.A.P.** Housing, meals, clothing, shoes, education, extracurricular activities, medical care, medication, and recreational activities.
14	**Casa María Goretti I.A.P.** Residential home for women with intellectual disabilities, based on three core programs: housing, health, and training.
15	**Centro de Atención para Niños con Daño Cerebral A.C.** Care for children and youth through personalized therapies, breakfast and lunch, alternative communication, and educational support.
16	**Centro de Protección de Ancianos, A.C.** 24-hour care, meals, nursing, physical therapy, spiritual support, and activities depending on the month's holiday.
17	**Centro de Rehabilitación CreeSer, A.C. (CreeSer, Comunidad Terapéutica)** Therapeutic intervention for addiction rehabilitation, both outpatient and residential.
18	**Descubriendo un Amigo, I.A.P.** Food, groceries, milk, new and used clothing, and occasionally hot meals • Job training for entrepreneurs • Scholarships for students with single mothers or fathers • Cultural events involving muralism and painting in underserved youth communities.

Continues >

Organizations Benefited by the Municipal DIF System, 2024

19	**El Centro Comunitario Montenegro, A.C** **Academic activities:** homework assistance, academic tutoring, and English workshops. **Cultural activities:** reading promotion, chess, cooking, and seasonal celebrations such as nativity plays and dances. **Sports activities:** Tae Kwon Do.
20	**El Puente de Esperanza I.A.P.** **Residential service:** lodging and meals • **Educational service:** covering school expenses. **Academic service:** personalized support and human development.
21	**El Tesoro de Mamá A.C.** Half-day care services • Various therapies • Meal service (breakfast and lunch) • Psychological support for beneficiaries' families.
22	**Elisabetta Redaelli IAP** Comprehensive education for boys and girls ages 3 to 12 in vulnerable situations.
23	**Fundación Josefa Vergara y Hernández I.A.P.** 1. Housing 2. Meals 3. Holistic and values-based education 4. Psychological care 5. Basic preschool and elementary education 6. Parenting school 7. Nutritional guidance
24	**Fundación Kristen AC** Medical services in general medicine, cardiology, genetics, nutrition, neuro-rehabilitation and neurodevelopment, psycho-emotional support, and grocery delivery for beneficiaries of the nutrition project.
25	**Fundación Lattuada del Insuficiente Renal I.A.P.** Kidney disease awareness and prevention program, support with hemodialysis sessions, medication assistance, and workplace health programs.
26	**Fundación Merced Querétaro A.C.** Promote institutional strengthening and resource management for affiliated CSOs in order to professionalize staff and improve the quality of services they offer to beneficiaries by connecting them with the business, government, and academic sectors.
27	**Fundación Queretana Bebé Avance, A.C.** For the past 23 years, we have supported families in the prevention and care of motor, cognitive, and perceptual deterioration in children aged 0 to 12 who presented some neurological risk factor. We do this through our comprehensive care model, which includes the following services: neurodevelopmental, speech, pediatric nutrition, and child psychology assessments, allowing for the development of individualized treatment plans in the following areas: early intervention, early stimulation, learning and language, child psychology, and the multisensory stimulation gym.
28	**Fundación Soffy, una mano amiga A.C.** Psychological and nutritional care for beneficiaries and their immediate families; knowledge center, tutoring classes for beneficiaries, support with medications and lab tests, nutritional support, and food basket distribution.
29	**Fundación Vida Plena Ing. Daniel Lozano Aduna IAP** Prevention, rehabilitation, and support for girls, boys, and adolescents who have experienced sexual violence.
30	**Fundación Vive Mejor A.C.** 1. Through our social campaigns, we donate toys, blankets, school supplies, and food baskets. 2. We develop training and certification projects for caregivers in social assistance centers and for individuals who care for the elderly, children and adolescents, and people with disabilities. 3. We carry out productive projects for artisan groups and entrepreneurs. 4. We develop community projects to improve housing, health, education, and nutrition. 5. We promote environmental awareness in the public and private sectors through our "Recycle to Help" program, as well as with our project beneficiaries. 6. We promote and foster corporate social responsibility among our strategic allies through corporate volunteering initiatives. 7. We promote youth participation in volunteer work through our program "Youth Doing Good," as part of the global Good Deeds Day movement.
31	**GAAP Centro Integral de Apoyo Geriátrico, I.A.P.** Health assistance services: general medical consultations, dental care, rehabilitation and physical medicine consultations, physical therapy, nutrition, and grief counseling. Recreational activities: dance workshops, memory therapy workshops, mobile phone usage workshops, physical activity workshops, and knitting workshops.
32	**GiGi's Playhouse Mexico I.A.P.** Down Syndrome Success Center, where we provide free therapy from five days after birth through adulthood.
33	**Grupo Reto de Querétaro, I.A.P.** Mammograms, gynecological exams, bone densitometry, breast ultrasounds, and oncology consultations.
34	**Hogar Juvenil del Santísimo Redentor, I.A.P.** El Hogar Juvenil del Santísimo Redentor I.A.P. provides comprehensive care to male adolescents aged 13 to 18 or older who have experienced abuse, neglect, or violence. It offers a substitute home in a family-like environment, where the youths receive an education focused on values and discipline. Services include meals, clothing, housing, and 24-hour medical and psychological care. In addition, the home offers vocational training workshops, sports, recreational, and cultural activities, both on and off the premises. The program also focuses on strengthening the human and social development of the youth, preparing them to face the challenges of adult life.
35	**Hogares Providencia de Querétaro, A.C.** Provides comprehensive care to children and adolescents who have suffered abuse, neglect, or violence through foster homes. Services include educational support through enrollment in elementary, middle, high school, and university programs. It also offers medical, psychological, pedagogical, and social services. Children and youth participate in extracurricular activities such as sports, arts, music, English, and computer classes. Vocational training and ongoing education are also provided to prepare them for adult life and social integration.
36	**Hogares San Francisco contra el Alcoholismo y la Drogadicción, I.A.P.** Rehabilitation for drug and alcohol addiction.
37	**IIPSIS Investigación e Intervención Psicosocial A.C.** Psychological support for staff at the Gender Violence Response Unit of UAQ, handling and follow-up of general population requests for psychological services, monitoring IIPSIS patients, conducting socioeconomic assessments, providing general guidance and services, psychoeducational workshops for men, training sessions, and talks.
38	**Institución Ana Cristina Juárez Diez Marina IAP** Comprehensive development for individuals with autism: diagnosis, individual therapies (psychological therapy, physical therapy, equine therapy), social support, school awareness programs for parents, and autism-related workshops.
39	**Instituto de Ayuda Humanitaria A.C.** Assistance in the medical, psychological, and educational areas.

Continues >

Organizations Benefited by the Municipal DIF System, 2024

40	**Instituto Mexicano de Oftalmología, IAP**	We provide care, diagnosis, and treatment for eye diseases, with the goal of making ophthalmology accessible to all people, improving their vision and therefore their quality of life—especially for the most vulnerable.
41	**Instituto Queretano para la Atención de Enfermedades Congénitas, IAP**	Multidisciplinary care (plastic surgery, maxillofacial surgery, anesthesiology, ENT, orthodontics, orthopedics, pediatric dentistry, nutrition, speech therapy, and general dentistry) for patients with cleft lip and palate and craniofacial abnormalities.
42	**La Cima IAP**	Provides young women from underserved communities with the necessary means to access quality university education and full human development, with the goal of breaking the cycle of poverty and improving their lives and those of future generations. We offer our students: a dignified home, healthy nutrition program, university scholarships, transportation expenses, human development programs, psychological and medical care, English classes, and personalized academic tutoring.
43	**Lazos, I.A.P.**	Values-based education with a social-emotional focus and a strategy aimed at helping primary and secondary school students recover learning, along with training and support for principals and teachers, conferences and workshops for parents, and skills development for emotional management.
44	**Luz de Vida, I.A.P.**	Lodging, meals, behavioral treatment for at-risk minors, addiction treatment, workshops, and physical conditioning.
45	**Mamás en Acción, A. C.**	Free legal counseling • Free psychological counseling • Weekly free food basket program. Support groups for single mothers • Training to empower women who are the sole providers for their families • Productive projects to help them generate income and support their children. Conferences.
46	**Manos Capaces, I.A.P.**	Occupational workshops for youth and adults with intellectual disabilities.
47	**Mariana Sala I.A.P**	Day center designed to help preschool, elementary, and middle school children (ages 3 to 15) become agents of change capable of transforming their social environment.
48	**Mauricio José I.A.P.**	Community development (courses that provide tools for the community to learn a trade and meet their own economic needs). Workshops for the prevention of alcoholism and addiction, food basket delivery for bedridden patients, provision of medical supplies, medications, and clothing for the most disadvantaged communities in the State of Querétaro.
49	**Niños y Niñas de Mexico, A.C.**	Psychopedagogical care for street-working children and children in vulnerable situations • Breakfast for street-working children and children in vulnerable situations • Literacy classes for non-enrolled children in vulnerable situations • Official preschool for the same children.
50	**Nuevo Mundo en Educación Especial Querétaro I.A.P.**	We serve youth and adults with intellectual disabilities.
51	**Orientación Social Juvenil Femenina**	We provide tools to guide and create positive change in teenage girls—education, nutrition, and housing.
52	**Patronato Psicológico Queretano IAP**	Psychological therapy, psychological expert assessments, evaluations, workshops, and courses.
53	**Puerta Abierta I.A.P.**	Food • Sports • Medical care • Psychological care • Recreation and culture • Transportation • Birthday celebrations and events • Orthodontic care• Creative sessions for children and adolescents focused on violence prevention • Values development • Permanent housing • Clothing • Legal support.
54	**Rescate 1 de Querétaro, IAP**	We are a non-profit private assistance institution primarily dedicated to providing urgent pre-hospital medical care. We also offer rescue services —vehicle, water, rope, and confined space rescue, among others— to serve the Querétaro community.
55	**Senderos IAP**	Residential home • food • psychological care • external services • school • medical care • therapy • sports • and entertainment.
56	**Union de Minusvalidos de Querétaro, I.A.P.**	Braille instruction • orientation • mobility training • psychological counseling • literacy • and occupational workshops for people with visual impairments or blindness.
57	**Vida y Familia Querétaro, A.C.**	Housing • meals • training • life plan consulting • psychological support • and medical support.
58	**Villa Infantil Jesús y Dolores Martínez, I.A.P.**	Care for girls, boys, and adolescents whose rights have been violated, and who have experienced various types of violence, abuse, and neglect, through a comprehensive care model.
59	**Voluntarias Vicentinas de Querétaro, A.C.**	- Dental consultations: we offer professional dental care services to all who need them. - Food basket distribution: takes place on the first Monday of each month to ensure food supply for people in need. - Free sandwich distribution: every Monday. - Community bazaars, outreach visits. - Hospital. - We bring clothing for patients.

Source: Municipal DIF System, 2025.

2. A MODERN AND INNOVATIVE QUÉRETARO

2.1. VEHICLES, ROADWAYS, AND BIKE LANES

2.2. EDUCATION

2.3. EMPLOYMENT

2.4. INDUSTRY AND BUSINESS

2.5. AGRICULTURE

2.6. TOURISM

2.1. VEHICLES, ROADWAYS, AND BIKE LANES

Road infrastructure and ground transportation are key factors in economic development, as they drive industrial productivity and facilitate the exchange of goods in both domestic and international markets.

Transportation networks, both external and internal, are designed not only to reduce geographic distances but also to bridge social and economic gaps in order to improve connectivity and promote economic growth. The transportation system serves as a fundamental pillar of the economy.

Road Infrastructure

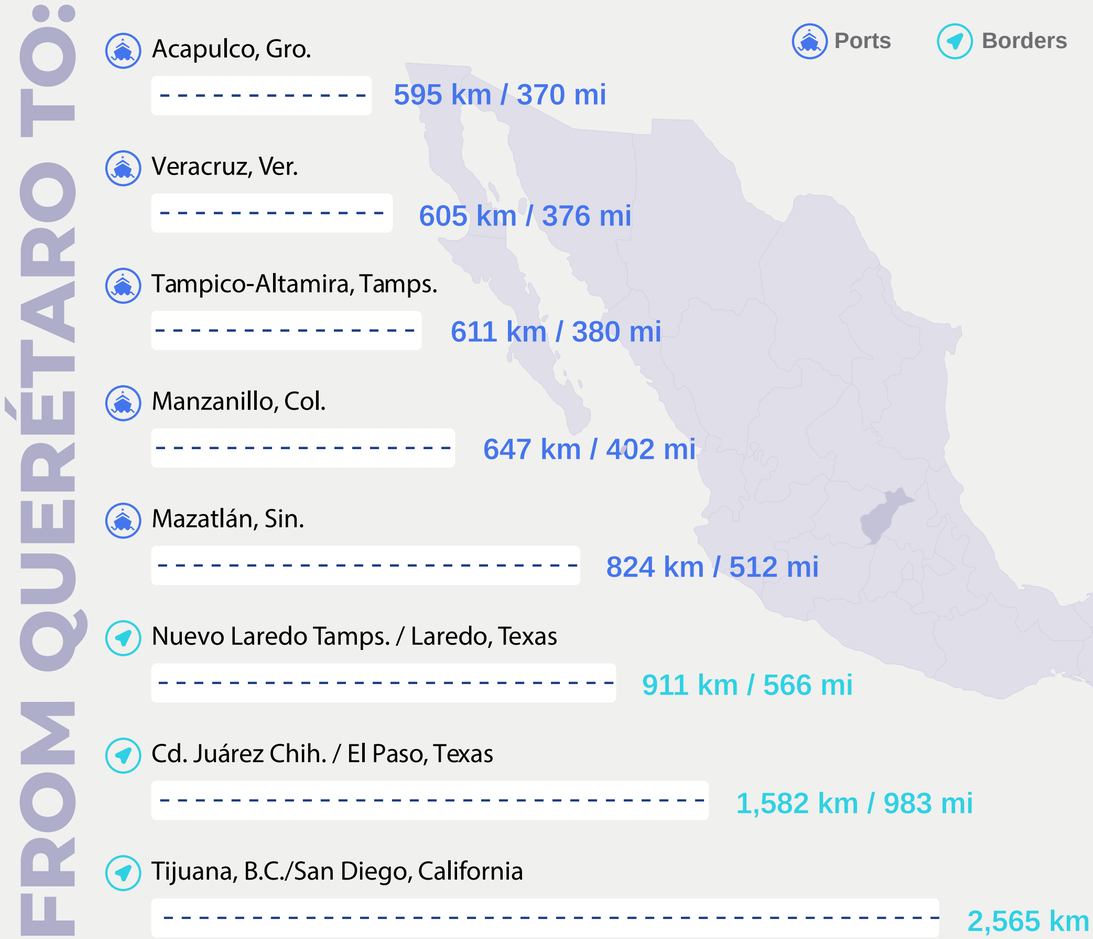
Due to its strategic location within the national territory, Querétaro has established itself as a major logistics hub. Its multimodal connectivity—through an extensive network of highways, airways, and railways—enables efficient travel to the south, north, east, and west of the country.

Under federal jurisdiction, the municipality of Querétaro has 14.0 km of toll highways and a paved road network of 131.5 km. Highways 57 and 45 serve as the main connectors to neighboring states, allowing for travel times of approximately 2 hours to Mexico City and León, Guanajuato; 4 hours to Guadalajara, Jalisco; and 8 hours to Monterrey, Nuevo León.

Length of Roads and Highways in the Municipality, 2023–2024

Source: Ministry of Communications and Transportation (SCT), 2025.

Distance from Querétaro to Major Ports and Border Crossings by Road, 2024



Source: Ministry of Communications and Transportation (SCT), 2025.

Querétaro Intercontinental Airport (AIQ)

Located in the municipalities of El Marqués and Colón, 22.0 km from Querétaro's capital, the airport covers an area of 688.5 km². Its main infrastructure includes:

- A 43 cm **thick concrete runway**, 3,500 m long and 45 m wide.
- **Magnetic orientation** 09-27, equipped with visual aids and a VOR/DME location system, as well as horizontal and vertical markings for daytime and nighttime operations.
- **2 parallel taxiways.**
- **4 high-speed taxiways.**
- **2 central taxiways angled at 45°.**
- **A commercial apron** with 24 positions over a 125,000 m² area.
- **A cargo apron** with 6 positions over a 53,000 m² area.
- **A general aviation apron** with 35 positions over a 33,400 m² area.

Querétaro Intercontinental Airport offers a wide range of commercial services, including car rentals, taxi and bus transportation with direct routes to the terminals in Querétaro and Celaya, as well as restaurants, bars, cafés, parking, currency exchange, a local handicrafts shop, ATMs, VIP lounge, exclusive stores, and a Duty-Free zone.

The airport also houses the second-largest hangar in Latin America, operated by Delta/Aeroméxico TechOps. AIQ has an annual capacity of 1.7 million passengers and features renovated and expanded facilities.

1.7 million
passengers per year

+16.6%
Passenger growth

55,009
Operations

Second
largest runmay in LATAM
(Delta/Aeroméxico TechOps)

33.0%
International flights

Commercial Airlines Operating at Querétaro Intercontinental Airport, 2024

	Aircraft Type	Passenger Capacity	Routes / Days / Frequency
AEROMEXICO	E-190	99	**Atlanta /** Mon–Sun / 1 daily
			Ciudad de Mexico / Mon–Fri / 3 daily | Sat–Sun / 2 daily
			Detroit / Sun–Fri / 1 daily
			Monterrey / Mon–Fri / 2 daily | Sun / 1 daily
American Airlines	B-738	172	**Dallas /** Mon–Sun / 3 daily
TAR Aerolíneas	E-145	50	**Hermosillo /** Wed, Fri, Sun / 3 weekly
			Mazatlán / Mon, Fri, Sat / 3 weekly
			Monterrey / Tue (2), Thu, Sun / 4 weekly
			Torreón / Mon–Wed, Sun / 5 weekly
UNITED	B-737	126	**Houston /** Mon–Sun / 4 daily
volaris	A-320	179	**Cancún /** Mon, Wed, Fri, Sun / 1 daily | Tue, Thu, Sat / 2 daily
	A-321	186	**Chicago O'Hare /** Tue, Fri / 2 weekly
		239	**Los Cabos /** Tue, Thu, Sun / 3 weekly
	A-320	179	**Monterrey /** Mon, Wed, Fri, Sun / 1 daily | Tue, Thu, Sat / 2 daily
	A-321	239	**Puerto Vallarta /** Mon–Sun / 1 daily
			Tijuana / Mon–Sun / 1 daily
	A-320	179	**Zihuatanejo /** Thu, Sun / 2 weekly
VIVA	A-320	186	**Cancún /** Mon–Sun / 1 daily
			Houston / Tue, Thu, Sat, Sun / 4 weekly
	A-321	240	**Los Cabos /** Tue, Thu, Sun / 3 weekly
	A-320	186	**Mérida /** Mon, Wed, Fri, Sun / 4 weekly
			Monterrey / Mon–Sun / 4 daily
	A-321	239	**San Antonio /** Tue, Thu, Sun / 3 weekly

Source: Querétaro Intercontinental Airport (AIQ), 2025.

Passengers at Querétaro Intercontinental Airport, 2024

PASSENGERS

	NATIONAL	INTERNATIONAL
2023 |	1,362,498	421,868
2024 |	1,394,152	685,936
Total	**1,784,366**	**2,080,088**

Source: Querétaro Intercontinental Airport (AIQ), 2025.

Aircraft Movements at Querétaro Intercontinental Airport, 2024

Number of operations / Type of Operation

Commercial
20,990 38.2%

General Aviation
24,701 44.9%

Cargo
9,318 16.9%

Source: Querétaro Intercontinental Airport (AIQ), 2025.

Cargo Distribution at Querétaro Intercontinental Airport, 2024

International		Domestic
23,827	Tons	**53,564**

Difference 2023

-6,134	Tons	**+3,701**

Source: Querétaro Intercontinental Airport (AIQ), 2025.

In 2024, the number of passengers increased by 16.6% compared to the previous year; of the total, 67.0% corresponded to domestic flights and 33.0% to international flights.

nfrastructure for two Fixed-Base Operators (FBOs): AirBusiness and Redwings, both dedicated to executive and corporate aviation. By the end of 2024, a total of 55,009 operations were recorded, representing an 11.3% increase compared to the previous year.

The companies operating in the cargo area during 2024 were DHL, FedEx, MCS, UPS, TSM, and Mercado Libre (ML). During that period, the volume of goods transported showed a slight decrease of 3.0% compared to 2023.

Querétaro Bus Terminal (TAQ)

This is the state's main ground transportation hub, covering an area of 119,777.98 m². It includes a building for drivers with 270 beds, restrooms, showers, steam rooms, a gym, safety deposit boxes, and recreational areas distributed over 3 levels.

In 2024, the terminal recorded 508,000 bus departures: 263,000 first-class and luxury, 122,000 regular service, and 122,000 feeder service. A total of 10 million users were transported, using 149 platforms and 191 waiting bays. The bus terminal also offered the following services:

- **18 commercial premises and a restaurant** open 24 hours.
- **3 fast-food franchises**: Burger King, Barrio Chick'en Doggis, and Subway.
- **4 bank ATMs** in the arrivals area of Building A.
- **1 bank ATM** in Building B.
- **1 ATM** and **1 QroBus** card recharge kiosk.
- **4 package delivery service counters**: Primera Plus Shipments, ETN Pack, Envía Estrella Blanca, and Ómnibus de Mexico.
- **12 restroom modules** for women, men, and individuals with disabilities, located in Building A, Building B, and the boarding areas of both buildings.
- **5 waiting rooms**.
- **2 parking lots**: one to the north with 145 spaces and one to the south with 205 spaces, both with prepaid systems.
- 1 **taxi stand** operating 24/7, 365 days a year, with rates regulated by the Querétaro Institute of Transportation.
- 1**,200 affiliated taxis** covering the entire state of Querétaro, with an annual average of 267,000 trips.

First-Class Service

This service is provided by Grupo Flecha Amarilla, Autovías, ETN Turistar de Lujo, Flecha Roja, Grupo Estrella Blanca, Ómnibus de Mexico, and Transportes Amealcenses.

These bus lines offer departures to the country's main cities, covering northern, central, beach destinations, and the northern border. Key destinations include Mexico City, Guadalajara, Monterrey, Puebla, Toluca, Guanajuato, Cuernavaca, Zacatecas, Durango, Sonora, Chihuahua, Tepic, Ixtapa/Zihuatanejo, Mazatlán, and Nuevo Vallarta.

Additionally, Ómnibus Mexicanos operates international routes to several U.S. cities, such as Austin, Dallas, Houston, San Marcos, Garland, Atlanta, Chicago, Raleigh, and other locations across Texas.

Regular and Feeder Service

These routes serve intermediate stops and communities in neighboring states, as well as tourist areas, municipalities, and towns in the Sierra Gorda region. Bus lines offering this service include Autobuses Apaseo el Alto, Apaseo el Alto–Celaya, Autobuses Presidente Juárez, Autotransportes San José Iturbide–Querétaro, Coordinados, Flecha Amarilla, Metropolitano, Flecha Azul, Flecha Roja, Flecha Verde, Grupo Estrella Blanca, Herradura de Plata, Transportes Amealcenses, and Transportes Coroneo.

Coverage includes locations such as Atlacomulco, Toluca, Puebla, Los Mochis, Matehuala, Tecate, Guaymas, Hidalgo, Irapuato, Salamanca, Celaya, San Miguel de Allende, Santa Rosa, Jalpan de Serra, San Joaquín, Cadereyta, Tequisquiapan, Amealco, and San Juan del Río.

More than 1,500 people work at the Querétaro Bus Terminal, including administrative staff, bus and taxi drivers, and the security and surveillance team.

Personnel Working at Querétaro Bus Terminal, 2024

Category	Number of Employees
Administration	
Administrative Staff	30
Operations Staff	142
Bus Companies	
Autotransportes San José Iturbide	5
Autovías, Herradura de Plata	22
E.T.N. Turistar de Lujo	55
Flecha Azul	18
Flecha Roja	16
Grupo Estrella Blanca	39
Grupo Flecha Amarilla	90
Ómnibus de Mexico	18
Transportes Almealcenses	12
Transportes Coroneo	2
Transportes del Norte	3
Others	
Taxi Drivers (1,200 taxis with 2 drivers each)	1,070
External Service Providers	
Security and Surveillance Staff	25
Total	**1,547**

Source: Querétaro Bus Terminal, 2025.

Free Transportation

The growth of the city of Querétaro has led to increased demand for solutions that allow residents to move quickly and efficiently throughout their daily activities. As a result, mobility has become a key pillar in strengthening competitiveness, through safe, high-quality, accessible, affordable, sustainable, innovative, convenient, and sufficient transportation options.

The Ministry of Mobility plans, designs, manages, and implements public policies that offer the public more agile and safer travel alternatives aimed at improving quality of life, through regulations, plans, programs, projects, and specialized studies.

In 2024, the Free School Transportation Program was maintained, helping to reduce traffic congestion during school start and end hours. The bus system provided transportation for students from 4th grade in elementary school to 3rd year of middle school, as well as for university students, teaching staff, and administrative personnel, with service to various areas of the city.

Through its four service models, the program supported household economies across Querétaro, benefiting 1,251 new users from the municipality's seven delegations:

1. Basic Education School Transportation. In 2024, 43 buses were used to provide service to 101 schools in the municipality.

2. Free University Transportation. This service offers a safe and efficient alternative for students, faculty, and administrative staff from high schools and universities who need transportation during evening hours. In 2024, it served 10 universities and 3 high schools through 20 routes.

3. Home-to-School Transportation. This service was provided to 6 private schools at an additional cost of 10.0% on top of tuition fees, helping to reduce vehicle traffic through the operation of 14 buses.

4. Acercándote Program. This program provided free transportation in support of families living in the capital. With 30 units in operation, it covered 13 routes from Monday to Friday between 6:00 a.m. and 9:00 p.m., and on Saturdays from 6:00 a.m. to 5:00 p.m.

1,251 NEW USERS BENEFITED

43 basic school **UNITS** / **20** university **ROUTES**

Transportation in the Municipality of Querétaro, 2024

	Basic Education School Transportation		Free University Transportation		Home-to-School Transportation		Acercándote Program	
Month	Trips	New Users	Traslados	New Users	Trips	New Users	Trips	New Users
January	82,609	102	6,799	-	7,508	30	382,409	104
February	88,374	99	14,600	-	11,261	25	309,251	78
March	65,750	57	8,859	-	8,615	-	242,927	17
April	74,411	61	6,404	-	9,139	5	270,538	27
May	84,870	39	8,830	-	11,839	19	266,125	35
June	82,538	1	5,247	-	10,474	8	334,660	28
July	11,710	-	3,917	-	552	-	237,361	46
August	15,795	-	6,327	67	1,439	25	287,793	59
September	66,523	12	8,681	8	7,246	31	255,895	16
October	97,106	62	9,035	-	11,794	33	288,282	30
November	72,611	69	4,892	-	9,230	4	264,142	21
December	42,973	16	357	-	4,398	2	198,322	15
Total	**785,270**	**518**	**83,948**	**75**	**93,495**	**182**	**3,337,705**	**476**

Source: Ministry of Mobility, 2025.

Other Mobility Projects

The municipality of Querétaro has an alternative transportation system using non-motorized vehicles, known as QroBici, which facilitates travel between stations strategically located in the city's downtown area.

QroBici Public Bicycle System, Municipality of Querétaro, 2024

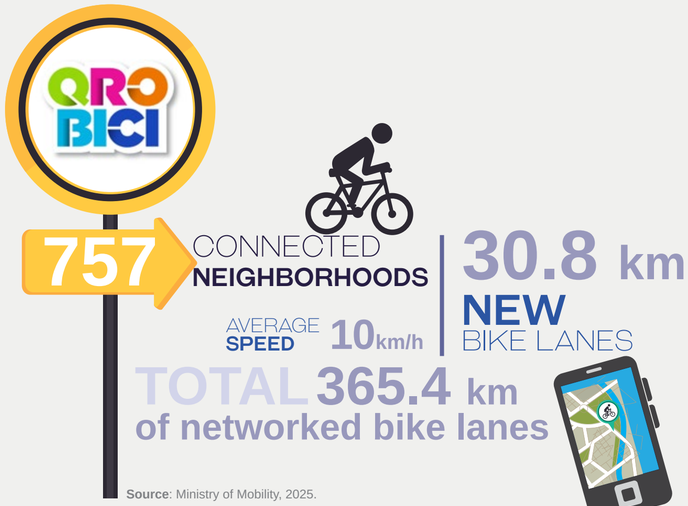
Month	Trips	New Users
January	1,507	360
February	1,549	370
March	1,248	284
April	1,138	202
May	1,287	162
June	1,308	243
July	1,477	347
August	751	362
September	933	337
October	778	219
November	822	159
December	747	148
Total	**13,545**	**3,193**

Source: Ministry of Mobility, 2025.

Neighborhoods Connected by the Cycling Network in the Municipality of Querétaro, 2024

Delegation	Neighborhoods Directly Benefited	Neighborhoods Benefited Within a One-Kilometer Radius	Kilometers of Bike Lanes
Historic Center	63	131	70.3
Epigmenio González Flores	9	55	46.2
Felipe Carrillo Puerto	30	130	65.1
Félix Osores Sotomayor	35	125	99.2
Josefa Vergara y Hernández	46	126	47.1
Santa Rosa Jáuregui	32	123	28.5
Villa Cayetano Rubio	20	67	9.0
Total	**235**	**757**	**365.4**

Source: Ministry of Mobility, 2025.



Source: Ministry of Mobility, 2025.

The program connects directly and indirectly to more than 750 neighborhoods within a one-kilometer radius around the corridor. With an estimated average speed of 10 km/h, the travel time to reach a bike lane is approximately 6 minutes.

In 2024, mobility infrastructure was present in all seven delegations of the municipality, with the highest concentration in Félix Osores Sotomayor, accounting for 27.1%. These efforts promote the use of alternative means of transportation and contribute to building a cleaner city with less traffic congestion.

2.2. EDUCATION

Access to education is a fundamental human right, a driver of development, and one of the most effective tools to reduce poverty, improve health, promote gender equality, and foster peace and stability. It is also a key factor in ensuring equity, inclusion, and access to higher income levels.

The National Development Plan 2025–2030 aims to ensure the full exercise of the right to inclusive and equitable education for children, adolescents, youth, and adults through a humanistic, scientific, intercultural, multilingual, and comprehensive educational approach that contributes to the well-being of the population and the country's development.

The Ministry of Public Education is responsible for dignifying school facilities, while the Federal Executive, the Congress of the Union, and the National Teachers Union are engaged in an ongoing dialogue to build a new legal framework for education.

The Municipal Development Plan 2024–2027, under Axis 2: Modern and Innovative Querétaro, sets forth the promotion of educational development in society as a line of action, with the goal of expanding access to broader and improved opportunities.

Enrollment by Type of Funding (2024-2025 School Year)

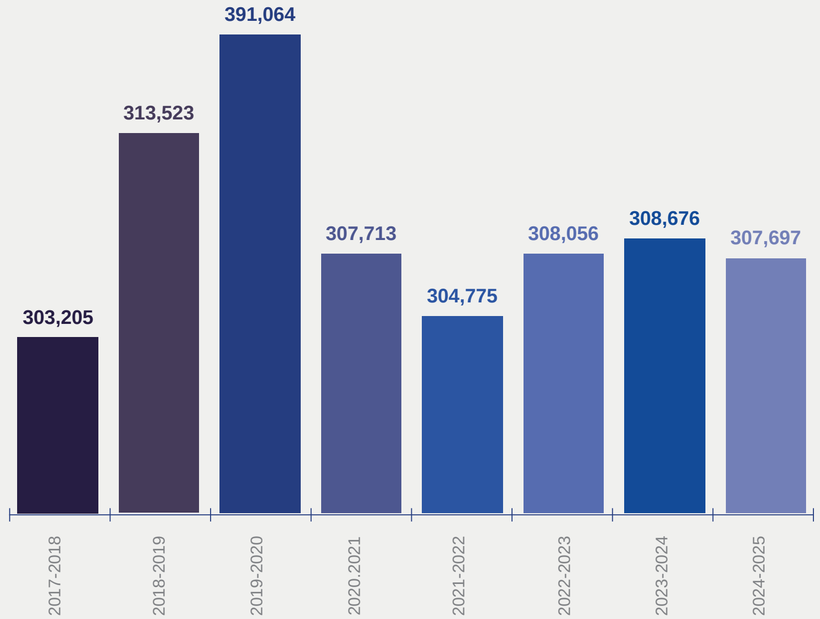
Educational Level	Students	Students enrolled in publicly funded institutions	Students enrolled in privately funded institutions
Early Childhood[1]	5,055	1,773	3,282
Special Education (CAM)	1,082	1,061	21
Special Education (USAER)[2]	5,338	5,338	-
Preschool	31,315	19,920	11,395
Elementary School	101,566	73,814	27,752
Middle School	52,909	40,937	11,972
Upper Secondary Education	46,101	27,669	18,432
Higher Education[3]	69,669	30,414	39,255
Total	**307,697**	**195,588**	**112,109**

Source: Ministry of Education of the Executive Branch of the State of Querétaro (SEDEQ), 2025. Based on educational statistics for the 2024–2025 school year, compiled by the Basic Education Services Unit in the State of Querétaro (USEBEQ) using forms 911, and officially validated by the Ministry of Public Education (SEP).
[1] Includes students enrolled in early childhood education in both formal (school-based) and non-formal modalities.
[2] The number of students receiving special education services from the Support Services Units for Regular Education (USAER) is not included in the total, as these students are already counted under their corresponding grade level within basic education.
[3] Includes Técnico Superior Universitario (TSU – Higher University Technician) and bachelor's degrees, as well as postgraduate programs such as specialization, master's, and doctoral degrees, in both formal (school-based) and non-formal modalities.

+300,000
STUDENTS

TOTAL ENROLLMENT
2024-2025

School Enrollment in the Municipality of Querétaro 2017-2025



Source: Ministry of Education of the Executive Branch of the State of Querétaro (SEDEQ), 2025. Based on educational statistics for the 2024–2025 school year, compiled by the Basic Education Services Unit in the State of Querétaro (USEBEQ) using forms 911, and officially validated by the Ministry of Public Education (SEP).

During the 2024–2025 school year, the municipality recorded an enrollment of over 300,000 students across seven educational levels. Of these, 63.6% were enrolled in publicly funded institutions and 36.4% in private institutions. This figure represented a -0.3% variation in school dropout rates compared to the previous school year.

In the most recent school year, the total number of registered teachers increased by 1.0% compared to the previous period, with 38.4% corresponding to the higher education level. Regarding the number of schools in the municipality of Querétaro, 48.8% belong to the public sector and 51.2% to the private sector.

36.4% PRIVATE INSTITUTIONS

63.6% PUBLICLY FUNDED INSTITUTIONS

Teachers by Educational Level (2024-2025 School Year)

EARLY CHILDHOOD
228

SPECIAL EDUCATION[1]
401

PRESCHOOL
1,690

ELEMENTARY SCHOOL
3,692

MIDDLE SCHOOL
3,224

UPPER SECONDARY EDUCATION
2,750

HIGHER EDUCATION[2]
7,352

19,337
TEACHERS

Source: Ministry of Education of the Executive Branch of the State of Querétaro (SEDEQ), 2025. Based on educational statistics for the 2024–2025 school year, compiled by the Basic Education Services Unit in the State of Querétaro (USEBEQ) using forms 911, and officially validated by the Ministry of Public Education (SEP).
[1] Includes students enrolled in early childhood education in both formal (school-based) and non-formal modalities.
[2] The number of students receiving special education services from the Support Services Units for Regular Education (USAER) is not included in the total, as these students are already counted under their corresponding grade level within basic education.

Located across the municipality's seven districts, there are more than 70 higher education institutions accredited by the Ministry of Education of the Executive Branch of the State of Querétaro (SEDEQ), offering academic programs at the bachelor's, specialty, master's, and doctoral levels.

Higher Education Institutions in the Municipality of Querétaro, 2024

N.°	Public Institutions	Districts
1	Centenaria y Benemérita Escuela Normal del Estado, Querétaro Campus	Josefa Vergara y Hernández
2	Center for Human Rights Studies of Querétaro	
3	Center for Engineering and Industrial Development (CIDESI)	Epigmenio González Flores
4	Center for Research in Applied Science and Advanced Technology	Josefa Vergara y Hernández
5	Center for Research and Advanced Studies (CINVESTAV)	Santa Rosa Jáuregui
6	Interdisciplinary Center for Research and Teaching in Technical Education	Historic Center
7	National College of Contemporary Dance	
8	School of Luthiery	
9	Higher Normal School of Querétaro	
10	Institute for Specialization in Higher Auditing Studies	Josefa Vergara y Hernández
11	Institute for Judicial Specialization	Centro Histórico
12	Professional Career Service Institute	Josefa Vergara y Hernández
13	National Technological Institute of Mexico, Querétaro Campus	Historic Center
14	Autonomous University of Querétaro, Querétaro Campus	
15	National Autonomous University of Mexico, Querétaro Campus	Santa Rosa Jáuregui
16	National Pedagogical University	Epigmenio González Flores
17	Polytechnic University of Santa Rosa Jáuregui	Santa Rosa Jáuregui
18	Technological University of Querétaro	Epigmenio González Flores

Continues >

Higher Education Institutions in the Municipality of Querétaro, 2024

N.°	Private Institutions	Districts
1	Alinnco, Alliance for Innovation and Competitiveness	Josefa Vergara y Hernández
2	Atenas Higher Studies	Historic Center
3	Center for Continuing Legal Education	
4	Center for Postgraduate Studies in Mental Health (CEPESAM)	
5	International Studies Center of Querétaro	Epigmenio González Flores
6	Magmusic Center for Music Studies	Josefa Vergara y Hernández
7	Center for Dental Studies of Querétaro	Historic Center
8	Bajío Higher Studies Center, Querétaro Campus	Félix Osores Sotomayor
9	University Studies Center of Querétaro	Felipe Carrillo Puerto
10	Center for Advanced Social Research	Historic Center
11	Vasconcelos International Center for Higher Studies	
12	International Center for Postgraduate and Health Sciences Specialties	Josefa Vergara y Hernández
13	International University Center of Mexico, Querétaro Campus	Historic Center
14	Real University Center of Querétaro	Félix Osores Sotomayor
15	International College of Virtual Studies	Historic Center
16	Mexican College for Pilot Training	
17	University College of Humanities	
18	University College of Santa Cruz	
19	J. Guadalupe Velázquez Conservatory of Music	
20	Nuevo Siglo Podiatry School	
21	Free School of Business	
22	Normal School of Querétaro	
23	Radical School of Architectures	
24	Felva Mosso	Felipe Carrillo Puerto
25	Hunab Ku, Center for Poetic-Educational Studies	Epigmenio González Flores
26	Culinary Institute of Querétaro	Historic Center
27	ISIMA Institute for Higher Studies, Querétaro Campus	Josefa Vergara y Hernández
28	Lausanne Institute for Higher Studies	Epigmenio González Flores
29	Rehabilitation Institute of Querétaro	Josefa Vergara y Hernández
30	Gastronomic Institute for Higher Studies	
31	Gustavo Adolfo Bécquer Institute	Historic Center
32	Inter-American Institute of Health Sciences	
33	La Paz Institute of Querétaro	
34	Talanton Institute	
35	Construction Technology Institute	Epigmenio González Flores
36	Monterrey Institute of Technology and Higher Education	Historic Center
37	University Center of Mexico, Querétaro Campus	
38	UNIEM University Institute	
39	Music City College	
40	5 de Mayo Mixed Night Normal School	
41	Querétaro University of Technology	Félix Osores Sotomayor
42	Uniplea	Historic Center
43	Central University of Querétaro	
44	Cuauhtémoc University, Querétaro Campus	Villa Cayetano Rubio
45	University of Advanced Studies, Querétaro Campus	Felipe Carrillo Puerto
46	University of Legal and Social Sciences	Centro Histórico
47	Women's University	Félix Osores Sotomayor
48	University of London	Historic Center
49	Professional Development University, Querétaro Campus	
50	University of the Valley of Atemajac, Querétaro Campus	Villa Cayetano Rubio
51	University of the Valley of Mexico, Querétaro Campus	Santa Rosa Jáuregui
52	Interglobal University	Historic Center
53	Marist University of Querétaro	
54	American Technological University, Querétaro Campus	
55	Technological University of Mexico	
56	Vasco de Quiroga University	

Source: Source: Ministry of Education of the Executive Branch of the State of Querétaro (SEDEQ), 2025. Based on educational statistics for the 2024-2025 school year, compiled by the Basic Education Services Unit in the State of Querétaro (USEBEQ) using forms 911, and officially validated by the Ministry of Public Education (SEP).

Public Libraries

These institutions offer a variety of free services and resources to local residents, aiming to guarantee access to reading, as well as to various media and sources of information and knowledge. They provide learning opportunities, support literacy and educational processes, and contribute to the generation of ideas and new perspectives within society.

The vast majority of libraries in the country are public. They are mainly located in municipal seats, although they are also present in small communities, where they serve as a central part of cultural life and are consolidated as essential institutions for meeting the information needs of the population.

Currently, they are expanding their services and diversifying their functions. In addition to offering a cataloged and classified collection to support formal education, they have been transformed into centers that provide users with access to new information technologies.

As of 2024, a total of 9 public libraries remain in operation across the 7 municipal districts, of all visitors, 29.2% corresponded to the Félix Osores Sotomayor district, 21.6% to Santa Rosa Jáuregui, 17.9% to the Historic Center, and 31.3% to the remaining districts. Of the 9 facilities, 4 have internet access.

Municipal Public Libraries, 2024

District/Library		Users	Book Loans	Reading Promotion Activities		Additional Activities		Internet Users
				Activities	Attendees	Activities	Attendees	
Historic Center	**Josefa Ortiz de Domínguez**	4,738	329	67	779	67	1,488	692
Epigmenio González Flores	**Epigmenio González**	78	-	-	-	1	16	-
Felipe Carrillo Puerto	**Mariano Azuela**	3,495	204	98	1,226	13	364	-
Félix Osores Sotomayor	**Dr. Félix Osores Sotomayor**	3,980	348	51	1,030	12	583	333
	Mtro. Enrique Burgos Mondragón	3,732	51	116	1,443	19	609	-
Josefa Vergara y Hernández	**Ing. Juan de Dios Bátiz Paredes**	3,913	159	43	383	20	485	711
Santa Rosa Jáuregui	**Bicentenario**	2,738	630	135	834	28	1,567	125
	Rosario Castellanos	2,977	6,876	58	416	87	2,169	-
Villa Cayetano Rubio	**Gildardo Rangel Andrade**	792	956	24	365	2	146	-
	Total	**26,443**	**9,553**	**592**	**6,476**	**249**	**7,427**	**1,861**

Source: Ministry of Culture, 2025.

Promotion of Education

Scholarships for All Program

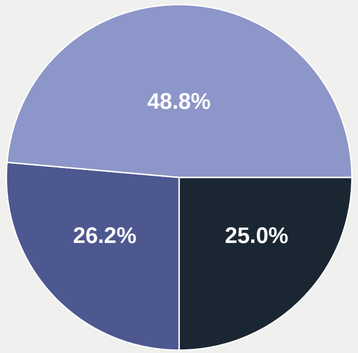
Financial incentives were granted to middle school, high school, and undergraduate students enrolled in public schools who demonstrate a satisfactory level of academic performance and reside in the municipality of Querétaro under conditions of vulnerability.

Scholarships in Financial Support, 2024

Middle School	High School	Undergraduate
SUPPORT PER STUDENT		
1,600	2,600	3,700
TOTAL FUNDS ALLOCATED 11,205,900		
3,665,600	3,192,800	4,347,500

Source: Ministry of Social Development, 2025.
Note: Figures in Mexican pesos.

Students Benefited
Disbursement Date: March, 2024



Middle School	2,291
High School	1,228
Undergraduate	1,175
	4,694

After the call for applications, the process was carried out at the Auditorium of the Civic Center of Querétaro, and the scholarship distribution took place at the Josefa Ortiz de Domínguez Auditorium. Only one scholarship application per family was allowed, with the aim of benefiting the largest possible number of households.

In 2024, only one disbursement of the support was made, resulting in a 49.3% decrease in the number of beneficiaries. For the 2024–2025 school year, scholarship recipients were distributed as follows: 48.8% in middle school, 26.2% in high school, and 25.0% in undergraduate programs.

The most benefited districts were Félix Osores Sotomayor and Epigmenio González Flores, which together accounted for 50.0% of all scholarships granted, while the remaining 50.0% was distributed among the other five districts.

Scholarship Recipients by District in the Municipality of Querétaro under the "Tu Beca" Program

District	Middle School	High School	Undergraduate	Total
School Year: 2023-2024				
Historic Center	1,521	626	589	2,736
Epigmenio González Flores	864	510	530	1,904
Felipe Carrillo Puerto	651	315	362	1,328
Félix Osores Sotomayor	505	297	353	1,155
Josefa Vergara y Hernández	687	364	154	1,205
Santa Rosa Jáuregui	273	143	304	720
Villa Cayetano Rubio	55	80	81	216
Total	**4,556**	**2,335**	**2,373**	**9,264**
School Year: 2024-2025				
Historic Center	136	67	160	363
Epigmenio González Flores	463	256	319	1,038
Felipe Carrillo Puerto	282	151	165	598
Félix Osores Sotomayor	688	362	258	1,308
Josefa Vergara y Hernández	227	141	160	528
Santa Rosa Jáuregui	448	220	82	750
Villa Cayetano Rubio	47	31	31	109
Total	**2,291**	**1,228**	**1,175**	**4,694**

Source: Ministry of Social Development, 2025.

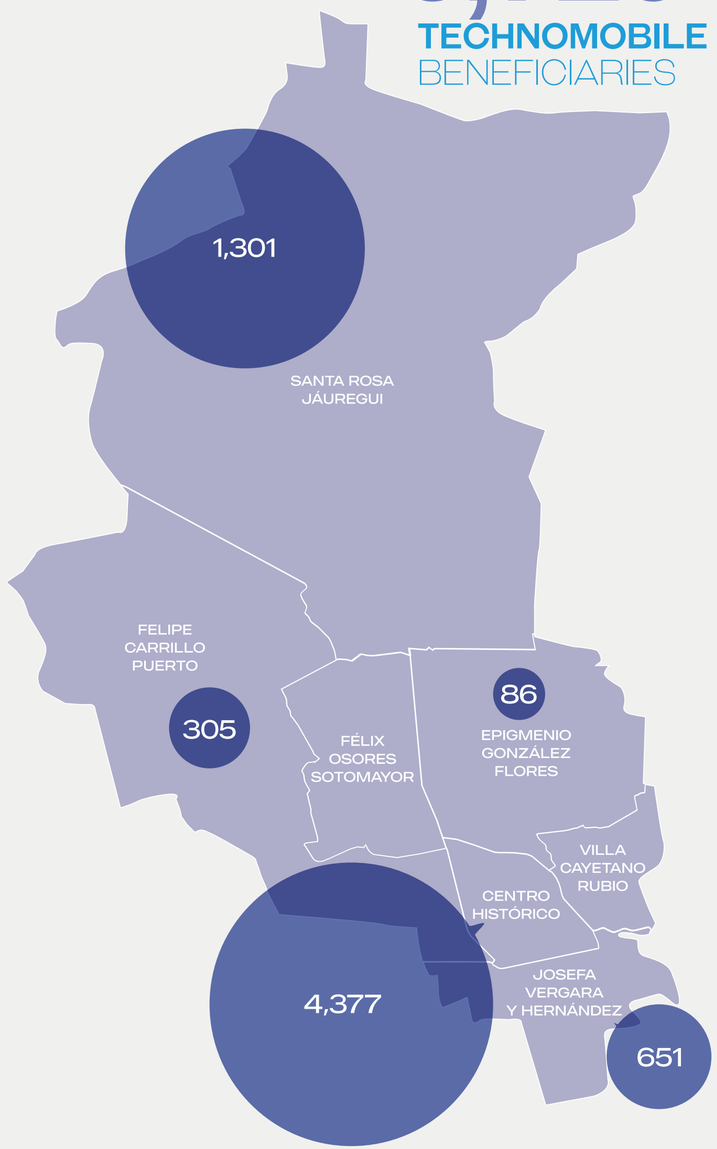
Transportation Scholarships

School mobility is a key tool for ensuring student well-being and providing peace of mind to mothers, fathers, and guardians by reducing traffic congestion in school zones during peak hours. This service represents a safe and cost-effective alternative for transporting students, benefiting families across the municipality.

The Tecnomóvil Program provides access to technological tools—such as computers installed in mobile units—and offers workshops focused on developing Information and Communication Technology (ICT) skills for students in vulnerable situations, with the goal of giving them greater opportunities for personal development under equitable conditions.

Free school transportation helps reduce vehicle traffic during peak hours of student drop-off and pick-up, through a bus system that transports students from 4th grade of elementary school to 3rd year of middle school across the seven districts of the municipality of Querétaro.

6,720
TECHNOMOBILE
BENEFICIARIES



Tecnomóvil by District, 2024

District	Educational Level		General Public	Total	Beneficiaries
	Elementary School	Middle School			
Historic Center	6	-	7	**13**	4,377
Epigmenio González Flores	-	-	1	**1**	86
Felipe Carrillo Puerto	2	-	-	**2**	305
Josefa Vergara y Hernández	2	-	1	**3**	651
Santa Rosa Jáuregui	3	2	-	**5**	1,301
Total	**13**	**2**	**9**	**24**	**6,720**

Source: Ministry of Social Development, 2025.

Guided Tours by District, 2024

District	Educational Level		General Public	Total	Beneficiaries
	Elementary School	Middle School			
Historic Center	6	-	1	**7**	479
Epigmenio González Flores	-	1	-	**1**	40
Felipe Carrillo Puerto	1	-	-	**1**	25
Josefa Vergara y Hernández	1	-	3	**4**	288
Félix Osores Sotomayor	1	7	-	**8**	454
Santa Rosa Jáuregui	3	-	1	**4**	273
Total	**12**	**8**	**5**	**25**	**1,559**

Source: Ministry of Social Development, 2025.

Educational Infrastructure Program

The Municipal Secretariat of Planning and Citizen Participation of Querétaro promotes actions to ensure that students at the elementary, upper secondary, and higher education levels have access to dignified, safe, and adequate facilities that support their academic and personal development. This work is complemented by a strategy of active and co-responsible social participation by parents and guardians, aimed at achieving the common good in the educational sphere.

Support is provided through the construction and rehabilitation of priority spaces, such as classrooms, restrooms, perimeter fences, sports courts, civic plazas, roofing structures, utility installations, ramps, walkways, and more. All actions are carried out in accordance with the current regulations issued by the relevant authorities.

In 2024, more than 61,434,310.7 million pesos were allocated to educational infrastructure in 6 districts of the municipality. The Santa Rosa Jauregui district had the greatest impact, with 46.7% of the total investment.

Investment in the Educational Infrastructure Program, 2024

Districts	Actions	Total[1]
Epigmenio González Flores	5	9,335,586.1
Felipe Carrillo Puerto	6	11,860,758.6
Félix Osores Sotomayor	2	3,691,684.1
Josefa Vergara y Hernández	3	7,865,230.6
Santa Rosa Jáuregui	8	28,681,051.4
Total	**24**	**61,434,310.7**

Source: Ministry of Planning and Citizen Participation, 2025.
[1] Figures in millions of pesos.

EDUCATIONAL INVESTMENT IN 5 DELEGATIONS

The schools located in the Santa Rosa Jáuregui, Felipe Carrillo Puerto, and Epigmenio González Flores districts accounted for 79.2% of the total investment. In terms of the number of beneficiaries, Santa Rosa Jáuregui recorded 36.5% of the total.

Educational Infrastructure Program by District, 2023-2024

Districts	Schools		Beneficiaries	
	2023	2024	2023	2024
Epigmenio González Flores	3	5	2,302	2,455
Felipe Carrillo Puerto	1	6	1,818	2,675
Félix Osores Sotomayor	1	2	300	1,180
Josefa Vergara y Hernández	3	3	1,428	1,267
Santa Rosa Jáuregui	10	8	5,192	4,358
Villa Cayetano Rubio	1	-	575	-
Total	**19**	**24**	**11,615**	**11,935**

Source: Ministry of Planning and Citizen Participation, 2025.

Research Centers

Research centers are essential for scientific, technological, and social progress, as they facilitate the generation of knowledge, innovation, professional development, and the training of specialized human capital. They also contribute to solving practical problems, adapting foreign technologies to local contexts, and improving the quality of education.

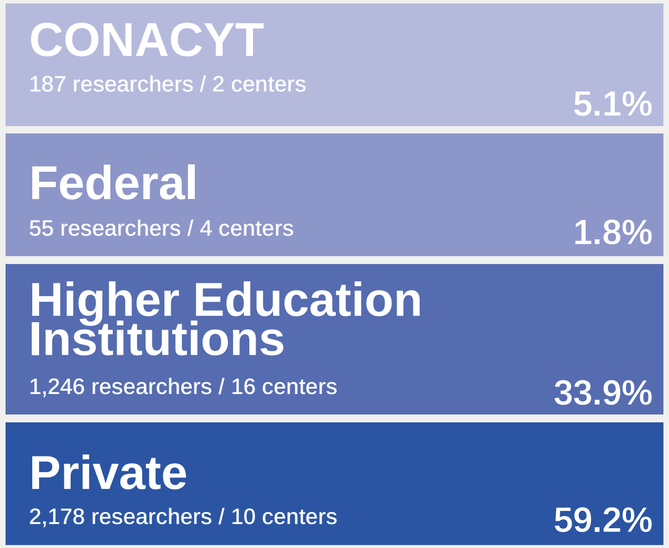
The National Council of Science and Technology (CONACYT) is the Mexican government institution responsible for establishing public policy in the areas of humanities, science, technology, and innovation. This agency promotes basic science and frontier research by defining priority agendas aimed at understanding and addressing major challenges in areas such as health, energy, water, toxic substances, food, human security, housing, socioecological systems, education, and culture.

The National System of Researchers (SNI) recognizes the work of those dedicated to generating scientific and technological knowledge. This distinction is granted through a peer review process and includes a financial incentive and the appointment of National Researcher, a title that reflects the quality and prestige of their scientific contributions.

In the municipality of Querétaro, the demand from the industrial sector for researchers and scientists has been leveraged to promote high value-added activities such as aeronautics, biotechnology, and specialized processes in the automotive sector.

In 2024, the National System of Researchers (SNI) increased its enrollment by 9.1% compared to the previous year. It is worth noting that 55.3% of the municipality's researchers are affiliated with the Universidad Autónoma de Querétaro.

Research Centers and Researchers by Type, 2024



32 RESEARCH CENTERS

3,677 RESEARCHERS

Source: State Council of Science and Technology of Querétaro (CONCYTEQ), 2025.

14 RESEARCH CENTERS

620 RESEARCHERS AT THE UAQ

The Universidad Autónoma de Querétaro (UAQ) is the institution with the greatest presence in the municipality, with 14 research centers and 620 researchers specialized in various areas of development.

Research Centers and Researchers in the Municipality of Querétaro, 2023 and 2024

Research centers and higher education institutions

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
1	**Center for Research in Applied Science and Advanced Technology (CICATA-IPN)** **Field of Specialization** • Image Analysis • Biotechnology • Alternative Energies • Mechatronics • Materials Processing and Manufacturing	30	34	32	35
2	**Center for Research and Advanced Studies (CINVESTAV-IPN, Querétaro Unit)** **Field of Specialization** • Process and Equipment Development • Computational Materials Science • Quantum Phenomena and Technologies • Bio-organic Materials • Composite Materials • Metallic Materials • Optoelectronic Materials • Polymeric Materials • Materials Characterization Techniques • Thin Films of Semiconductors, Oxides, and Dielectrics • Materials Processing • Ceramic and Metallic Coatings	22	22	23	25
3	**High Technology Unit, School of Engineering, UNAM (UAT)** **Field of Specialization** • Aerospace Engineering • Automotive Engineering • Machine Design	5	8	9	10
4	**Institute of Neurobiology, UNAM, Juriquilla Campus (INB)** **Field of Specialization** • Cellular and Molecular Neurobiology • Behavioral and Cognitive Neurobiology • Developmental Neurobiology and Neurophysiology	57	58	74	76
5	**Center for Educational Research Studies (CIEEN), ENEQ** **Field of Specialization** • Professional Learning Communities • Strengthening Educational Practices • Didactic Innovation • Educational Inclusion	1	1	1	1
6	**Monterrey Institute of Technology and Higher Education, Querétaro Campus (ITESM-CQ)** **Field of Specialization** • Agro-food Biotechnology • Civionics • Sustainable Territorial Development • Genomics and Metabolomics • Smart Manufacturing • Metamaterials and Lightweight Structures • Management Models for Entrepreneurship • New Urbanism • Mobile Robotics	35	35	47	141
7	**Technological Institute of Querétaro (ITQ)** **Field of Specialization** • Architecture • Electrical Engineering • Business Management Engineering • Logistics Engineering • Materials Engineering • Mechatronics Engineering • Computer Systems Engineering • Industrial Engineering • Mechanical Engineering	15	33	18	38
8	**Center for Applied Physics and Advanced Technology, UNAM, Juriquilla Campus (CFATA)** **Field of Specialization** • Biological and Medical Applications • Design and Prototype Development • Design, Synthesis, and Characterization of Materials • Basic Physics and Numerical Simulation • Photonics • Applied Mathematics • Condensed Matter • Nanostructured Materials • Food Technology	30	36	33	40

Continues >

Research Centers and Researchers in the Municipality of Querétaro, 2023 and 2024

Research centers and higher education institutions

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
9	**Institute of Geosciences, UNAM, Juriquilla Campus (IGEO)** **Field of Specialization** • Natural Hazards Analysis and Assessment • Complex Systems and Nonlinear Processes Modeling • Big Geo-Data • Stratigraphy, Tectonics, and Evolution of Mexico's Geological Provinces • Structure and Deformation of the Earth's Crust • Evolution of Volcanic Centers in Mexico • Rock Physics: Digital, Experimental, and Analytical • Geochronology, Isotopic Geochemistry, and Thermochronology • Environmental Geosystems • Numerical and Analog Modeling in Geosciences • Paleogeography and Secular Variation of the Geomagnetic Field • Petrogenesis of Continental Arc Magmatism • Geodynamic Processes of the Lithosphere • Energy and Mineral Resources	50	78	38	55
10	**Research Laboratory on Advanced Water Treatment Processes, Institute of Engineering, UNAM, Juriquilla Campus (LIPATA)** **Field of Specialization** • Water and Waste Treatment, Bioenergy	8	8	10	11
11	**Technological University of Querétaro (UTEQ)** **Field of Specialization** • Data Acquisition, Processing, and Analysis • Development of ICT Applications Using Triple Helix Models • Development of Technological Tools for Energy Efficiency and Sustainability • Development and Application of Embedded Systems • Development and Application of Mechatronic Systems • Sustainability Strategies • Educational Innovation • Technological Innovation for Business Development, Logistics, and Supply Chains • Market Research and Commercial Instruments to Promote the Commercial and Social Development of Regional Enterprises and Institutions • Smart Manufacturing and Industry 4.0 • Monitoring, Control, and Visualization • Corporate Social Responsibility and Sustainable Development • Organizational, Administrative, and Educational Theory	15	105	15	137
12	**Multidisciplinary Teaching and Research Unit, School of Sciences, UNAM, Juriquilla Campus (UMDI)** **Field of Specialization** • Combinatorics: Graph Theory and Network Analysis • Soil Resource Conservation and Rehabilitation • Chronobiology and Animal Ecophysiology • Aquatic Ecology and Algae • Arthropod Ecology in Extreme Environments • Speleobiology and Acarology • Statistical Physics and Complex Fluids • Atmospheric Physicochemistry and Environmental Ecology • Chronobiology and Animal Ecophysiology	10	13	12	17
13	**Universidad del Valle de México (UVM)** **Field of Specialization** • Automation and Robotics • Characterization of environmental pollutants as endocrine disruptors and their relationship with the origin and promotion of estrogen-dependent cancers • Educational Research in Mathematics and Science • Psychobehavioral Markers of Alcohol Consumption • Semiconductor Materials and Renewable Energies • Innovative Methodologies for Learning Mathematics, Science, and Engineering Topics • Neuroeconomics, Personality, and Behavior • Neuropsychology of Executive Functions	9	11	6	9
14	**Juriquilla Academic Unit of the UNAM Institute of Mathematics, C.J. (IMAT)** **Field of Specialization** • Algebra • Numerical Analysis • Quantitative Biology and Other Natural Sciences • Mathematical Biology • Computing, Molecular Simulations • Partial Differential Equations, Climate Modeling • Epidemiology • Differential Geometry • Discrete Geometry • Discrete Mathematics • Control Theory and Network Science • Graph Theory and Combinatorics • Theory in Condensed Matter and Biophysics • Topology	9	11	1	11

Continues >

Research Centers and Researchers in the Municipality of Querétaro, 2023 and 2024

Research centers and higher education institutions

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
15	**Polytechnic University of Santa Rosa Jáuregui (UPSRJ)** **Field of Specialization** • General and Specialized Software Development • Comprehensive Education and Transversality • Research and Technological Innovation in Automotive Systems • Fundamental and Applied Metrology • Clinical Physical Rehabilitation	7	23	7	20
16	**Autonomous University of Querétaro[1]** **Field of Specialization** • Technology Management and Innovative Technological Development • Biology and Use of Flora • Biotechnology and Plant Health • Competitiveness and Globalization • Didactics and Applications of Mathematics • Medical Education and Public Health • Language and Culture Teaching/Learning • Structure, Construction, and Transport • Contemporary Art and Philosophy • Phytochemicals and Biomarkers in Health Sciences • Molecular Genetics and Evolutionary Ecology • Hydraulics • History • Environmental Impact and Sustainability • Biosystems Engineering • Software Engineering and Development of Educational Applications • Research in Health Sciences • Mechatronics • Animal Morphophysiology and Nutrition • Nanotechnology • Nutraceuticals • Nutrition and Health • Optimization and Advanced Computing • Politics and Society • Animal Health and Environmental Microbiology • Occupational Health • ICT for Competitiveness, Education, and Business • Labor, Culture, and Region • among others	486	652	519	620
Subtotal		**789**	**1,128**	**845**	**1,246**

Centros de investigación CONACYT

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
17	**Center for Engineering and Industrial Development (CIDESI)** **Field of Specialization** • Surface Engineering • Advanced Manufacturing • Metrology (Technological Services) • Microtechnologies • Automated Systems • Microelectronic Systems • Materials Technology (Technological Services) • Cooling Technologies	44	93	43	54
18	**Center for Advanced Technology (CIATEQ, A.C.)** **Field of Specialization** • Graduate Studies Department • Virtual Engineering and Manufacturing • Plant Engineering and Construction • Plastics and Advanced Materials • Measurement Systems • Mechanical Systems • Electronic and Control IT	9	177	33	133
Subtotal		**53**	**270**	**76**	**187**

Federally Funded Research Centers

19	**Interdisciplinary Center for Research and Teaching in Technical Education (CIIDET)** **Field of Specialization** • Design, Development, and Evaluation of Educational Proposals Using Information Technologies • Teaching and Learning • Leadership and Institutional Management in Technological Higher Education • Educational Models and Curriculum • Planning and Development in Higher Education • Training Processes in Higher Education • Emerging Technologies, Learning, and Society	7	28	7	9

Continues >

Research Centers and Researchers in the Municipality of Querétaro, 2023 and 2024

Federally Funded Research Centers

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
20	**INAH Center, Querétaro** **Field of Specialization** • Physical Anthropology • Social Anthropology • Archaeology • Ethnohistory • History • Linguistics	1	13	3	15
21	**National Institute for Forestry, Agriculture, and Livestock Research (INIFAP, Querétaro)** **Field of Specialization** • Sustainable Agriculture • Fruit Crops • Basic Grains • Soil Management • Technology Transfer Methods • Plant Nutrition • Pastures and Forage Crops • Efficient Water Use	2	7	-	6
22	**Center for Educational Research and Teacher Training (CIEFD-IMSS)** **Field of Specialization** • Health System Analysis • Comprehensive Family Care • Breast Cancer • Health Economics in Chronic Degenerative Diseases • Medical Education • Aging • Epidemiology of Chronic Degenerative Diseases • Epidemiology of Chronic Kidney Disease • Mortality Risk Factors Associated with COVID-19 • Frailty in Older Adults • Geriatrics and Gerontology • Use of Oral Anticoagulants in Preventing Thromboembolic Events in COVID-19 Patients • Use of Ivermectin in COVID-19 Treatment	5	39	4	36
Subtotal		**15**	**87**	**14**	**66**

Private Research Centers

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
23	**Carso Research and Development Center, CIDEC (CONDUMEX, S.A. de C.V.)** **Field of Specialization** • Cables and Telecommunication Products • Development of Compounds and Materials • Development of Energy and Automotive Conductors • Development of Solutions for Mobility Systems • Development of Information and Communication Technologies • Electrical Design • Mechanical Design, Manufacturing, and Metallurgy	-	284	-	284
24	**Technology and Development Center (MABE S. de R.L. de C.V.)** **Field of Specialization** • Combustion • Hydraulics • Transport Phenomena • Refrigeration • Sustainable Design • Industrial Design	1	465	1	465
25	**Technology and Development Center (TREMEC, S.A. de C.V.) / TREMEC Research and Development Center (CEDETEC)** **Field of Specialization** • Design and Development of Power Transmission Systems for Internal Combustion, Hybrid, and Electric Vehicles	-	20	-	18
26	**Advanced Engineering Center in Turbomachinery (CIAT-GE IQ)** **Field of Specialization** • Failure Analysis for Turbomachinery Components • Development of Propulsion and Power Generation Systems • Digitization, Internet of Things • FADEC Laboratory • Aerospace Materials Laboratory • Aerospace Power Systems Laboratory • Additive Manufacturing • Vibration Test Bench • Hybrid Propulsion • Virtual Innovation Center	-	1,197	-	1,197

Continues >

Research Centers and Researchers in the Municipality of Querétaro, 2023 and 2024

Private Research Centers

No.	Institution	2023		2024	
		S.N.I. Researchers	Researchers	S.N.I. Researchers	Researchers
27	**Mess Metrological Services, S. de R.L. de C.V.** **Field of Specialization** • Advanced Manufacturing Integration • Modeling and Simulation • Applied Research • Automotive Intelligence • Control and Automation Development • Embedded Systems Development • Reverse Engineering • Custom Technological Development • Fixtures & Gauges	-	5	-	4
28	**Center for Advanced Social Research A.C. (CISAV)** **Field of Specialization** • Human Rights • God and the Religious Problem • Inclusive Economy • Biological Status of the Human Embryo • Ontological Status of the Human Embryo • Ethics and Society • Family and Changing Times • Family and Society • Epistemological Foundations of Bioethics • Gender from a Personalist Perspective • Governance • Religious Freedom • Person and Education • Contemporary Bioethical Issues	-	14	-	16
29	**Continental Querétaro Research and Development Center** **Field of Specialization** • Autonomous Mobility • Safety and Movement	-	176	-	176
30	**National Center for Educational Research (MAVIC)** **Field of Specialization** • Curriculum and Educational Assessment • Educational Training and Practice • Psychopedagogical Research • Educational Planning • Educational Policy	-	11	-	16
31	**NUCITEC S.A. DE C.V.** **Field of Specialization** • Development of Specialized Formulas for the Treatment of Metabolic Diseases • Use of Spray Drying to Improve the Quality of Infant Formulas • Development of Pharmaceutical Forms for the Treatment of Chronic Diseases • Development, Optimization, and Validation of Analytical Methodologies for Pharmaceutical Forms	1	1	1	1
32	**CINDETEC** **Field of Specialization** • Chronic Degenerative Diseases • Pharmaceutical Science	1	1	1	1
Subtotal		**3**	**2,174**	**3**	**2,178**
Total		**860**	**3,659**	**938**	**3,677**

Source: State Council of Science and Technology of Querétaro (CONCYTEQ), 2025.
[1]14 research centers affiliated with the Autonomous University of Querétaro (UAQ).

Image: noticiasdequeretaro.com.mx

2.3. EMPLOYMENT

Work Environment

A healthy work environment must ensure accessible conditions, recognize each individual's capabilities and skills, minimize differences and barriers, and provide tools for health promotion and disease prevention.

Companies should be primarily invested in guaranteeing a healthy work environment for their employees, as this issue is becoming increasingly relevant in labor legislation across various countries. It is also a strategic decision, as a positive organizational climate provides direct benefits for productivity and institutional performance.

Job satisfaction and personal well-being have a direct impact on performance, strengthen morale, promote professional development, and encourage teamwork. Therefore, it is essential that workers and employers collaborate in a continuous improvement process aimed at promoting and protecting the health, safety, and sustainability of the workplace.

Achieving well-being in a healthy work environment requires considering mental health, stress management, balance in workloads, and clarity in the functions and expectations assigned to each individual. These elements enable employees to perform their duties with confidence and feel safe in their workspace.

Insured Workers

According to Article 15 of the Social Security Law, employers are required to report to the Mexican Social Security Institute (IMSS) the hiring and termination of their employees, salary modifications, and other related information. In the state of Querétaro, during 2024, of the total number of insured individuals, 66.5% were permanent workers, 13.2% were temporary workers, and 20.3% were classified as special workers.

Insured Workers in the State and Municipality, 2023-2024

Category	December		Variation	
	2023	2024	Absolute[1] (annual)	Percentage[2]
Total insured in Querétaro	**865,766**	**887,338**	**21,572**	**2.5**
Permanent	572,339	589,884	17,545	3.1
Temporary	122,943	117,267	-5,676	-4.6
Special	170,484	180,187	9,703	5.7
Insured workers in the state	**695,282**	**707,151**	**11,869**	**1.7**
Insured workers in the municipality	**437,080**	**439,293**	**2,213**	**0.5**

Source: State Delegation of IMSS. Department of Enrollment and Collection, 2025.
[1]The absolute variation (annual) refers to the difference compared to December of the previous year.
[2]The percentage variation is the annual accumulated change compared to December of the previous year.

Employment Indicators

The National Institute of Statistics and Geography (INEGI) conducts the National Survey of Occupation and Employment (ENOE), the main source of information on Mexico's labor market. This survey provides monthly and quarterly data on the labor force, employment, labor informality, underemployment, and unemployment.

ENOE is the country's most comprehensive ongoing statistical project, generating national data for each of the 32 federal entities and covering 39 cities. This measurement includes information on the economically active population, unemployment and participation rates, and underemployed population, among other labor market indicators.

Economically Active Population (EAP)

As of the fourth quarter of 2024, the EAP in the city of Querétaro recorded a 10.1% increase compared to the same period of the previous year (554,795). The employed population grew by 6.1%, while the unemployed population decreased by 6.8%. The unemployment rate in the city was 2.1%, equal to the state rate and below the national rate, which stood at 2.6%. The EAP consisted of 285,072 women (46.7%) and 325,789 men (53.3%).

EAP in the City of Querétaro —Fourth Quarter 2024

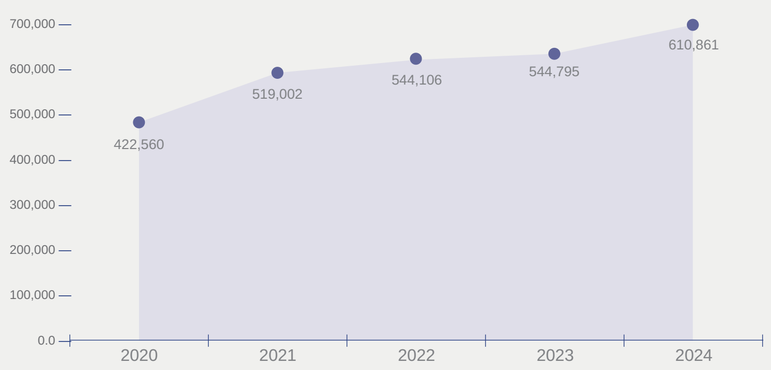
Category	EAP
Employed	597,730
Unemployed	13,131
Unemployed rate	2.1%
Total	**610,861**

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

610,861
ECONOMICALLY ACTIVE PEOPLE

The following chart presents a comparison between the fourth quarter of 2020 and the same period in 2024, showing a 44.6% increase in the Economically Active Population (EAP), maintaining a steady upward trend year over year.

Economically Active Population —Fourth Quarter, 2020-2024



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

Employment

Of the total employed Economically Active Population (EAP), 46.7% are women and 53.3% are men. By age group, 28.3% are young people aged 15 to 29; 64.0% are adults aged 30 to 59; 7.6% are older adults aged 60 and over; and 0.1% did not specify their age.

EAP in the City of Querétaro —Fourth Quarter 2024

Age Group	Employed	Female	Male
15 a 19 years	20,776	6,538	14,238
20 a 24 years	60,212	28,893	31,319
25 a 29 years	87,998	42,365	45,633
30 a 34 years	78,414	38,281	40,133
35 a 39 years	69,770	32,953	36,817
40 a 44 years	65,966	29,765	36,201
45 a 49 years	62,660	31,386	31,274
50 a 54 years	60,407	29,920	30,487
55 a 59 years	45,605	21,297	24,308
60 a 64 years	22,622	7,909	14,713
65 years and over	22,765	9,466	13,299
Not especified	535	484	51
Total	**597,730**	**279,257**	**318,473**

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

The following data corresponds to the fourth quarter of 2024:

- The tertiary sector accounted for the majority of the employed population, with 72.1% of the total; followed by the secondary sector with 26.7%; the primary sector with 0.5%; and 0.7% did not specify their activity.
- 68.5% of the employed EAP worked in companies and businesses, while 19.8% were employed in the household sector.
- 25.3% of the employed population earned more than one and up to two times the minimum wage.
- Formal employment represented 66.9%, while informal employment accounted for 33.1%.
- The average income per hour worked increased by 6.5% compared to the same quarter of the previous year.

Employment and Occupation Indicators (INEGI)

Category	2024			
	Q1	Q2	Q3	Q4
Unemployment Rates (%)				
National	2.5	2.7	3.0	2.6
State	2.6	2.7	2.4	2.1
City of Querétaro	2.8	2.4	2.9	2.1
Economically Active Population, City of Querétaro	**570,221**	**577,384**	**585,540**	**610,861**
Employed	554,376	563,296	568,821	597,730
Unemployed	15,845	14,088	16,719	13,131
Employed Population by Economic Sector, City of Querétaro	**554,376**	**563,296**	**568,821**	**597,730**
Primary	1,201	3,261	2,772	2,777
Secondary	145,408	152,637	156,708	159,589
Tertiary	405,998	406,687	408,908	431,255
Not specified	1,769	711	433	4,109
Employed Population by Income Level, City of Querétaro	**554,376**	**563,296**	**568,821**	**597,730**
Up to one minimum wage	142,502	105,388	113,666	102,197
More than 1 and up to 2 minimum wages	138,552	139,337	148,974	151,380
More than 2 and up to 3 minimum wages	40,729	42,606	42,327	44,941
More than 3 and up to 5 minimum wages	18,000	17,842	16,575	16,025
More than 5 minimum wages	8,908	10,474	10,875	7,899
Receives no income	7,472	8,214	9,348	10,109
Not specified	198,213	239,435	227,056	265,179
"Employed Population by Type of Economic Unit, City of Querétaro	**"**	**563,296**	**568,821**	**597,730**
"Companies and businesses	"	373,391	383,179	409,159
Incorporated companies and corporations	216,556	228,631	232,645	256,439
Unincorporated businesses	144,802	144,760	150,534	152,720
Institutions	72,798	71,720	69,378	69,370
Private	22,663	22,292	19,020	17,352
Public	50,135	49,428	50,358	52,018
Household sector	118,645	116,305	115,900	118,617
Informal sector	97,101	94,918	94,798	98,547
Paid domestic work	21,544	21,090	21,102	20,070
Subsistence agriculture	0	297	0	0
Informal sector employment rate (%)	17.5	16.9	16.7	16.5
Special and unspecified situations	1,575	1,880	364	584
3.8 Informality Condition	**554,376**	**563,296**	**568,821**	**597,730**
Formal employment	354,482	374,595	369,509	399,935
Informal employment	199,894	188,701	199,312	197,795
Informal sector	97,101	94,918	94,798	98,547
Outside the informal sector	102,793	93,783	104,514	99,248
Averages				
EAP average age	40.1	39.8	39.4	39.3
EAP average years of schooling	12.3	12.4	12.5	12.6
Average weekly hours worked by the employed population	43.3	43.3	43.4	43.0
Average hourly income of the employed population (MXN pesos)	74.6	78.6	71.5	74.9

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

TERTIARY SECTOR

72.1%

FORMAL EMPLOYMENT

66.9%

Unemployment Rate (UR)

INEGI defines it as the percentage of the Economically Active Population (EAP) that is unemployed but actively seeking work. As of the fourth quarter of 2024, 44.3% of the unemployed population were women and 55.7% were men. By age group, 54.4% were young people aged 15 to 29, and 45.6% were adults aged 30 to 59.

EAP in the City of Querétaro Fourth Quarter 2024			
Age Group	**Unemployed**	**Female**	**Male**
15 to 19 years	1,661	955	706
20 to 24 years	3,107	1,386	1,721
25 to 29 years	2,372	1,154	1,218
30 to 34 years	1,418	523	895
35 to 39 years	1,101	742	359
40 to 44 years	320	-	320
45 to 49 years	356	-	356
50 to 54 years	826	275	551
55 to 59 years	1,970	780	1,190
Total	**13,131**	**5,815**	**7,316**

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

Of the total unemployed EAP, two main groups are identified based on previous work experience: 90.9% correspond to individuals with prior experience, while the remaining 9.1% have none.

EAP in the City of Querétaro Fourth Quarter 2024			
Work History	**Unemployed**	**Female**	**Male**
With experience	11,937	5,184	6,753
Lost or ended employment	4,935	2,432	2,503
Quit or left job	5,808	2,456	3,352
Closed or left own business	1,194	296	898
Without experience	1,194	631	563
Total	**13,131**	**5,815**	**7,316**

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

In terms of unemployment duration, 48.8% had been unemployed for up to 1 month; 31.3% for more than 1 month and up to 3 months; 8.4% for more than 3 months and up to 6 months; 1.2% for more than 6 months and up to 1 year; and 1.1% had been unemployed for over 1 year. In 9.2% of cases, the duration of unemployment was not specified.

EAP in the City of Querétaro Fourth Quarter 2024			
Unemployment Duration	**Unemployed**	**Female**	**Male**
Up to 1 month	6,410	2,691	3,719
More than 1 month to 3 months	4,105	1,992	2,113
More than 3 months to 6 months	1,111	767	344
More than 6 months to 1 year	156	-	156
More than 1 year	143	143	-
Not specified	1,206	222	984
Total	**13,131**	**5,815**	**7,316**

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

In terms of education level, 67.8% of the unemployed population had completed upper secondary or higher education; this was followed by those with completed lower secondary education at 21.9%; completed primary education at 7.4%; and incomplete primary education at 2.9%.

EAP in the City of Querétaro Fourth Quarter 2024			
Education Level	**Unemployed**	**Female**	**Male**
Incomplete primary education	382	-	382
Completed primary education	970	621	349
Completed lower secondary	2,872	1,491	1,381
Upper secondary and higher	8,907	3,703	5,204
Not specified	**13,131**	**5,815**	**7,316**

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

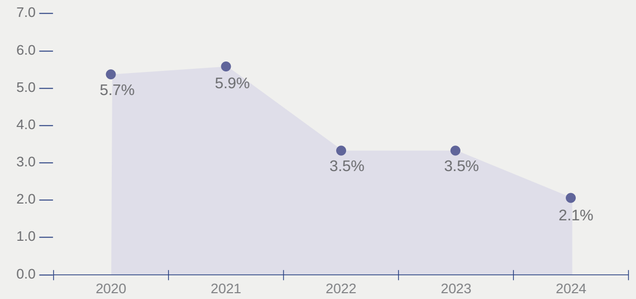
The following chart shows the similar trend observed in both the state and municipal unemployment rates during 2024.

Quarterly Unemployment Rate, 2024

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

Over a four-year period, the unemployment rate in the city of Querétaro has shown a downward trend, with the exception of a slight increase in 2021. The accumulated variation was -3.6%, reaching its lowest level in 2024.

Unemployement Rate —Fourth Quarter, 2020-2024



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2025.

Municipal Job Bank

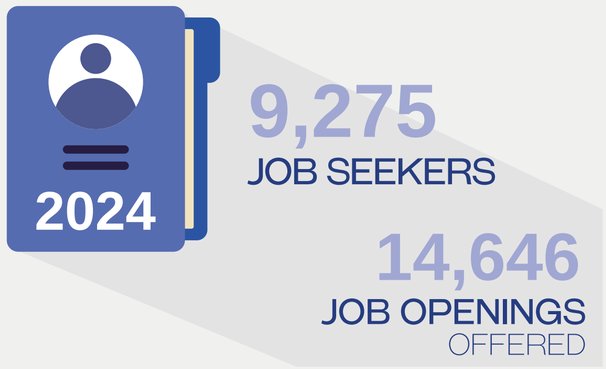
The Employment Promotion Department, under the Economic Development Directorate, provides direct assistance and guidance to individuals seeking employment, offering placement opportunities based on job openings provided by companies.

In 2024, there was an increase compared to the previous year in both the number of individuals placed and the number of job seekers, with increases of 32.0% and 116.2%, respectively. In contrast, the number of job openings posted showed a 32.0% decrease during the same period.

Municipal Job Bank Results, 2023-2024

Category	2023	2024
Job seekers[1]	4,291	9,275
Job openings offered	21,539	14,646

Source: Economic Development Directorate, Employment Promotion Department, 2025.
Note: Placed in 2023: 122 in 2024: 161.



Throughout 2024, the department held 13 events aimed at facilitating the labor market integration of various profiles facing unemployment. Compared to the previous year, there were decreases of 23.9% in job openings, 50.4% in available positions, and 48.9% in participating companies.

Events Held by the Municipal Job Bank, 2024

Event Date	Location	Event	Job Seekers	Job Openings	Positions Offered	Participating Companies
February 28	Jardín Guerrero	Job Fair	167	326	1,196	55
June 27	Plaza Constitución	Job Day	400	179	816	36
July 6	Rosalío Solano Film Archive	SDHYS Participation	50	-	-	5
July 10	Josefa Ortiz de Domínguez Sports Complex	Job Day	86	129	775	25
July 12	University of London	University Job Day Participation	33	-	-	1
July 26	University of London	University Job Day Participation	5	-	-	1
August 7	UAQ Multipurpose Auditorium	University Job Day Participation	98	293	948	1
August 14	Reforma Lomas Sports Complex, American Football Field	State Job Day	50	45	125	5
August 28	Plaza Bicentenario, Hércules Neighborhood	State Job Day	16	75	533	5
September 5	Plaza Constitución	Job Day	389	182	797	29
November 6	Epigmenio González Flores Municipal Office	State Job Day	26	8	66	2
November 27	Villa Cayetano Rubio Municipal Office	University Job Day Participation	11	209	745	1
December 10	BLOQUE – Center for Innovation and Creative Technology	Job Fair	1,615	113	763	17
Total			**2,946**	**1,559**	**6,764**	**183**

Source: Economic Development Directorate, Employment Promotion Department, 2025.

Employment Support Program (PAE)

The National Employment Service (SNE) is a nationwide public institution that provides free and personalized assistance to individuals seeking employment and to employers in need of qualified personnel. The SNE supports the promotion and dissemination of job openings, recruitment and candidate selection processes, as well as the labor inclusion of individuals who face greater barriers to accessing decent employment.

During 2024, the SNE office in Querétaro implemented four subprograms under the Employment Support Program, benefiting a large number of individuals across the state. Of the total beneficiaries, 47.6% were residents of the municipality of Querétaro.

Employment Support Program (PAE), 2024

Subprogram	Beneficiaries	
	State	Municipality
Job Bank	36,091	17,049
Job Fairs	11,521	5,736
Labor Mobility	124	33
PTAT[1]	535	161
Total	**48,271**	**22,979**

Source: Government of the State. Ministry of Labor, 2025.
[1]PTAT: Temporary Agricultural Workers Program (by its initials in Spanish: Programa de Trabajadores Agrícolas Temporales).

Training Courses Delivered in the Municipality of Querétaro Through the SNE Directorate, 2024

COURSES **245** **944** SCHOLARSHIPS

INVESTMENT (MXN PESOS)
5,644,646

Source: Government of the State. Ministry of Labor, 2025.

The State Employment Program (PEE) operated through six subprograms that directly benefited the public. At the municipal level, the number of individuals benefited and the investment received represented 43.0% and 45.3% of the state total, respectively.

State Employment Program (PEE), 2024

Subprogram	State		Municipality	
	Beneficiaries	Investment[1]	Beneficiaries	Investment[1]
Childcare Support	19	84,000.0	6	51,000.0
Scholarships for Talent Development	523	4,467,250.0	205	1,770,250.0
Training for Self-Employment	989	3,786,426.0	80	282,000.0
Equipment for Self-Employment	360	8,927,975.0	108	2,674,532.0
Women in Transport Operations	130	5,078,141.0	98	3,592,396.0
Unemployment Insurance	2,756	14,714,000.0	1,557	8,400,000.0
Total	**4,777**	**37,057,792.0**	**2,054**	**16,770,178.0**

Source: Government of the State. Ministry of Labor, 2025.
[1]Amounts expressed in MXN pesos.

2.4. INDUSTRY AND BUSINESS

Entrepreneurship

Entrepreneurship is the independent initiation and development of a business, driven by one or more individuals, with the potential to grow into a formal company by increasing its workforce, resources, and profitability levels. In the municipality of Querétaro, there is currently a significant number of entrepreneurs with the initiative, resources, and knowledge needed to develop new businesses. The Municipal Entrepreneurship Office of Querétaro carried out various actions to support those seeking to grow, consolidate, or specialize their business projects.

Programs of the Municipal Entrepreneurship Office, 2024

Program	Beneficiaries
Training Sessions	2,426
Trademark Registration	37
Brand Design	18
UVM Incubation Model	3
Events, Fairs, and Expos	12
Exponential Accounting	6
Contigo Pa'Delante	123
Business Financial Consulting	44
Business Incubator	41
Total	**2,710**

Source: Municipal Entrepreneurship Office, 2025.

One of the main areas of focus for the Municipal Entrepreneurship Office is to strengthen knowledge in key subjects for business development through training sessions, workshops, conferences, seminars, and webinars. In 2024, content was offered on nearly twenty different topics, benefiting a large number of people.

Entrepreneur Training Topics, 2024

Topics
Plan Your Company's Production More Effectively
Creating a Business Model with LEGO 1
User and Customer Qualitative Research with PLAYMOBIL
Proper Inventory Management
Creative and Innovative Sales with PLAYMOBIL
Marketing Testing and Prototyping with PLAYMOBIL
Entrepreneurship Through Innovation with Wake Up Brain
Entrepreneurship: Grow Your Business!
How to Make the Most of Your Time, Money, and Business
Discovering the World of Digital Marketing
Financial Education for Women
Municipal and State Permits for Businesses
Equipping Your Digital Arsenal: Tools and Trends
Winning Audiences: Social Media Advertising Strategies
Learn to Learn
Measuring Success: Analytics and Metrics in Digital Marketing
Writing for Success: Engaging Writing Techniques
#Iam Remarkable
Tax Culture – SAT

Source: Municipal Entrepreneurship Office, 2025.

In addition, various types of support were provided, including:

- **Trademark registration**. Guidance for completing the registration process with the Mexican Institute of Industrial Property (IMPI).
- **Brand design**. Aimed at entrepreneurs and business owners developing a new business idea or seeking to strengthen the corporate image of an existing business.
- **UVM incubation model.** A training program that helped define business ideas, identify areas of opportunity, and provide tools for growth.
- **Events, fairs, and exhibitions.** Participation of entrepreneurs in various exhibition and sales spaces, such as local entrepreneurs' markets.
- **Festival of Foreign Communities**. Support for 12 local entrepreneurs to represent Mexico at the national pavilion.

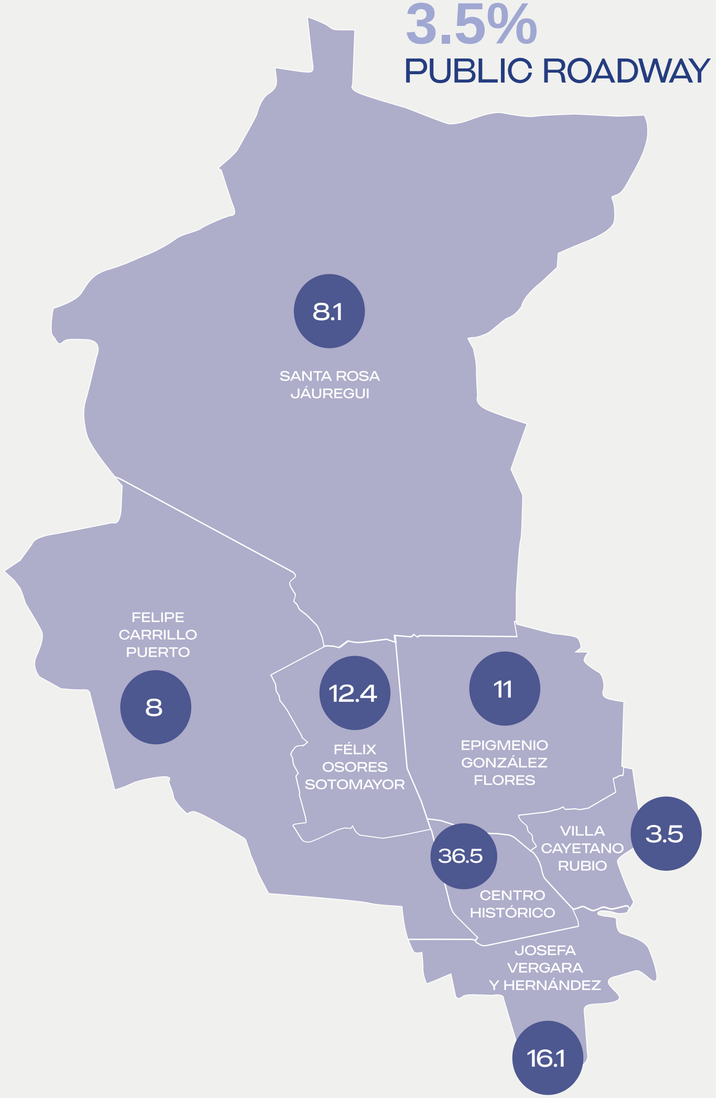
Operating Licenses

All economic units must be registered, authorized, and monitored in accordance with the regulations established by the corresponding municipal authority. This process is formalized through the Operating License. In 2024, the Historic Center Delegation recorded the highest number of procedures— including closures, renewals, and new openings—followed by the Josefa Vergara y Hernández Delegation.

Total Movements of Municipal Operating Licenses by Delegation, 2024[1]

Delegation	Total Registry	Percentage
Historic Center	12,135	36.5
Epigmenio González Flores	3,671	11.0
Felipe Carrillo Puerto	2,645	8.0
Félix Osores Sotomayor	4,113	12.4
Josefa Vergara y Hernández	5,348	16.1
Santa Rosa Jáuregui	2,702	8.1
Public Roadway	1,477	4.4
Villa Cayetano Rubio	1,164	3.5
Total	**33,255**	**100.0**

Source: Economic Development Office, Operating Licenses Department, 2025.
*Includes all economic sectors.



Operating License Registry by Type of License and Activity, 2024

ESTABLISHED	QUANTITY: 28,859	PERCENTAGE: 86.8
MARKETS	QUANTITY: 2,787	PERCENTAGE: 8.4
PUBLIC ROADWAY	QUANTITY: 1,477	PERCENTAGE: 4.4
SLAUGHTERHOUSE	QUANTITY: 132	PERCENTAGE: 0.4
INDUSTRY	QUANTITY: 1,997	PERCENTAGE: 6.0
SERVICES	QUANTITY: 18,722	PERCENTAGE: 56.3
COMMERCE	QUANTITY: 12,504	PERCENTAGE: 37.6
OTHER	QUANTITY: 32	PERCENTAGE: 0.1

TOTAL **33,255**

Source: Economic Development Office, Operating Licenses Department, 2025.

When comparing the 2024 records with those of the previous year, a 9.6% decrease was observed in the total number of Operating License renewals.

Comparison of Municipal License Renewal Procedures, 2023-2024

Type of Renewal	2023	2024
	Quantity	
General Business Renewal – 1 Year	19,519	17,889
Multi-Year Renewal – 2 Years	71	46
Multi-Year Renewal – 3 Years	1,162	491
Alcohol License Renewal	1,841	2,000
Slaughterhouse License Renewal	48	46
Total	**22,641**	**20,472**

Source: Economic Development Office, Operating Licenses Department, 2025.

In the same year, 78.5% of business opening licenses were issued under the regular category; 18.9% were processed through the Rapid Business Opening System (SARE); and 2.4% through the Support Program for the Temporary Opening of Microbusinesses (PATMIN).

Number of Licenses by Type, 2024

Type	Ordinary	SARE	PATMIN	#Súmate	Total
Quantity	2,490	601	76	3	**3,170**

Source: Economic Development Office, Operating Licenses Department, 2025.

Business Openings by Size, 2024

Month	Micro	Small	Medium	Large	Total
January	128	1	-	-	**129**
February	227	7	-	-	**234**
March	245	11	3	-	**259**
April	323	16	3	-	**342**
May	268	13	4	-	**285**
June	252	18	3	1	**274**
July	310	18	5	1	**334**
August	290	22	1	1	**314**
September	274	14	3	1	**292**
October	244	23	5	-	**272**
November	225	17	2	-	**244**
December	163	23	4	1	**191**
Total	**2,949**	**183**	**33**	**5**	**3,170**

Source: Economic Development Office, Operating Licenses Department, 2025.

The opening of new businesses boosts economic activity by increasing the demand for goods and services, while also generating employment opportunities for the local population where the business is established. In 2024, the openings recorded in the Operating License Registry contributed to the creation of nearly 20,000 jobs.

Jobs Generated by Business Openings by Size, 2024

Month	Micro	Small	Medium	Large	Total
January	253	30	-	250	**533**
February	566	154	-	2,500	**3,220**
March	593	204	406	750	**1,953**
April	807	316	520	300	**1,943**
May	680	189	305	-	**1,174**
June	619	379	268	-	**1,266**
July	884	358	573	377	**2,192**
August	785	507	110	-	**1,402**
September	679	261	430	-	**1,370**
October	707	501	471	-	**1,679**
November	638	330	139	-	**1,107**
December	529	463	633	-	**1,625**
Total	**7,740**	**3,692**	**3,855**	**4,177**	**19,464**

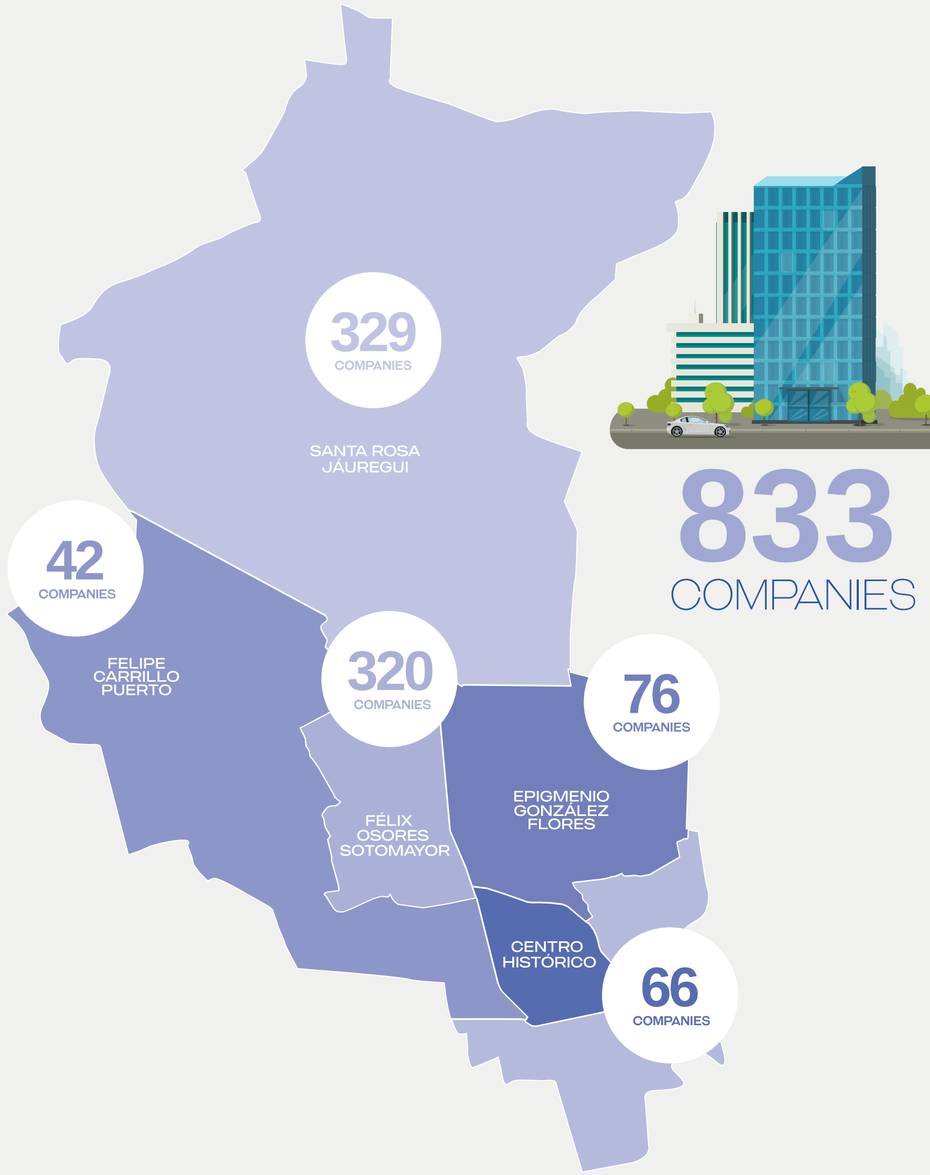
Source: Economic Development Office, Operating Licenses Department, 2025.

In the municipality of Querétaro, industrial parks play a key role in economic development by hosting a wide range of national and international companies. These spaces offer specialized infrastructure and services that facilitate the efficient operation of industries, promoting investment and job creation.

Industrial Parks in the Municipality of Querétaro, 2024

Delegation	Industrial Park or Zone	No. of Companies
Historic Center	La Montaña Querétaro Industrial Park	25
	Technological Industrial Park	41
Epigmenio González Flores	Sotavento Industrial Complex	30
	San Pedrito Peñuelas Industrial Zone	27
	Querétaro Park I	19
Felipe Carrillo Puerto	San Antonio de la Punta Industrial Complex	11
	NAVEX Park	N/A
	Vía Verte Park	6
	Querétaro Park III	9
	Querétaro Park IV	18
Félix Osores Sotomayor	JGN Business Parks Sendero	N/A
	Santa Lucía Industrial Micropark[2]	12
	Many Industrial Micropark[2]	12
	Piti Luxt Industrial Micropark[2]	17
	Santiago Industrial Micropark[2]	64
	Victoria I Industrial Micropark[2]	5
	Victoria II Industrial Micropark[2]	15
	Zentrum Industrial Micropark[2]	13
	Benito Juárez Industrial Subdivision	130
	Jurica Industrial Park	52
Santa Rosa Jáuregui	CCIMA Navetec Santa Rosa	N/A
	Concordia Park	Currently in development, with 8 clients secured, 4 of whom are investors.
	Conjunto Industrial Luxar	20
	Dynamik Park	N/A
	La Presa Industrial Park	21
	Querétaro Industrial Park	165
	San Isidro Industrial Park	N/A
	Buena Vista Business Polygon	N/A
	Santa Rosa Business Polygon	100
	Practipark Norte	N/A
	Querétaro Park II	12
	Querétaro Park V	11
	Querétaro Park VI	Under Development
Total		**843**

Source: Economic Development Office, Economic Information Department, 2025.
N/A: Not Available
[2]Located in the Benito Juárez Industrial Subdivision.



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COMPANIES

Chambers, Clusters, and Business Organizations, 2024

AeroClúster Querétaro (Querétaro Aerospace Cluster)	Clúster Automotriz de Querétaro – Querétaro Automotive Cluster
Asociación de Ejecutivos de Relaciones Industriales (AERI) – Association of Industrial Relations Executives	Clúster BioTQ – BioTQ Cluster
Asociación de Empresarios de la Industria de Bodas y Eventos (EMIBEV) Querétaro – Querétaro Association of Wedding and Event Industry Entrepreneurs	Clúster de Energía de Querétaro – Querétaro Energy Cluster
Asociación de Empresarios Parque Industrial Benito Juárez – Benito Juárez Industrial Park Business Association	Clúster de Plásticos – Plastics Cluster
Asociación de Hoteles Boutique de Querétaro – Querétaro Boutique Hotels Association	Clúster de Tecnología – Technology Cluster
Asociación de Micro, Pequeñas y Medianas Empresas Industriales de Querétaro (AMIQRO) – Association of Micro, Small and Medium Industrial Enterprises of Querétaro	Clúster Queretano Médico y de Salud A.C. – Querétaro Medical and Health Cluster
Asociación Mexicana de Distribuidores Automotores (AMDA) de Querétaro – Mexican Association of Automotive Dealers, Querétaro Chapter	Clúster para la Innovación Logística del Estado de Querétaro – Logistics Innovation Cluster of Querétaro
Asociación Mexicana de Hoteles y Moteles (AMHM) Querétaro – Mexican Association of Hotels and Motels, Querétaro Chapter	Clúster Vitivinícola de Querétaro (AVQ) – Querétaro Wine Cluster
Asociación Mexicana de Mujeres Jefas de Empresa A.C. (AMMJE) – Mexican Association of Women Business Owners	Colegio de Arquitectos del Estado de Querétaro (CAEQ) – College of Architects of Querétaro
Asociación Mexicana de Mujeres Empresarias (AMEXME) capítulo Querétaro – Mexican Association of Women Entrepreneurs, Querétaro Chapter	Colegio de Ingenieros Civiles del Estado de Querétaro – College of Civil Engineers of Querétaro
Asociación Queretana de Hoteleros (AQH) – Querétaro Hoteliers Association	Confederación Patronal de la República Mexicana (COPARMEX) en Querétaro – Mexican Employers' Confederation, Querétaro
Cámara Mexicana de la Industria de la Construcción (CMIC) en Querétaro – Mexican Chamber of the Construction Industry, Querétaro	Consejo Coordinador de Mujeres Empresarias (CCME) – Coordinating Council of Women Entrepreneurs
Cámara Nacional de Comercio, Servicios y Turismo (CANACO) – National Chamber of Commerce, Services and Tourism	Consejo de Notarios Queretanos – Council of Notaries of Querétaro
Cámara Nacional de Comercio en Pequeño (CANACOPE) – National Chamber of Small Commerce	Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología, A.C. (COMCE) – Mexican Business Council for Foreign Trade, Investment and Technology
Cámara Nacional de la Industria de Desarrollo y Promoción de Vivienda (CANADEVI) – National Chamber of the Housing Development Industry	Federación de Colegios y Asociaciones de Profesionistas del Estado de Querétaro (FECAPEQ) – Federation of Professional Associations of Querétaro
Cámara Nacional de la Industria de la Transformación (CANACINTRA) – National Chamber of the Manufacturing Industry	Instituto Queretano de Herramentales (IQH) – Querétaro Tooling Institute
Cámara Nacional de la Industria de Restaurantes y Alimentos Condimentados (CANIRAC) – National Chamber of the Restaurant Industry	Unión Ganadera Regional de Querétaro (UGRQ) – Querétaro Regional Livestock Union
Club de Industriales de Querétaro (CIQ) – Querétaro Industrialists' Club	

Source: Economic Development Office, Operating Licenses Department, 2025.

2.5. AGRICULTURE

Agricultural Programs

The Ministry of Agriculture and Rural Development (SADER) represents the Federal Government in agricultural matters in the state of Querétaro. Its main goal is to promote support policies that encourage more efficient production, leverage the comparative advantages of the agricultural sector, and integrate rural areas into the national economy's production chains.

It also promotes the participation of producer organizations in its own programs and projects, aligned with the objectives outlined in the National Development Plan. To achieve this, it maintains institutional coordination with the State Government and municipalities.

In 2024, the Ministry implemented 3 programs in the municipality of Querétaro, benefiting a large number of local producers:

1. Production for Wellbeing Program
This program aims to provide direct financial support to small- and medium-scale producers, preferably of grains (such as corn, beans, bread wheat, rice, among others), as well as amaranth, chia, sugarcane, coffee, cocoa, prickly pear, and honey. In the municipality of Querétaro, the program covered more than 5,000 hectares.

2. Fertilizer Program
This program seeks to contribute to increased production of priority crops. More than 2,000 hectares were served through the delivery of fertilizer—specifically Diammonium Phosphate (DAP) with formula 18-46-00 and Urea with formula 46-00-00.

3. Special Energy Program for the Countryside – Agricultural Electricity Use
This program is aimed at individuals and legal entities engaged in agricultural activities who use electricity to pump and re-pump water for irrigation. The program represented a total investment of 18.8 million pesos, of which 6.4 million were contributed by users and 12.4 million were subsidized by SADER.

As a result of the implemented programs, the municipality of Querétaro was able to maintain active agricultural production during its three annual growing seasons: fall-winter, spring-summer, and perennial crops. Together, these crops accounted for 87.6% of the total production in the municipality.

Programs of the Ministry of Agriculture and Rural Development, 2024

2,566 BENEFICIARIES

Program	Scope	Beneficiaries
Production for Wellbeing	5,191 hectares 10,789,300 pesos invested	1,402
Fertilizer Program	632.6 tons of fertilizer 2,112 hectares	1,119
Special Energy Program for the Countryside – Agricultural Electricity Use	12,384,348 pesos invested	45
Total		**2,566**

Source: Ministry of Agriculture and Rural Development in the State of Querétaro, Subdelegation of Planning and Rural Development, 2025.

Agricultural Production in the Municipality of Querétaro, 2024

Crop and Cycle	Area Planted[1]			Area Harvested[1]			Production Volume[2]		
	Irrigated	Rainfed	Total	Irrigated	Rainfed	Total	Irrigated	Rainfed	Total
Fall–Winter 2023–2024									
Green Forage Oats	335	-	335	335	-	335	9,313	-	**9,313**
Broccoli	20	-	20	20	-	20	397	-	**397**
Corn on the Cob	6	-	6	6	-	6	149	-	**149**
Lettuce	5	-	5	5	-	5	131	-	**131**
Green Forage Corn	20	-	20	20	-	20	1,192	-	**1,192**
Spring–Summer 2024									
Broccoli	18	-	18	18	-	18	358	-	**358**
Green Chili	48	-	48	48	-	48	4,899	-	**4,899**
Corn on the Cob	26	-	26	26	-	26	557	-	**557**
Beans	10	593	603	6	298	304	8	119	**127**
Lettuce	25	-	25	25	-	25	625	-	**625**
Green Forage Corn	680	-	680	680	-	680	43,860	-	**43,860**
Grain Corn	335	6,120	6,455	335	2,930	3,265	2,881	2,754	**5,635**
Grain Sorghum	2	-	2	2	-	2	14	-	**14**
Perennials 2024									
Alfalfa	636	-	636	636	-	636	49,519	-	**49,519**
Asparagus	85	-	85	85	-	85	411	-	**411**
Prickly Pear Pads (Nopalitos)	1	-	1	1	-	1	38	-	**38**
Grapes	1	-	1	1	-	1	5	-	**5**
Prickly Pear (Tuna)	-	1	1	1	1	2		2	**2**
Total	**2,253**	**6,714**	**8,967**	**2,250**	**3,229**	**5,479**	**114,357**	**2,875**	**117,233**

Source: Ministry of Agriculture and Rural Development in the State of Querétaro, Subdelegation of Planning and Rural Development, 2025.
[1]Hectares.
[2]Tons.

As part of its efforts, the Municipal Office of Rural and Agricultural Development of Querétaro implemented 9 programs that benefited thousands of families engaged in agricultural activities.

Summary of Programs for the Agricultural Sector, 2024

Type	Total
Dams	**5**
Families	**6,544**
Livestock	**15,585**
Hectares	**6,405**
Investment	**5,701,364**
Kilometers	**4.5**
Programs	**9**

Source: Department of Rural and Agricultural Development, 2025.

Programs Implemented by the Office of Rural and Agricultural Development, 2024

Programs	Type of Beneficiaries	Total
Comprehensive Livestock Care	Families	**752**
	Animals	**15,585**
	Investment	**500,000.0**
Dam Rehabilitation	Dams	**5**
	Investment	**416,969.0**
Access Road Rehabilitation	Kilometers	**4.5**
	Investment	**984,394.6**
Agricultural Mechanization	Families	**1,583**
	Hectares	**4,940**
Sustainable Gardens	Families	**1,570**
Improved Seeds	Families	**748**
	Investment	**2,000,000.0**
Poliniza Querétaro	Families	**28**
Development Promotion Project in collaboration with the Municipality of Querétaro (Municipalized)	Families	**790**
	Investment[1]	**1,500,000.0**
Plant Health	Families	**1,073**
	Hectares	**1,465**
	Investment	**300,000.0**

Source: Office of Rural and Agricultural Development, 2025.
[1]Under an agreement with the Department of Agricultural Development.

2.6. TOURISM

The Municipality of Querétaro has a solid tourism infrastructure that allows it to receive visitors year-round. Its calendar of ongoing activities and festivals positions it as an attractive destination for a variety of traveler profiles. Thanks to its wide range of lodging options, it has become one of the most in-demand non-beach destinations for both national and international tourists.

Lodging Establishments and Number of Registered Rooms by Type of Accommodation

Type of accommodation	Quantity	Rooms
Hotels	164	10,538
Motels	25	1,312
Cabins, villas and similar	12	49
Boarding houses and guesthouses	38	501
Furnished apartments and houses with hotel services	150	372
Total	**389**	**12,772**

Source: Ministry of Tourism of the Municipality of Querétaro, 2025.

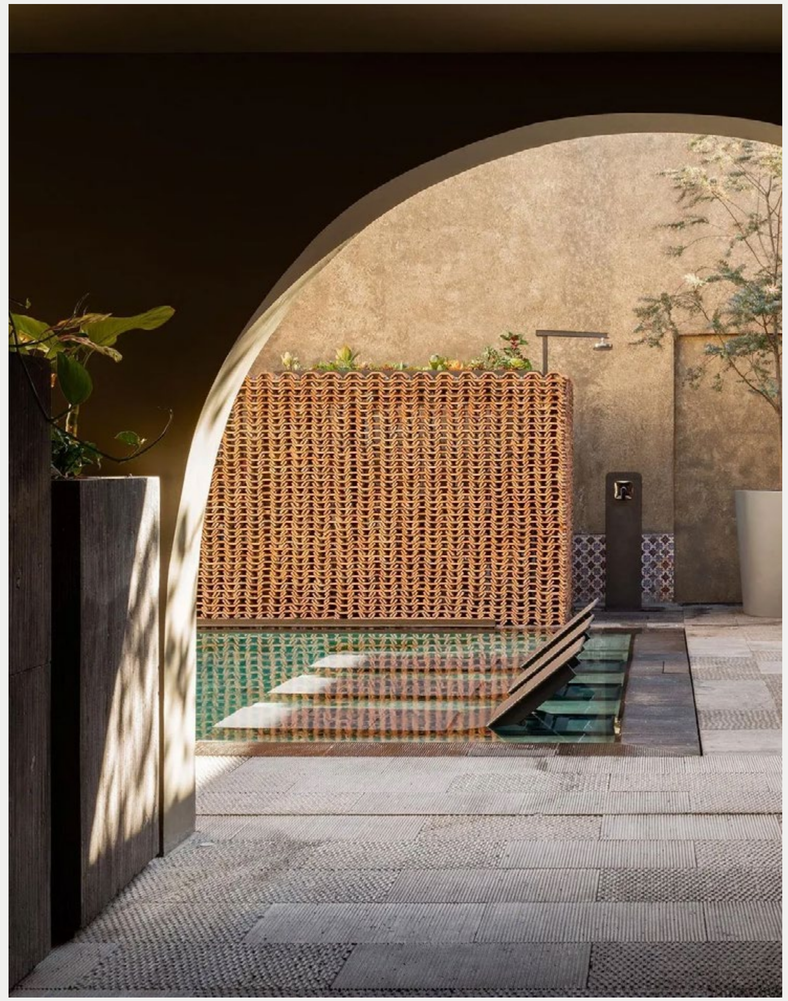
389 Registered accommodation establishments

12,772 Rooms

By the establishment's tourism classification

★★★★★	29	2,357
★★★★★	38	4,687
★★★★★	47	3,512
★★★★★	39	1,116
★★★★★	11	178
No hotel classification	225	922

Source: Ministry of Tourism of the Municipality of Querétaro, 2025.



The lodging modality through the rental of furnished apartments and houses with hotel-like services has recorded significant growth in recent years. Currently, it accounts for approximately 50% of the total lodging supply in the municipality.

Querétaro offers a wide culinary selection and a great variety of food and beverage establishments. Among its traditional dishes are gorditas de migajas (pork rind-filled corn cakes); enchiladas, guajolotes (stuffed bread rolls), and Querétaro-style mole; in pastries and sweets, buñuelos (fried dough), piloncillo tamales, quince paste, and jamoncillos made with pine nuts and walnuts; as well as traditional beverages such as pulque, flavored pulque (curados), craft beer, and aguas frescas (fruit-infused water).

Food and Beverage Prevention and Service Establishments Wuith Municipal Tourism Category, by Type of Establishment

5,192 Restaurants	**706** Prepared food services and other food for immediate consumtion	**1,032** Cafes, soda, fountains, ice cream shops, refreshment stands and similar
19 Nigtclubs, discotheques and similar	**154** Bars, cantinas and similar	

7,103 ESTABLISHMENT

Other Establishments Providing Services Related to Municipal Tourism

1 Convention centers	**1** Tourist assistance modules	**151** Travel agencies and reservation services
4 Water parks and spas	**43** Car rentals without driver	**5** Golf courses
14 Tourist transportation by land, water, and other types	**120** Handicraft shops	**23** Other recreational services provided by the private sector

362 ESTABLISHMENT

Source: Ministry of Tourism of the Municipality of Querétaro, 2025.

The municipality boasts vast historical wealth; it is home to more than 1,400 cataloged monuments, including 20 religious structures and 15 designated for public services. It also preserves deeply rooted traditional neighborhoods such as La Otra Banda “El Tepe,” La Santa Cruz, San Francisquito, San Gregorio, Santa Catarina, El Cerrito, La Trinidad, San Sebastián, La Piedad, El Retablo, Santa Ana, and Santa Rosa.

Since 1996, Querétaro’s Historic Center has been part of the World Cultural Heritage, designated by UNESCO for the beauty of its colonial heritage and the historical value of its buildings, which are remarkably well preserved. Its cobblestone streets, pedestrian walkways, plazas, museums, hotels, restaurants, bars, theaters, and other spaces make up one of the municipality’s main tourist attractions. Among the most notable sites to visit are:

- Casa de la Corregidora (now the Government Palace), Casa de Ecala, Casa de la Marquesa, Casona de los Cinco Patios, Casa Mota, Casona Vergara, and Casona San Antonio.
- Buildings of the Academy of Fine Arts, Conservatory of Music, Palacio Conín, Government Palace, Municipal Palace, and Teatro de la República.
- Fuente de Capulines, Fuente del Marqués, Fuente de la Diosa Hebe, Fuente de la Plaza Mariano de las Casas (Fuentes Danzantes), Fuente de la Plaza Constitución, Fuente de la Virgen del Pilar, Fuente de la Plaza Fundadores and Fuente de Neptuno.
- Alameda Hidalgo, Cerro de las Campanas, Jardín Corregidora, Jardín Guerrero, Jardín Zenea, Plaza de Armas, Plaza Mariano de las Casas, and Plaza de la Constitución.
- Casa del Faldón Cultural Center, Art and Culture Center, State Educational and Cultural Center “Manuel Gómez Morin”, Centro de Arte Bernardo Quintana Arrioja (CABQA), and Centro de Arte Emergente.
- Museo Cerro de las Campanas, Museo de Arte Sacro, Museo de la Ciudad, Museo de la Matemática, Museo de la Restauración de la República, Museo de los Conspiradores, Museo Fundación Santiago Carbonell, Museo Interactivo La Magia del Pasado, Museo Regional de Querétaro, Museo de Arte Contemporáneo de Querétaro (MACQ), Museo de Arte de Querétaro (MAQRO), Museo Casa de la Zacatecana, Museo de Sitio del Real Colegio de Santa Rosa de Viterbo, Museo del Calendario, Museo de Bichos, Museo Bomberos Querétaro and Panteón de los Queretanos Ilustres.
- Galería La Casa de la Alegría, Galería Libertad, Galería Sangremal, Fotogalería Estación Hércules, Antigua Estación del Ferrocarril, Fundación Carol Rolland A.C., and Distrito Cultural y Deportivo Alameda.
- Temples of San Agustín, San Francisco, Santa Clara, Santa Cruz, Santa Rosa de Viterbo, Santo Domingo, and the Cathedral of Querétaro (San Felipe Neri), among others.

In addition to its hotel and culinary offerings, Querétaro's Historic Center features traditional markets that promote the commercial exchange of goods and services. It also hosts artisan shops and businesses dedicated to the sale of local products, as well as several public parking options that facilitate access to the area.

Among the main traditional commercial hubs located in the Historic Center and its surrounding areas are:

- **Josefa Ortiz de Domínguez Market ("La Cruz")**
  Located on 15 de Mayo Street, it offers fresh food, traditional meals, clothing, and household products.

- **Miguel Hidalgo Market**
  Located on the street of the same name, it offers fresh food, household products, homemade meals, and street snacks.

- **General Mariano Escobedo Market**
  Located at Vicente Guerrero Sur No. 2, it offers fresh food, traditional meals, clothing, and household goods.

- **Querétaro Handicrafts Market**
  Located at Ignacio Allende Sur No. 20, it preserves the historical, multicultural, and artisanal richness of Querétaro's Indigenous communities. Its collection of traditional dolls is especially noteworthy.

- **Benito Juárez Market ("El Tepetate")**
  Located at Jiménez Street No. 20A, Linda Vista neighborhood, adjacent to the Historic Center. It offers fresh food, street food, and local handmade products.

In addition to traditional commercial spaces, the following productive and social development projects stand out:

- **Manos Queretanas**
  Located at Av. Constituyentes No. 3 Oriente, San Francisquito neighborhood. Its goal is to support women artisans from rural communities in the municipality by promoting and selling their traditional products.

- **Casa Queretana de las Artesanías**
  Located at Andador Libertad No. 52, Historic Center. Its purpose is to improve the living standards of Querétaro's artisans through the commercialization and promotion of their products.

Festivities

The Municipality of Querétaro is known for its rich cultural tradition, which is expressed throughout the year in various festivities. These civic, religious, and popular celebrations strengthen local identity and attract both residents and visitors. Among the main festivities celebrated in the Municipality of Querétaro are:

- **Anniversary of the Promulgation of the 1917 Constitution**

A civic commemoration held every February 5 at the Theater of the Republic, where the current Political Constitution of the United Mexican States was promulgated.

- **Holy Week**

During this season, three deeply rooted traditional religious expressions are celebrated: the Procession of Silence, the Living Stations of the Cross, and the Burning of Judas, all of which gather the community in different areas of the Historic Center.

- **Foreign Communities Festival**

A multicultural event that promotes the artistic, cultural, and social expression of migrants from various nationalities who reside in the municipality. It takes place over four days in October and has had 16 previous editions.

- **Night of Museums**

A nighttime tour during which museums and galleries in the Historic Center open their doors with a special program including film, exhibitions, workshops, and artistic performances. It is held on May 18, from 6:00 PM to 10:00 PM.

- **International Summer Jazz Festival**

A series of concerts, workshops, master classes, and film screenings featuring local, national, and international groups. It takes place during the months of June and July.

- **Hay Festival Querétaro**

An international gathering that promotes literature, thought, dialogue, and ideas, with an inclusive program aimed at all types of audiences. It is held in September.

- **Feast of the Holy Cross of Miracles**

A traditional celebration that takes place in the neighborhood of La Cruz. The main day is September 14 and includes religious ceremonies, dances, and popular expressions.

- **Mexican Independence Day Celebrations**

A commemoration of the beginning of Mexico's War of Independence, celebrated on September 15 and 16 with civic and cultural activities in the plazas of the Historic Center.

- **Mexican Revolution Day Celebrations**

Festivities that commemorate the 1910 revolutionary movement. These take place throughout November in various plazas of the Historic Center.

- **Day of the Dead Festivities**

A celebration with ancestral roots that lights up the city each November with altars, offerings, parades, folk art, and expressions that blend mysticism and tradition.

- **Christmas Parade**

A parade of themed floats that travels through the streets of the Historic Center on December 23, starting at 8:00 PM.

- **Biblical Christmas Floats**

A traditional Christmas parade featuring floats inspired by biblical passages such as "Noah's Ark," "King Solomon," and "The Nativity." It is held on December 24 at 7:00 PM.

In addition to the celebrations held in the Historic Center, the municipal delegations preserve popular festivities with deep community roots that strengthen identity and social cohesion in each area:

- **Feast of the Virgin**

A religious celebration held in the Josefa Vergara Delegation, featuring liturgical activities and popular expressions.

- **Feast of Saint Jude Thaddeus**

A traditional festivity in honor of the patron saint, celebrated in the Josefa Vergara Delegation.

- **Stations of the Cross – Cayetano Rubio Delegation**

A reenactment of the Way of the Cross during Holy Week, organized by the local community.

- **Stations of the Cross – Félix Osores Delegation**

A religious dramatization held during Holy Week that brings together residents and visitors in this district.

Day of the Dead Festival 2024

Various activities were held at iconic locations in the Historic Center, such as Jardín Guerrero, where an altar dedicated to the occasion was installed; the Alameda Hidalgo bandstand, which featured a themed artistic intervention; and Andador Madero, which was decorated with catrinas and flowers. A monumental altar stood out, dedicated to members of the Municipal Public Security Ministry who fell in the line of duty, honoring their bravery and sacrifice in protecting the people of Querétaro.

The Ministry of Tourism, in coordination with various municipal agencies, offered residents and visitors an enriching tourist experience that highlighted both tradition and the recognition of law enforcement. Activities took place from October 30 to November 3, drawing 145,000 visitors to Alameda Hidalgo and 110,000 to the walkways and altar spaces.

255,000
Attendees

Day of the Dead festivities in the Alameda, pedestrian walkways, and altars

Querétaro Experimental International Festival

Held beginning June 7, 2024, the festival featured 115 artistic and cultural performances over 11 weekends at various locations throughout the city. The closing ceremony took place on August 17 with a tribute to artist Rufino Tamayo. This third edition recorded an attendance of 450,000 people and an estimated economic impact of 534 million pesos.

Foreign Communities Festival

As part of its sixteenth edition, an international caravan was held at Bicentennial Park, where representatives from various countries paraded through the grounds, accompanied by an exhibition of vintage and collector vehicles. Later, on February 29, the 16th Foreign Communities Festival opened at the Querétaro Congress Center, featuring handicrafts and cuisine from 62 countries. The festival concluded on March 3, and both events brought together 75,000 attendees of all ages.

"The Last Supper" Projection

In collaboration with the State of Querétaro's Ministry of Tourism, "The Living Tableau" was presented during Holy Week as a projection on the façade of the Querétaro Museum of Contemporary Art (MACQRO). The event drew 2,215 attendees.

Save The Date

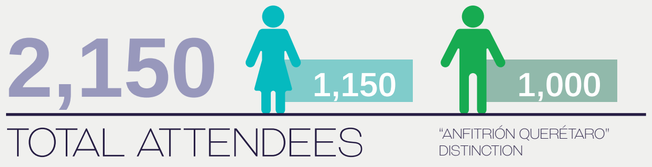
For the third consecutive year, the Municipality of Querétaro's Ministry of Tourism launched this initiative to promote romance tourism in the city by installing eight sculptural chairs with love- and friendship-themed phrases at various points throughout the Historic Center.

Coordination for Tourism Development

2024 Tourism Training Plan – "Anfitrión Querétaro" Distinction
Each year, the Ministry of Tourism implements a training program based on the needs identified within the tourism sector, with the aim of professionalizing the municipality's service providers. In 2024, eight training modules were delivered over a period of seven months.

2024 Tourism Training Plan – "Anfitrión Querétaro" Distinction

Course	Month
Ambassador of the Municipality of Querétaro	March, April, May
Internal Instructor Training	April
TikTok for Tourism Businesses	April
Wellness I	May
Wellness II	June
Inclusive Customer Service	July
Mexican Sign Language for Tourism	August, September
Tourism Emblem Business	September



Source: Ministry of Tourism of the Municipality of Querétaro, 2025.
● Women ● Men

Health Tourism

As part of the Municipal Development Plan and through the Sustainable Economy program, a strategy is being promoted to develop health and wellness tourism in the city. The project aims to position — at both the national and international levels, particularly in the United States — health and wellness packages that combine specific medical procedures with complementary services, including logistics, tourism, and wellness.

The city of Querétaro has the necessary infrastructure and medical capacity to welcome patients interested in health and wellness services, offering comprehensive packages that address their needs. This strategy is supported by a promotional campaign on digital media, social networks, and Google AdWords, primarily targeting out-of-town and international visitors — especially from the United States and Canada — to promote medical and wellness packages that include specific procedures and complementary services.

Querétaro's capital city has distinguished itself by promoting tourism as a tool to foster culture, growth, and economic development. This approach has helped establish it as a national and international destination, with sufficient infrastructure not only for leisure but also in the health and wellness sector. Its extensive network of hospitals and medical specialties allows the city to offer a competitive range of services, giving it a strong position compared to other cities in the region.

Target Population
The project is aimed at individuals with medical conditions or those interested in undergoing surgical procedures, originally from Mexico City, Puebla, the State of Mexico, San Luis Potosí, Guanajuato, Hidalgo, and Michoacán, as well as from U.S. cities such as Chicago, Houston, Detroit, Atlanta, and Dallas. Since the launch of the promotional strategy in healthcare institutions, consultations from 1,750 out-of-town patients have been recorded, representing a 15.0% increase compared to previous years.

UN-Habitat
During the global observance ceremony of World Habitat Day 2023, held in the city of Baku, Azerbaijan, Mexico symbolically received the keys to host the 2024 event in Querétaro. The main goal of the gathering was to engage young people in building a more sustainable urban future.

The event surpassed historical attendance records, with over 1,600 attendees and representatives from 288 cities across 88 countries registered. The Municipality of Querétaro's Ministry of Tourism participated with a public information booth, in coordination with other municipal departments, throughout the event.

Municipality of Querétaro Social Media
These platforms are a key tool for strengthening communication with the public and sharing activities, services, and information of public interest. The "Querétaro Ciudad" Facebook page has more than 113,000 followers, while the Instagram profile @qrociudad has 16,200 followers, consolidating an active and growing digital community.

3. ORGANIZED QUERÉTARO

3.1. CITY GROWTH AND POPULATION

3.2. TRADE

3.3. URBAN PLANNING

3.4. CONDOMINIUMS

3.1. CITY GROWTH AND POPULATION

The state of Querétaro is located in the central region of the Mexican Republic and borders the states of Guanajuato, Hidalgo, Michoacán, San Luis Potosí, and the State of Mexico. It is made up of 18 municipalities, among which the municipality of Querétaro stands out for its economic, administrative, and demographic importance.

Municipal Area in the State of Querétaro, 2024

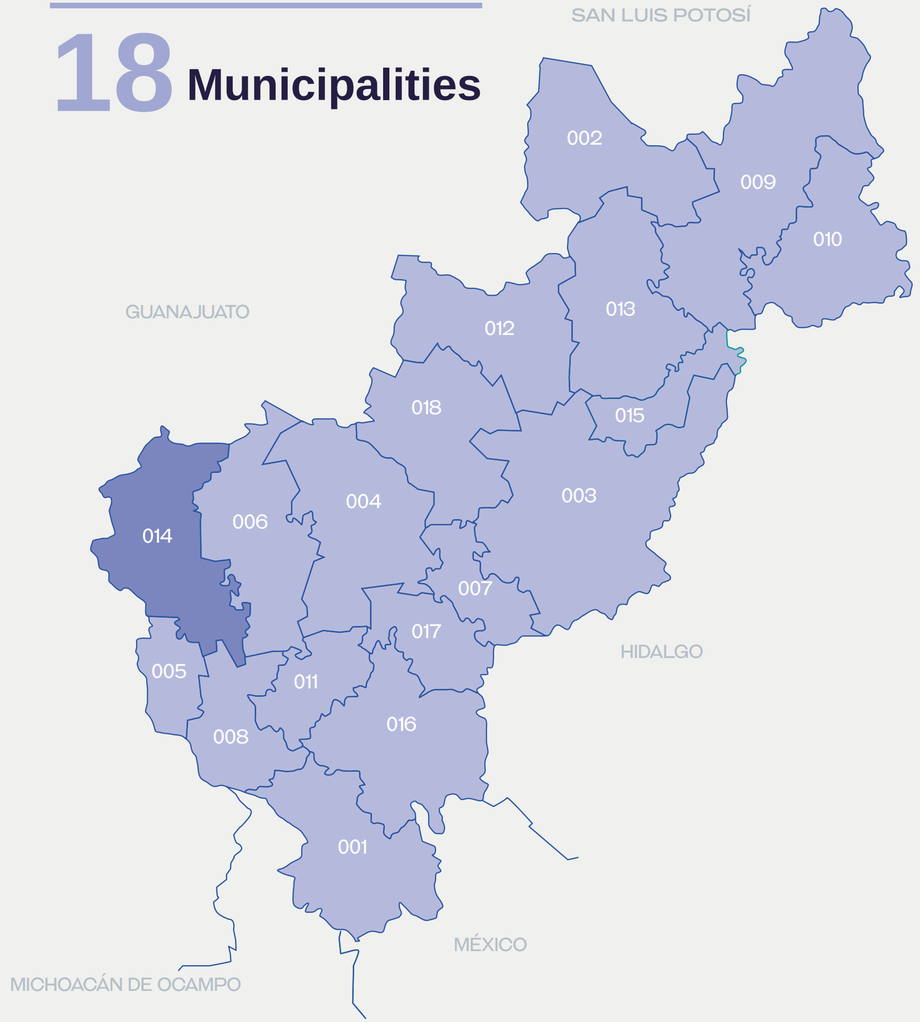
	Municipality	Area[1]	Distribution	Localities
001	Amealco de Bonfil	713.3	6.1	160
002	Arroyo Seco	732.1	6.3	96
003	Cadereyta de Montes	1,347.4	11.5	279
004	Colón	810.3	6.9	157
005	Corregidora	234.9	2.0	99
006	El Marqués	747.6	6.4	312
007	Ezequiel Montes	300.2	2.6	188
008	Huimilpan	388.1	3.3	125
009	Jalpan de Serra	1,186.2	10.1	155
010	Landa de Matamoros	719.4	6.2	108
011	Pedro Escobedo	323.2	2.8	113
012	Peñamiller	695.0	5.9	138
013	Pinal de Amoles	712.1	6.1	211
014	**Querétaro**	**682.8**	**5.8**	**206**
015	San Joaquín	276.8	2.4	51
016	San Juan del Río	770.9	6.6	214
017	Tequisquiapan	369.6	3.2	143
018	Tolimán	680.7	5.8	119
	Total	**11,690.6**	**100.0**	**2,874**

Source: Economic Yearbook 2024. Ministry of Sustainable Development (SEDESU), State of Querétaro.
Retrieved from: https://portal.queretaro.gob.mx/sedesu/contenido.aspx?q=0P7NpIeTMww3HR5p8WDNH+uEt5B3ifl94/GBSxbgl7w=
[1]Area in square kilometers

11,690.6 km²

Total area of the municipality

18 Municipalities



For 2024, the National Population Council (CONAPO) estimated, based on the population projections for the municipalities of Mexico (1990-2040), a practically balanced distribution between men and women.

Total National Population, 2024		
Population by Sex	**Quantity**	**Percentage**
Women	67,568,918	51.1
Men	64,705,498	48.9
Total	**132,274,416**	**100.0**

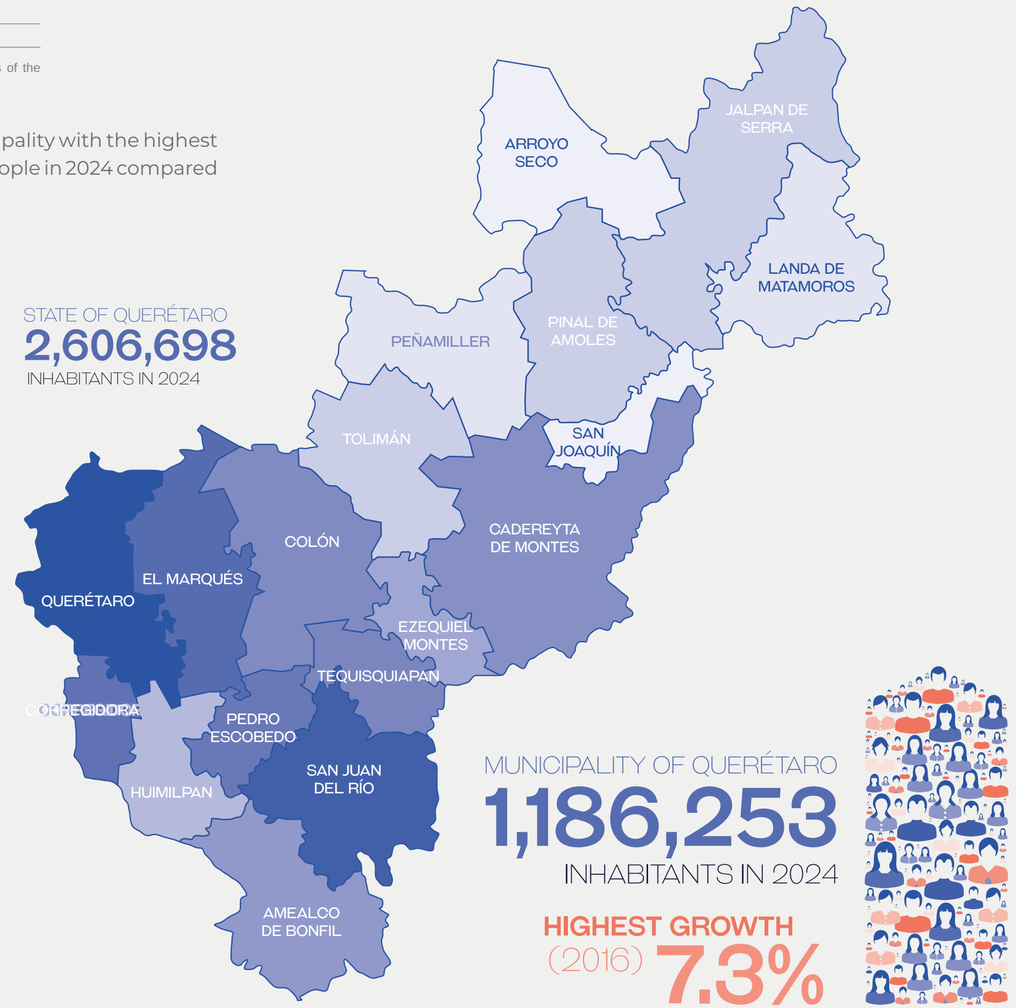
Source: SGCONAPO (2024). Reconstruction and Population Projections of the Municipalities of Mexico, 1990–2040, published in May 2024.

In the state of Querétaro, the capital ranked as the municipality with the highest number of inhabitants, recording an increase of 29,224 people in 2024 compared to the previous year.

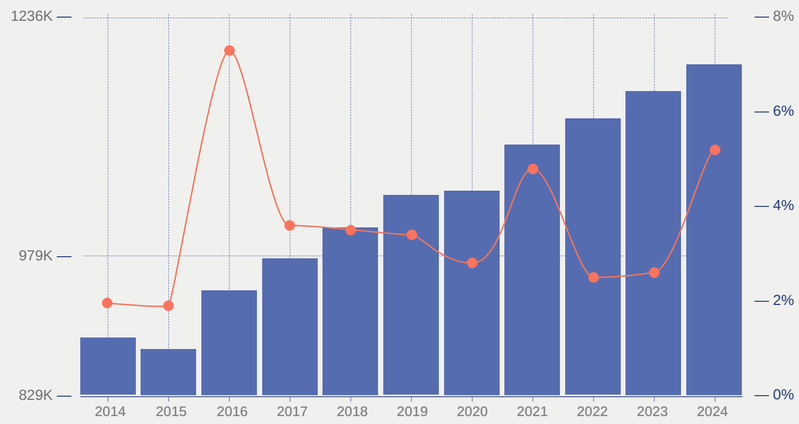
Municipal Population in the State of Querétaro, 2024

Municipality	2024
Querétaro	**1,186,253**
San Juan del Río	316,130
El Marqués	271,565
Corregidora	236,298
Pedro Escobedo	82,861
Tequisquiapan	75,253
Colón	70,359
Cadereyta de Montes	70,171
Amealco de Bonfil	69,958
Ezequiel Montes	47,756
Huimilpan	36,746
Jalpan de Serra	28,678
Tolimán	28,158
Pinal de Amoles	28,112
Peñamiller	19,296
Landa de Matamoros	17,979
Arroyo Seco	13,128
San Joaquín	7,997
Total	**2,606,698**

Source: SGCONAPO (2024). Reconstruction and Population Projections of the Municipalities of Mexico, 1990–2040.



Total Population of the Municipality of Querétaro, 2014–2024



Year	Municipal Population	Absolute Growth Between Periods	AAGR*
2014	891,251	17,138	1.96
2015	878,931	-12,320	1.9*
2016	942,773	63,842	7.3
2017	976,536	33,763	3.6
2018	1,010,613	34,077	3.5
2019	1,044,782	34,169	3.4
2020	1,049,777	4,995	2.8*
2021	1,100,101	50,324	4.8
2022	1,127,543	27,442	2.5
2023	1,157,029	29,486	2.6
2024	1,186,253	58,710	5.2
2024	1,186,253	29,224	2.5

Source: INEGI. From 2014 to 2024 based on CONAPO estimates, SGCONAPO (2024). Reconstruction and Population Projections of the Municipalities of Mexico, 1990–2040, published in May 2024. The year 2015 corresponds to the results of INEGI's 2015 Intercensal Survey, and the year 2020 corresponds to the 2020 Population and Housing Census.

*AAGR: Average Annual Growth Rate, based on the population of the previous period (except for the 2020 rate, which is based on a ten-year interval, and the 2015 rate, which is based on a five-year interval).

Considering a 10-year comparison in population growth, between 2014 and 2024 the municipality of Querétaro recorded an increase of 292,002 inhabitants.

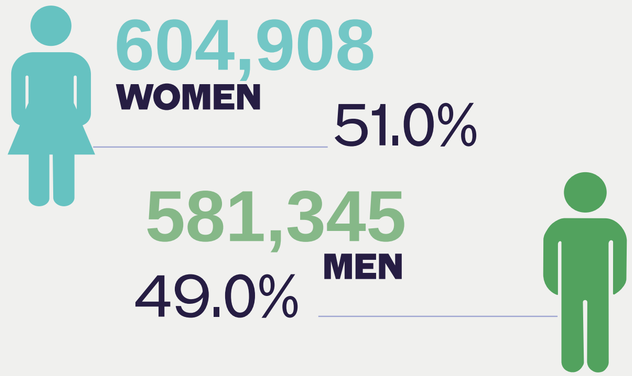
Demographic Characteristics

Population by Age and Sex

Following a trend similar to that of the previous year, in 2024 the municipal population structure showed a higher percentage of women (51.0%) compared to men (49.0%).

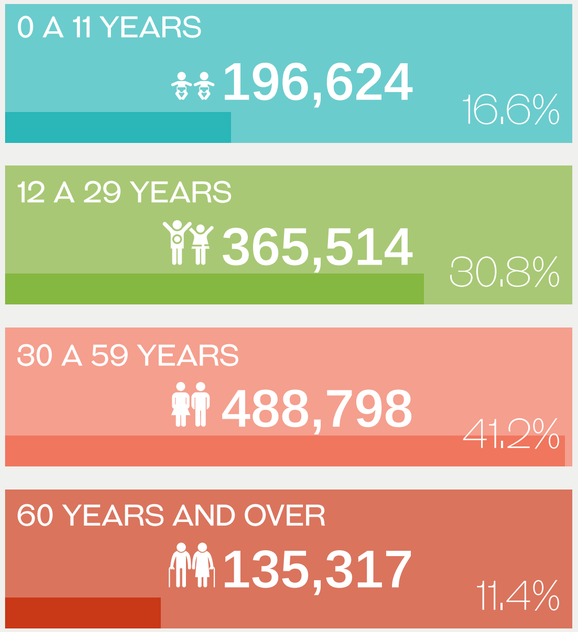
In the municipality of Querétaro, the age group that makes up the largest share of the population corresponds to people aged 30 to 59, while the smallest share belongs to those aged 65 and over.

Population by Sex and Age in the Municipality of Querétaro (2024)



Source: INEGI, based on data from the 2000 and 2010 Population and Housing Censuses, the 2005 Population and Housing Count, and the 2015 Intercensal Survey. CONAPO.

Total Population by Age Group in the Municipality of Querétaro, 2024



Source: SGCONAPO (2024). Reconstruction and Population Projections of the Municipalities of Mexico, 1990–2040.

The municipal dependency ratio reflects the proportion of people who are potentially not part of the labor force in relation to the working-age population. It is calculated by adding the population aged 0 to 14 and the population aged 65 and over, and dividing that total by the population aged 15 to 64, then multiplying the result by one hundred.

Municipal Dependency Ratio, 2014–2024

Year	Percentage
2014	45.5
2015	44.7
2016	43.8
2017	42.9
2018	42.0
2019	41.3
2020	40.7
2021	40.4
2022	40.1
2023	39.8
2024	39.6

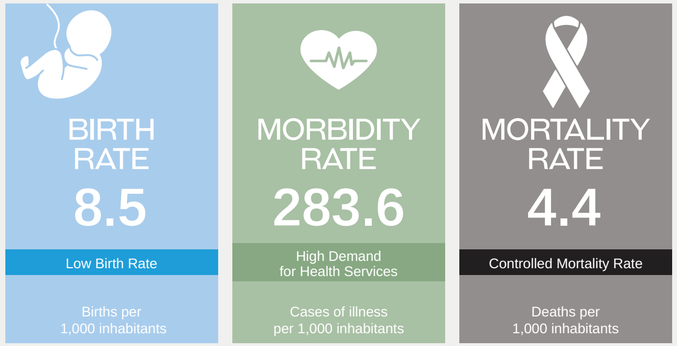
Source: SGCONAPO (2024). Reconstruction and Population Projections of the Municipalities of Mexico, 1990–2040. Except for 2015, which presents data from the 2015 Intercensal Survey.

Health, Birth Rate, Morbidity and Mortality

According to the World Health Organization (WHO), health is "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Everyone should have access to quality healthcare services, as well as to strategies that promote well-being within their communities.

This implies a comprehensive condition that encompasses the optimal functioning of the body, regular physical activity, disease prevention, emotional and cognitive well-being, and the ability to adapt to the demands of daily life.

Birth, Morbidity, and Mortality Rates in the Municipality, 2024



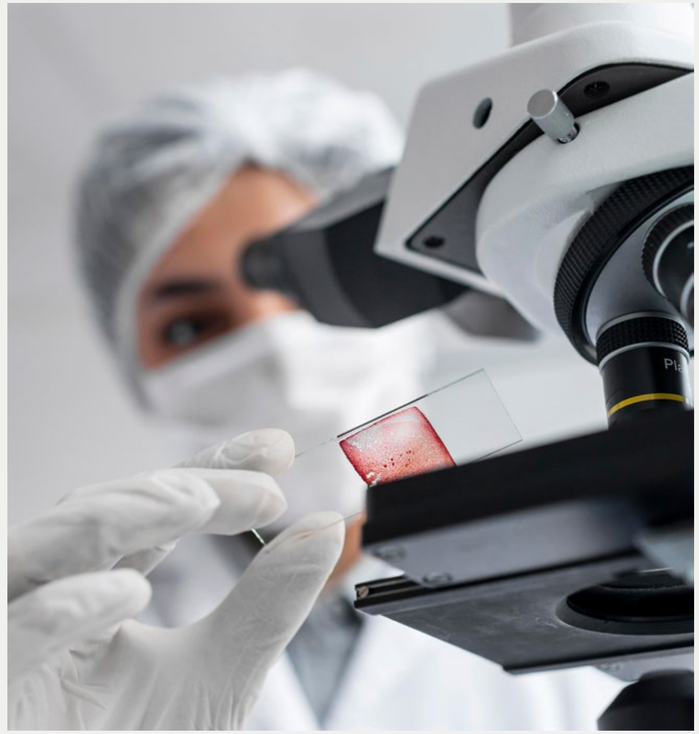
Source: Government of the State of Querétaro. Ministry of Health, 2025.
[1]Per one thousand inhabitants.

Regarding diseases, acute respiratory infections were the leading recorded cause, accounting for 46.7% of the total. Another 36.5% corresponded to a group that included intestinal and urinary tract infections, COVID-19, gingivitis, conjunctivitis, obesity, scorpion stings, vulvovaginitis, and cases of domestic violence. The remaining 16.8% was distributed among other diagnoses.

Registered Pathologies, 2024

Pathology	Cases
Acute respiratory infections	29,387
Urinary tract infection	4,397
Gingivitis and periodontal disease	4,265
Intestinal infections caused by other organi ill-defined infections	3,761
Domestic violence	2,518
COVID-19	1,820
Scorpion sting poisoning	1,770
Vulvovaginitis	1,570
Obesity	1,519
Conjunctivitis	1,320
Other diagnoses	10,553
Total	**62,880**

Fuente: Gobierno del Estado de Querétaro. Secretaría de Salud, 2025.



62,880
PATHOLOGIES
REGISTERED IN 2024

In the municipality of Querétaro, by 2024 public medical units were in operation, most of them offering primary care services, with a workforce of 4,930 people.

Public Medical Units in the Municipality of Querétaro, 2024

No.	Medical Unit	Address	Total Staff	Areas of Care
1	Hospital de Especialidades del Niño y la Mujer Dr. Felipe Núñez Lara	Av. Luis Vega y Monroy n.° 1000, Col. Colinas del Cimatario.	2,383	Secondary level
2	Jurica	Calle Lirios n.° 7, Col. Pueblo Jurica.	5	Primary level
3	Menchaca	Calle Río Lerma n.° 215, Col. Menchaca.	8	Primary level
4	San Antonio de la Punta	Calle Dalia n.° 204, Col. Las Flores.	8	Primary level
5	San Pablo	Calle Camino Real n.° 14, Col. San Pablo.	20	Primary level
6	Felipe Carrillo Puerto	Calle Plata n.° 317, Col. El Progreso.	16	Primary level
7	Loma Bonita	Calle del Crestón n.° 232, Col. Satélite.	7	Primary level
8	Pedro Escobedo	Calle José María Pino Suárez s/n, Col. Centro.	117	Primary level
9	Jofrito	Calle Camino Real s/n, Col. Pueblo Jofrito.	4	Primary level
10	Montenegro	Calle Independencia s/n, Col. Pueblo Montenegro.	4	Primary level
11	Pie de Gallo	Calle Buenavista s/n, Col. Pueblo Pie de Gallo.	6	Primary level
12	San José Buenavista	Calle Camino Real s/n, Col. Pueblo San José Buenavista.	5	Primary level
13	San Miguelito	Calle Hacienda La Solana n.° 29, Col. Pueblo San Miguelito.	7	Primary level
14	Santa María Magdalena	Calle Epigmenio González n.° 20, Col. Santa María Magdalena.	10	Primary level
15	La Solana	Calle El Rosal s/n, Col. La Solana.	5	Primary level
16	Tinaja de la Estancia	Calle sin nombre s/n, Col. Ranchería Tinaja de la Estancia.	4	Primary level
17	Tlacote el Bajo	Calle Miguel Hidalgo s/n, Col. Pueblo Tlacote El Bajo.	6	Primary level
18	Lázaro Cárdenas	Calle Lic. Carlos A. Madrazo esq. Circuito Lázaro Cárdenas s/n, Col. Lázaro Cárdenas.	20	Primary level
19	San Pedrito Peñuelas	Av. Pie de la Cuesta n.° 2253, Col. Lomas de San Pedrito.	39	Primary level
20	Menchaca Norte	Calle Cerro del Peñón s/n, Col. Colinas de Menchaca.	23	Primary level
21	Hospital General de Querétaro	Calle José Antonio García Jimeno n.° 1000, Col. Jardines de la Hacienda.	2,005	Secondary level
22	La Gotera	Calle Juventino Castro s/n, Col. Pueblo la Gotera.	7	Primary level
23	San José el Alto	Calle Campeche s/n, Col. San José el Alto.	22	Primary level
24	Santa Rosa Jáuregui	Calle Cuauhtémoc s/n, Col. Pueblo Santa Rosa Jáuregui.	36	Primary level
25	Satélite	Calle Cordillera Himalaya s/n, Col. La Loma VIII.	88	Primary level
26	San Pedro Mártir	Calle Hidalgo s/n, Col. San Pedro Mártir.	19	Primary level
27	Lomas de Casablanca	Calle Abraham Castellanos s/n, Col. Reforma Agraria 1era sección.	56	Primary level

Source: Government of the State of Querétaro. Ministry of Health, 2025.

Mental Health Centers

Emotional balance enables individuals to face challenges, manage stress, develop skills, perform functions, work, and establish interpersonal relationships. In the municipality of Querétaro, in 2024, 4 mental health centers were operating, providing care to a large number of people, of whom 55.5% were women and 44.5% were men.

4 Mental Health Centers in the Municipality of Querétaro, 2024

PERSONAS ATENDIDAS **42,205**

Community Mental and Addiction Center	People Served	
	Women	Men
Loma Bonita Calle Juan Diego n.°30. Col. Guayaquiri, C.P. 76116	693	841
Reforma Agraria Calle José María Lozano s/n. Col. Reforma Agraria, C.P. 76086	282	484
Santa María Magdalena Calle Estrella Polar s/n. Col. Jardín del Jazmín, C.P. 76137	1,312	793
State Mental Health Center Avenida 5 de Febrero n.° 105. Col. Los Virreyes, C.P. 76175	21,135	16,665

Source: Government of the State of Querétaro. Ministry of Health, 2025.

Vasectomies

This contraceptive method contributes to family planning and, consequently, to the orderly growth of the population. A comparison between data from 2020 and 2024 shows a significant increase in its use, reflecting a greater adoption by the population as a means of preventing pregnancy.

Vasectomies With or Without Scalpel Performed in Querétaro, 2020–2024

Year	Municipality	State
2020	277	336
2021	615	746
2022	682	867
2023	743	940
2024	636	795
Total	**2,317**	**2,889**

Source: Government of the State of Querétaro. Ministry of Health, 2025.

Organ Donation

It is a voluntary act that can save or improve lives. In the state of Querétaro, during 2024, 26.6% of donors were women and 73.4% were men. Since one person can donate more than one organ, records include donations of kidneys, liver, corneas, and others.

The age group with the highest number of records corresponds to individuals between 49 and 59 years old, representing 29.8% of the total.

Organ Donation by Age and Sex in the State of Querétaro, 2024

Number of Donors	Sex		Age Range	Type of Donation			
	Women	Men		Kidney	Liver	Cornea	Others
0	-	-	<15	-	-	-	-
6	4	2	16-26	4	-	1	3
13	4	9	27-37	8	1	5	6
22	7	15	38-48	7	1	8	15
37	7	30	49-59	7	-	13	29
29	6	23	60-71	5	-	2	24
17	5	12	72<	-	-	-	17
124	**33**	**91**	-	**31**	**2**	**29**	**94**

Source: Government of the State of Querétaro. Ministry of Health, 2025.

Vital Records Office

This is the institution where citizens can officially register and certify civil status events such as birth, marriage, death, and parentage, among others. These procedures ensure the certainty, authenticity, and public record of such events, granting legal validity to individuals' identity and legal status.

In 2024, the municipality of Querétaro had 12 Vital Records offices, distributed as follows: 7 in municipal delegations, 4 in hospitals (Hospital de Especialidades del Niño y la Mujer, IMSS Hospital, ISSSTE General Hospital, and Hospital San José), and 1 at the Querétaro Civic Center.

That same year, the proceedings recorded by the Municipal Vital Records Office were distributed as follows: births, 51.1%; deaths, 26.3%; marriages, 14.5%; divorces, 5.5%; acknowledgments of paternity, 1.5%; registration of foreign certificates, 0.9%; and adoptions, 0.2%.

Civil Registry Acts by Delegation and Hospitals in the Municipality of Querétaro, 2024

Delegation	Marriages	Divorces	Deaths	Births	Adoptions	Acknowledgments of Paternity	Registration of Foreign Certificates	Total
Historic Center	602	327	4,765	875	13	116	63	**6,761**
Epigmenio González Flores	641	193	132	2,259	4	66	26	**3,321**
Felipe Carrillo Puerto	475	221	158	1,080	1	39	9	**1,983**
Félix Osores Sotomayor	497	170	45	1,723	3	50	16	**2,504**
Josefa Vergara y Hernández	436	132	474	844	1	22	26	**1,935**
Santa Rosa Jáuregui	525	127	398	1,361	-	35	50	**2,496**
Villa Cayetano Rubio	289	118	34	209	1	9	22	**682**
Others								
Civic Center Office	-	36	40	538	1	10	7	**632**
Hospitals								
Hospital for Women and Children Specialties	-	-	55	1,982	1	2	-	**2,040**
IMSS	-	-	90	612	1	2	-	**705**
ISSSTE	-	-	98	169	-	-	-	**267**
San José	-	-	9	569	-	1	-	**579**
Total	**3,465**	**1,324**	**6,298**	**12,221**	**26**	**352**	**219**	**23,905**

Source: Municipality of Querétaro. Municipal Office of Vital Records, 2025.

The services and procedures offered by the Vital Records Office have increased considerably in recent years. When comparing the number of cases handled in 2018 with those in 2024, there is a recorded increase of 298.79%, despite having fewer users, which reflects the diversification of services currently available.

Citizens Served by the Municipality's Vital Records Office, 2024

Description	Number of Procedures	Users
Civil Registry Acts	23,905	93,166
Certified Copies*	153,620	153,620
Out-of-State Certified Copies	16,129	16,129
Exhumation	1,021	1,021
Construction	532	532
Cremation of Remains	838	838
Certificate of Non-Existence of Birth	1,785	1,785
Certificate of Non-Existence of Marriage	1,052	1,052
Annotations	829	829
Court Judgment Registration	5	5
Fetal Death	178	178
Record Searches	25	25
Renewals	7	7
Total	**199,926**	**269,187**

Source: Municipality of Querétaro. Office of Vital Records, 2025.
*Includes free certificates for senior citizens and people with disabilities.

199,926

2024/CIVIL REGISTRY PROCEDURES

Citizens Served and Number of Procedures at the Vital Records Office, 2018–2024

Year	Procedures	Users
2018	50,132	287,441
2019	152,356	247,269
2020	112,736	181,514
2021	157,516	238,221
2022	142,495	218,278
2023	138,508	210,000
2024	199,926	269,187

Source: Municipality of Querétaro. Municipal Office of Vital Records, 2025.

3.2. TRADE

It is a fundamental pillar of both the global and local economy, as it drives growth, generates employment, and improves access to goods and services. It contributes to poverty reduction and broadens economic opportunities by allowing individuals, companies, and countries to specialize in their strengths and engage in mutually beneficial exchanges.

International trade aims to provide nations with products they lack in exchange for those they produce in abundance. These transactions, along with other economic policies, help improve living standards.

Throughout modern history, a significant part of international relations has focused on promoting freer trade and supporting developing countries in eliminating trade barriers that hinder their growth

Foreign Direct Investment (FDI)

According to the Ministry of Economy, its purpose is to generate lasting interest for long-term economic or business purposes by a foreign investor in the host country. It is also a key catalyst for development, with the potential to create jobs, increase savings, attract foreign currency, foster competition, facilitate technology transfer, and boost exports—positively impacting the productive and competitive environment of a nation by offering a greater variety of products at better prices. The following are considered FDI:

- The participation of foreign investors in the equity of Mexican companies.
- The participation of foreign investors in the activities and transactions contemplated by law.

The Foreign Investment Law establishes the entities required to register with the National Registry of Foreign Investments (RNFI), a Federal Government body in charge of registering foreign investments entering the country.

Through its regulations, the applicable procedures for carrying out the corresponding processes are detailed. The RNFI compiles the information received and generates reliable and timely statistics—aligned with international standards—on the behavior of foreign direct investment flows in Mexico.

Of the foreign direct investment recorded in 2024, 8.6% corresponded to new investments, 77.9% to reinvestment of profits, and 13.5% to intercompany accounts. The main countries of origin were, in descending order: the United States of America, Japan, Germany, Canada, and the Netherlands.

Comparison of FDI in Mexico, 2023–2024

Category	Year		Variation	
	2023*	2024*	Absolute	Relative
New investments	5,217.2	3,168.5	-2,048.7	-39.3
Reinvestment of profits	26,639.2	28,710.3	2,071.1	7.8
Intercompany accounts	4,610.0	4,993.6	383.6	8.3
Total	**36,466.5**	**36,872.4**	**406.0**	**1.1**

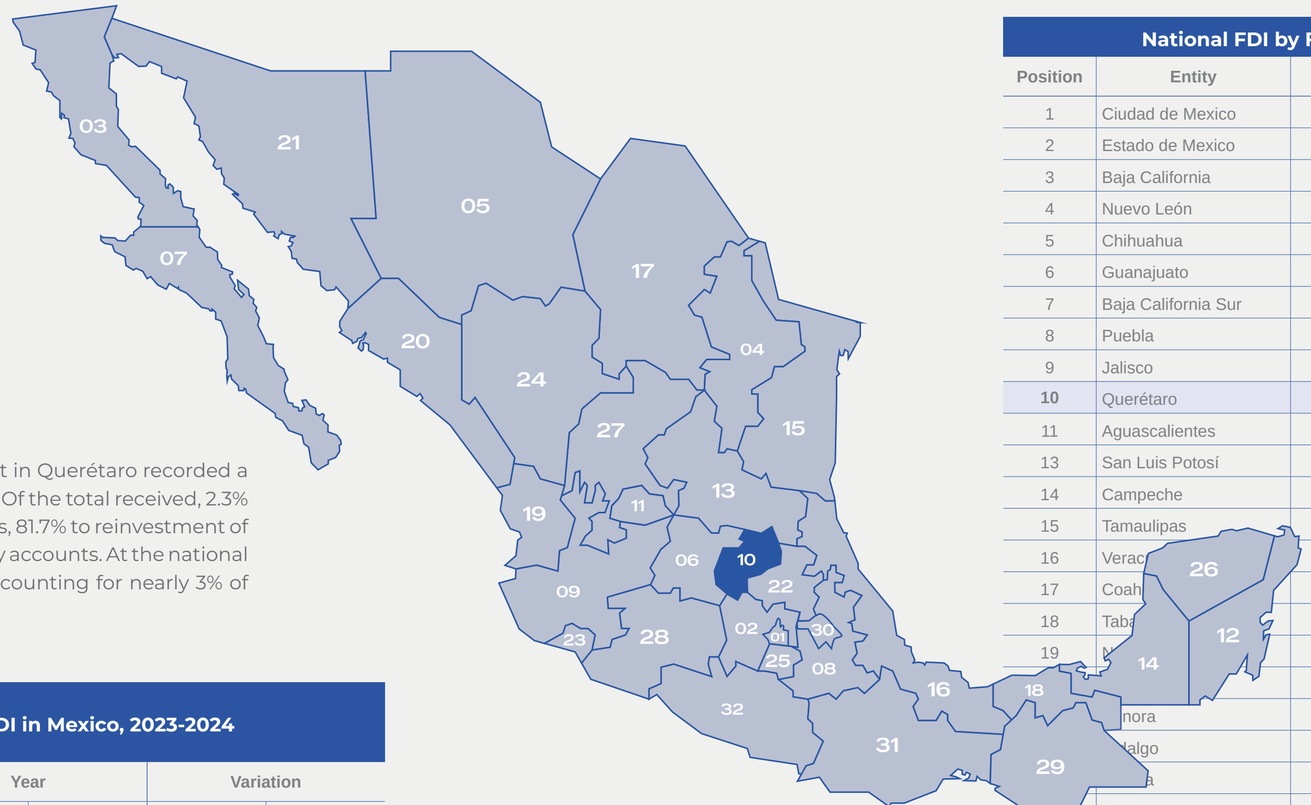
Source: Ministry of Economy. General Directorate of Foreign Investment, 2025.
*Millions of dollars.

National FDI by Country of Origin, 2024

Position	Country of Origin	Amount[1]	Percentage
1	USA	16,512.8	44.8
2	Japan	4,284.6	11.6
3	Germany	3,788.5	10.3
4	Canada	3,215.7	8.7
5	Netherlands	1,881.1	5.1
6	Belgium	1,536.7	4.2
7	South Korea	1,307.8	3.5
8	Argentina	1,064.0	2.9
9	United Kingdom	823.3	2.2
10	China	710.3	1.9
Other countries*		453.6	1.2
Rest of countries		1747.6	4.8
Total		**36872.4**	**100.0**

Source: Ministry of Economy. General Directorate of Foreign Investment, 2025.
[1]Millions of dollars.
*Other countries: Belize, Malaysia, Nicaragua.

In 2024, foreign direct investment in Querétaro recorded a 4.7% decrease compared to 2023. Of the total received, 2.3% corresponded to new investments, 81.7% to reinvestment of profits, and 16.0% to intercompany accounts. At the national level, Querétaro ranked tenth, accounting for nearly 3% of the total.



Comparison of FDI in Mexico, 2023-2024

Category	Year		Variation	
	2023*	2024*	Absolute	Relative
New investments	43.9	24.6	-19.3	-44.0
Reinvestment of profits	505.6	861.4	355.8	70.4
Intercompany accounts	557.9	169.2	-388.7	-69.7
Total	**1,107.4**	**1,055.1**	**-52.3**	**-4.7**

Source: Ministry of Economy. General Directorate of Foreign Investment, 2025.
*Millions of dollars.

National FDI by Federal Entity, 2024

Position	Entity	Amount[1]	Percentage
1	Ciudad de Mexico	14,426.5	39.1
2	Estado de Mexico	2,641.7	7.2
3	Baja California	2,478.5	6.7
4	Nuevo León	2,098.2	5.7
5	Chihuahua	1,496.7	4.1
6	Guanajuato	1,442.4	3.9
7	Baja California Sur	1,353.2	3.7
8	Puebla	1,168.4	3.2
9	Jalisco	1,100.3	3.0
10	Querétaro	1,055.1	2.9
11	Aguascalientes	993.1	2.7
13	San Luis Potosí	843.7	2.3
14	Campeche	536.0	1.5
15	Tamaulipas	463.0	1.3
16	Veracr	419.9	1.1
17	Coahi	396.7	1.1
18	Tabas	384.2	1.0
19	N	363.5	1.0
		316.1	0.9
	nora	305.4	0.8
	dalgo	296.0	0.8
	a	261.0	0.7
	Durango	230.2	0.6
2	Morelos	160.5	0.4
26	Yucatán	147.8	0.4
27	Zacatecas	131.0	0.4
28	Michoacán	110.6	0.3
29	Chiapas	104.7	0.3
30	Tlaxcala	94.2	0.3
31	Oaxaca	82.0	0.2
32	Guerrero	50.4	0.1
Total		**36,872.4**	**100.0**

Source: Ministry of Economy. General Directorate of Foreign Investment, 2025.
[1]Millions of dollars.

Similar to the national trend, in 2024 Querétaro received its largest inflow of foreign direct investment from countries such as the United States of America, Germany, and Canada, as well as from nations like Spain, Brazil, Denmark, and Austria.

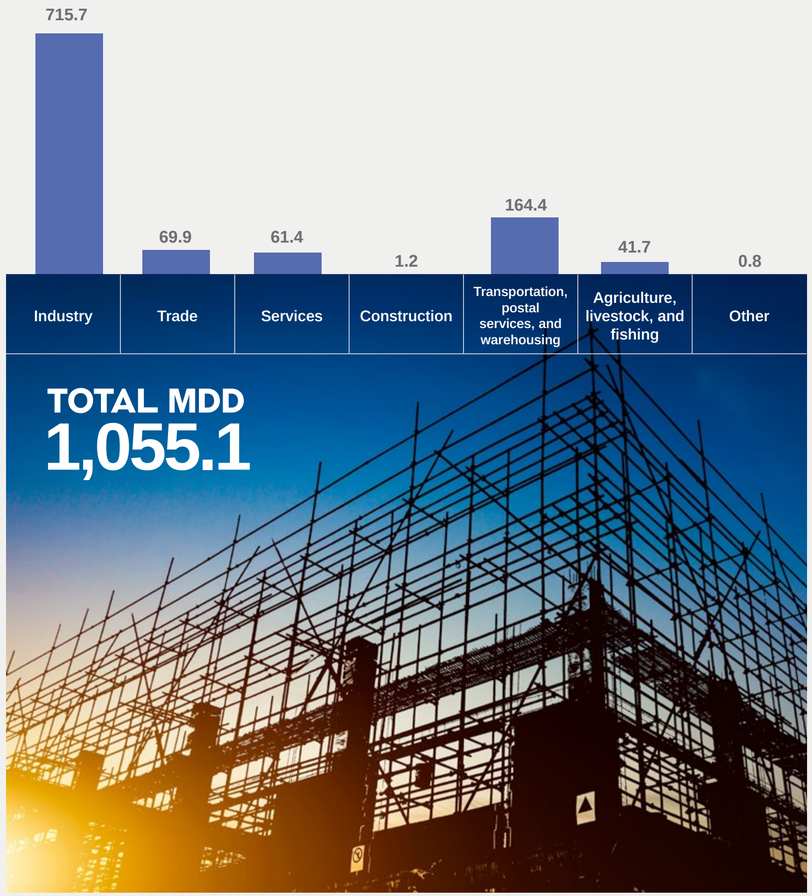
FDI in the State of Querétaro by Country of Origin, 2024

Position	Country of Origin	Amount[1]	Percentage
1	USA	457.8	43.4
2	Germany	276.0	26.2
3	Canada	195.3	18.5
4	Japan	75.1	7.1
5	Netherlands	34.2	3.2
6	Spain	30.1	2.9
7	South Korea	25.9	2.5
8	Brazil	25.1	2.4
9	Denmark	15.7	1.5
10	Austria	9.5	0.9
Other countries*		C	2.0
Remaining countries with FDI in Querétaro		-111.0	-10.6
Total		**1,055.1**	**100.0**

Source: Ministry of Economy. Foreign Direct Investment Flows to Mexico by Country of Origin and Destination Federal Entity, 2025.
[1]Millions of dollars.
*Other countries: Australia, Belgium, Chile, Finland, India, Luxembourg, Panama, Peru, Portugal, Russia, Singapore, and Uruguay.
C: Confidential. The company-level information held in the RNFI is not public and is classified as confidential, pursuant to the provisions of Article 31 of the Foreign Investment Law; Article 32 of the Regulations of the Foreign Investment Law and of the National Registry of Foreign Investments; Article 116 of the General Law of Transparency and Access to Public Information; and Article 113 of the Federal Law of Transparency and Access to Public Information. The statistical data in this cell is not shown because it pertains to one or two companies; therefore, the total may not match the breakdown.

In the same year, at the state level, foreign direct investment by economic sector was primarily concentrated in industry, with 67.8%, followed by transportation, postal services, and warehousing, with 15.6%, and trade, with 6.6%. The remaining 10.0% corresponded to other sectors.

FDI by Economic Sector in the State of Querétaro (millions of dollars)



Source: Ministry of Economy. Foreign Direct Investment Flows by Federal Entity, 2025.
Note: Some information is listed as C (Confidential). The company-level information held in the National Registry of Foreign Investments (RNFI) is not public and is classified as confidential. Therefore, the total may not match the breakdown.

Considering the total accumulated foreign direct investment over the past 5 years, the central-northern states of the country accounted for 12.8% of the national total. Within that region, the states with the highest inflows during that period were Guanajuato with 26.5%, Querétaro with 21.1%, and San Luis Potosí with 17.8%, while the remaining 34.6% corresponded to Aguascalientes, Durango, and Zacatecas.

FDI in the Central-North Region States, 2020-2024[1]

State	2020	2021	2022	2023	2024	Cumulative for the period
National FDI	28,224.6	33,527.7	36,315.7	36,466.5	36,872.4	171,406.9
Central-North Region	2,808.4	5,229.8	3,778.1	5,437.2	4,695.5	21,949.0
Aguascalientes	743.7	67.2	598.3	1,379.3	993.1	3,781.5
Durango	496.5	461.8	565.5	377.8	230.2	2,131.9
Guanajuato	199.5	1,798.1	1,563.0	815.1	1,442.4	5,818.0
Querétaro	861.0	880.2	719.4	1,107.4	1,055.1	4,623.2
San Luis Potosí	913.2	702.3	323.1	1,115.7	843.7	3,898.0
Zacatecas	-405.5	1,320.2	8.7	641.9	131.0	1,696.3

Source: Ministry of Economy. Foreign Direct Investment Flows by Federal Entity, 2025.

Agreements and Treaties

Mexico's trade liberalization and the international treaties it has signed have contributed to the country's economic growth by creating new employment opportunities, attracting foreign direct investment, increasing productivity and income, and enhancing competitiveness. All of this has had a positive impact on living standards and the population's economic and social well-being.

Currently, Mexico has a network of 14 Free Trade Agreements (FTAs) covering 52 countries; 30 Agreements for the Promotion and Reciprocal Protection of Investments (APPRIs) with 31 nations or administrative regions; and 9 Economic Complementation and Partial Scope Agreements within the framework of the Latin American Integration Association (ALADI).

In addition, Mexico actively participates in multilateral and regional organizations and forums, such as the World Trade Organization (WTO), the Asia-Pacific Economic Cooperation (APEC), the Organisation for Economic Co-operation and Development (OECD), and the Latin American Integration Association (ALADI).

The North American Free Trade Agreement (NAFTA) transformed Mexico's trade relationship with the United States of America and Canada by driving the modernization of its manufacturing base, as well as its agricultural and agro-industrial sectors. This integration into global value chains strengthened Mexico's role in the global economy and boosted foreign investor confidence.

Since its entry into force, the treaty has made Mexico an attractive destination for foreign investment by multinational companies and has steered the country toward a development model based on foreign trade. This has supported economic growth and helped improve living standards in all three member countries.

The United States–Mexico–Canada Agreement (USMCA) is the new trade agreement that replaces the North American Free Trade Agreement. It entered into force on July 1, 2020, and its main benefits include:

- Updating the agreement to reflect developments in the telecommunications sector, optimizing infrastructure conditions and free-market principles necessary for its growth.
- Establishing clear obligations for cooperation in the fight against corruption.
- Strengthening and expanding the protection of labor rights.
- Regulating the activities of state-owned enterprises to prevent distortions in trade and investment flows among member countries.
- Incorporating mechanisms for dialogue and collaboration to promote the participation of micro, small, and medium-sized enterprises (MSMEs) in regional trade.
- Expanding access to financial services and creating more opportunities for Mexican financial institutions in regional markets.
- Promoting the growth of digital trade and strengthening consumer data protection.

Since joining the General Agreement on Tariffs and Trade (GATT), Mexico has signed trade agreements with various regions and countries around the world, including Central America, South America, the European Union, Israel, the European Free Trade Association, and Japan. Among these, the Free Trade Agreement with the European Union (FTA-EU) and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) stand out.

Trade Agreements and Treaties Signed by Mexico Since Joining the GATT

Free Trade Agreements (FTAs), Economic Complementation Agreements (ECAs), Partial Scope Agreements (PSAs), as well as alliances, organizations, and multilateral and regional forums.

Year	Agreement/Treaty
1986	**GATT**
	PSA 14: Panama
1987	**ECA 6**: Argentina
1995	**WTO** entry into force
	FTA: Costa Rica
	FTA G3: Colombia and Venezuela
	ECA 66: Bolivia
1998	**FTA**: Nicaragua
	PSA 29: Ecuador
1999	**FTA**: Chile
2000	**FTA**: Israel
	FTA-EU: European Union
	PSA 38: Paraguay
2001	**FTA EFTA**: Iceland, Liechtenstein, Norway, and Switzerland
	FTA TN: Guatemala, Honduras, and El Salvador
	ECA 51: Cuba
2003	**ECA 53**: Brazil
	ECA 55 Mercosur–Automotive
2004	**FTA**: Uruguay
2005	**EPA**: Japan
2006	**ECA 54**: Mercosur
2011	**FTA**: Colombia
2012	**CIA**: Peru
2013	**UNIFIED FTA**: Guatemala, El Salvador, Honduras, Nicaragua, and Costa Rica
2015	**FTA**: Panama
2016	**Pacific Alliance**: Colombia, Peru, and Chile
2018	**CPTPP**: Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore, and Vietnam
2020	**USMCA**: USA and Canada

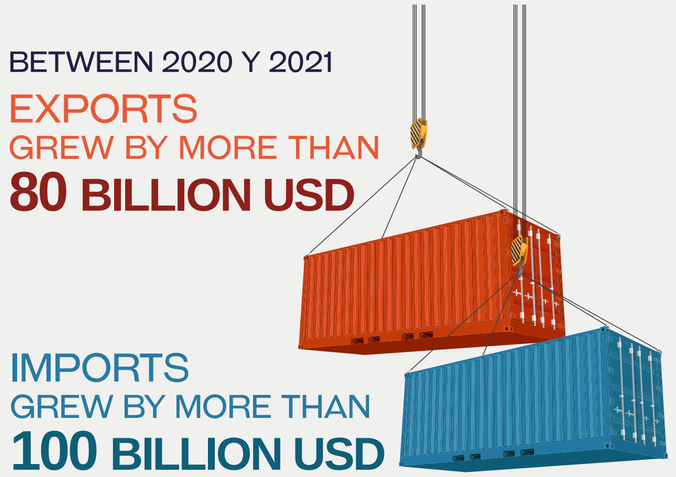
Source: Ministry of Economy. Trade Agreements, 2025.
Abbreviations:
EPA: Agreement for the Strengthening of the Economic Partnership
PSA: Partial Scope Agreement
ECA: Economic Complementation Agreement
CIA: Commercial Integration Agreement
PA: Pacific Alliance
GATT: General Agreement on Tariffs and Trade (now WTO)
WTO: World Trade Organization
CPTPP: Comprehensive and Progressive Agreement for Trans-Pacific Partnership
FTA: Free Trade Agreement
FTA EFTA: Free Trade Agreement with the European Free Trade Association
FTA G3: Free Trade Agreement of the Group of Three
FTA TN: Northern Triangle Free Trade Agreement
FTA-EU: Free Trade Agreement with the European Union
USMCA: United States–Mexico–Canada Agreement

Trade Balance

The National Institute of Statistics and Geography (INEGI) published in its bulletin on Mexico's Merchandise Trade Balance (BCMM) the timely information for December 2024, reporting a trade surplus of 2,567 million USD. This figure contrasts with the deficit of 133 million USD recorded in November.

Between November and December 2024, the increase in the trade balance was explained by a combination of a higher surplus in the non-oil products balance—from 362 million USD in November to 3,557 million in December—and a widening of the deficit in the oil products balance, which rose from 496 to 990 million USD in the same period.

In 2024, the trade balance registered a deficit of 8,212 million USD, greater than the 5,470 million deficit reported in 2023. This widening was due to a decrease in the surplus of the non-oil products balance—from 13,091 million USD in 2023 to 1,832 million in 2024—as well as a reduction in the oil products deficit, which stood at 10,044 million, compared to 18,561 million observed the previous year.



Exports

In December 2024, the value of merchandise exports was 4.9% higher than in the same month of 2023. This variation reflected an increase in non-oil exports and a decrease in oil exports. Among non-oil exports, those destined for the United States rose 6.3% year-over-year, while those sent to the rest of the world grew by 4.9%.

On an annual basis, total exports in 2024 exceeded those of 2023, driven by growth in non-oil exports despite a decline in oil exports. The composition of the total export value was as follows: manufactured goods, 89.8%; oil products, 4.6%; agricultural goods, 3.8%; and non-oil extractive products, 1.8%.

Imports

In 2024, the total value of imports was 4.5% higher than in 2023. Within this figure, an increase in non-oil imports and a decrease in oil imports were observed. The structure of import values was as follows: intermediate goods, 75.6%; consumer goods, 14.5%; and capital goods, 9.9%.

In December 2024, using seasonally adjusted figures, the trade balance showed a deficit of 684 million USD, a level similar to the 690 million deficit recorded in November. This result was explained by a larger surplus in the non-oil products balance, which rose from 105 million in November to 381 million in December, as well as a widening of the deficit in the oil products balance, which increased from 795 to 1,065 million USD in the same period.

During the reference month, seasonally adjusted total exports posted a 2.3% monthly decline, reflecting decreases of 2.2% in non-oil exports and 4.5% in oil exports. Within the non-oil category, manufacturing exports dropped by 2.7%, as a result of declines of 5.9% in automotive exports and 1.1% in non-automotive manufacturing exports.

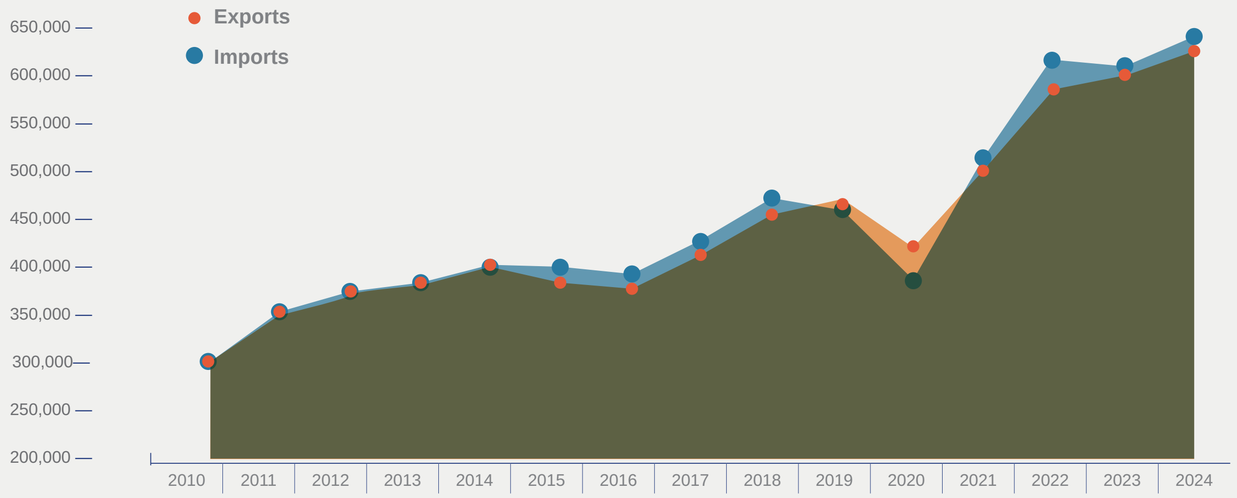
For their part, seasonally adjusted total imports recorded a 2.3% monthly decrease in December. This variation was driven by a 2.7% decline in non-oil imports and a 5.0% increase in oil imports. By type of good, monthly declines were recorded as follows: 5.2% in consumer goods (including a 5.6% drop in non-oil consumer goods), 1.7% in intermediate goods (with a 2.2% decrease in non-oil intermediate goods), and 2.8% in capital goods.

Mexico's Merchandise Trade Balance, 2024

Concept	December		January–December	
	Millions of dollars	Annual variation[1]	Millions of dollars	Annual variation[1]
Total exports	**51,686.8**	**4.9**	**617,099.6**	**4.1**
Oil exports	2,180.9	-16.0	28,426.1	-14.4
Non-oil exports	49,506.0	6.1	588,673.5	5.2
Agricultural	2,152.1	12.3	23,355.4	7.1
Extractive	1,200.3	57.1	10,874.5	18.6
Manufactured	46,153.6	4.9	554,443.6	4.8
Automotive	14,964.9	-7.7	193,907.2	2.7
Non-automotive	31,188.6	12.3	360,536.4	6.1
Total imports	**49,120.0**	**9.1**	**625,311.8**	**4.5**
Oil imports	3,170.9	15.0	38,470.2	-25.7
Non-oil exports	45,949.1	8.8	586,841.6	7.3
Consumer goods	6,954.1	1.6	90,908.3	3.6
Oil	780.3	63.6	9,972.3	-41.5
Non-oil	6,173.7	-3.1	80,935.9	14.5
Intermediate goods	37,061.6	11.5	472,828.2	4.4
Oil	2,390.6	4.8	28,497.9	-17.9
Non-oil	34,671.1	11.9	444,330.3	6.3
Capital goods	5,104.3	4.0	61,575.4	6.4
Trade balance	**2,566.8**	**-39.8**	**-8,212.2**	**50.1**

Source: National Institute of Statistics and Geography (INEGI), 2025.
Note: Due to rounding, totals may not match the sum of their components. Data for December and the January–December period are preliminary figures for 2024.
[1]Percentage.

Mexico's Trade Balance, 2010-2024



Source: INEGI. Mexico's Merchandise Trade Balance, SNIEG. Information of national interest.

Querétaro Customs Office

The movement of goods across borders is carried out through the customs offices of each country, which are responsible for overseeing foreign trade operations. Their main role is to manage and regulate activities related to the entry and exit of goods, people, and capital. Their duties include fiscal control, security, health inspections, and the statistical registration of international trade.

Mexican customs offices are located along the northern border with the United States of America, the southern border with Guatemala and Belize, at strategic ports along the Pacific Ocean and Gulf of Mexico coasts, and at inland points within the national territory. Currently, Mexico has 49 customs offices, distributed as follows:

- **19 on the northern border** : Agua Prieta, Ciudad Acuña, Ciudad Camargo, Ciudad Juárez, Ciudad Miguel Alemán, Ciudad Reynosa, Colombia, Matamoros, Mexicali, Naco, Nogales, Nuevo Laredo, Ojinaga, Piedras Negras, Puerto Palomas, San Luis Río Colorado, Sonoyta, Tecate, and Tijuana.

- **2 on the southern border**: Ciudad Hidalgo y Subteniente López.

- **17 maritime customs offices**: Acapulco, Altamira, Cancún, Ciudad del Carmen, Coatzacoalcos, Dos Bocas, Ensenada, Guaymas, La Paz, Lázaro Cárdenas, Manzanillo, Mazatlán, Progreso, Salina Cruz, Tampico, Tuxpan and Veracruz.

- **11 inland customs offices**: Mexico City International Airport, Aguascalientes, Chihuahua, Guadalajara, Guanajuato, Mexico City, Monterrey, Puebla, Querétaro, Toluca and Torreón.

The General Customs Administration is part of the Federal Government and is under the Tax Administration Service (SAT), a decentralized agency of the Ministry of Finance and Public Credit (SHCP). It is responsible for auditing, monitoring, and controlling the entry and exit of goods and the means by which they are transported, ensuring compliance with foreign trade regulations issued by the SHCP and other agencies of the Federal Executive Branch with authority in this area.

Its functions also include contributing to national security; protecting the country's economy, public health, and the environment by preventing the entry of illegal or hazardous goods; and encouraging voluntary compliance with customs regulations by users of the customs system.

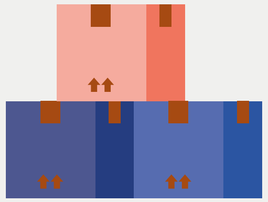
The Querétaro Customs Office was established on July 22, 1983, and is located at State Highway 200 Querétaro-Tequisquiapan, kilometer 22.5, in the municipality of Colón. Its territorial jurisdiction covers 13 municipalities in the state of Querétaro, 73 in Hidalgo and 88 in Michoacán.

Foreign trade customs clearance is carried out by air, land, and rail through Strategic Bonded Facilities (Recintos Fiscalizados Estratégicos). The tactical points that make up the Querétaro Customs Office are:

Tactical Points that Make Up the Querétaro Customs Office, 2024

- Querétaro Customs Office
- Querétaro Intercontinental Airport
- "General Francisco J. Múgica" International Airport in Morelia, Michoacán
- "Licenciado y General Ignacio López Rayón" International Airfield in Uruapan, Michoacán

Source: Querétaro Customs Office, 2025.



Querétaro Customs Office Hours, 2024

Customs Office and Customs Sections	Hours
Querétaro Customs Office	Import and export: Monday to Friday from 10:00 a.m. to 9:00 p.m. Operations: Monday to Friday from 10:00 a.m. to 9:00 p.m. and extraordinary services
Atotonilco de Tula, Hidalgo Customs Section	Import and export: not in operation
Airports	**Hours**
Querétaro Intercontinental Airport	Monday to Sunday, 24 hours
"General Francisco J. Múgica" International Airport in Morelia, Michoacán	
"Licenciado y General Ignacio López Rayón" International Airport in Uruapan, Michoacán	

Source: Querétaro Customs Office, 2025.

In 2024, the growth of e-commerce operations continued through courier companies such as DHL Express México, S.A. de C.V., Federal Express Holdings México y Compañía, and UPS (United Parcel Service de México, S.A. de C.V.). However, the total number of import and export customs declarations (pedimentos) recorded a 13.1% decrease compared to the previous year.

Import and Export Customs Declarations at the Querétaro Customs Office, 2024

Month	Imports	Exports	Total
January	20,292	6,669	26,961
February	18,844	6,759	25,603
March	18,611	6,539	25,150
April	21,682	7,666	29,348
May	22,336	7,571	29,907
June	19,638	7,148	26,786
July	21,433	7,145	28,578
August	20,451	7,445	27,896
September	19,194	6,677	25,871
October	21,021	7,711	28,732
November	19,724	6,660	26,384
December	20,626	5,160	25,786
Total	**243,852**	**83,150**	**327,002**

Source: Querétaro Customs Office, 2025.

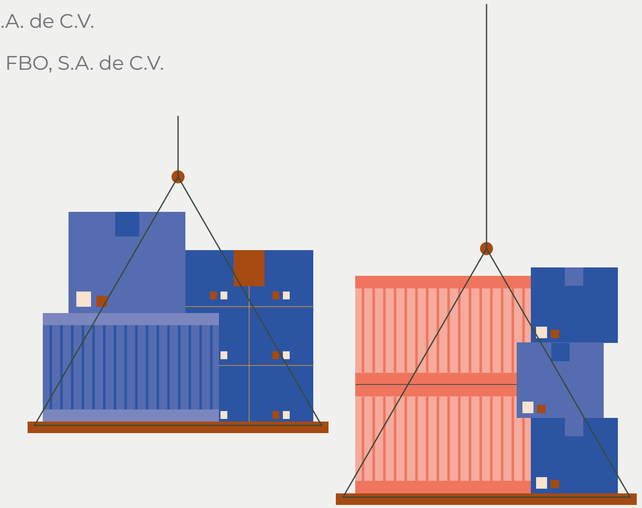
The main imports included vehicles and auto parts from the automotive industry, metal-mechanic components, parts and goods for the assembly and repair of aircraft in the aerospace sector, packaging for the food industry, electrical materials, products from the chemical industry, textiles, as well as merchandise from e-commerce through courier companies.

The Querétaro Customs Office has 6 assigned customs brokers and 54 authorized to operate within its jurisdiction. It also has one bonded facility authorized to provide handling, storage, and custody services for goods, as well as 3 Strategic Bonded Facilities (Recintos Fiscalizados Estratégicos), which are:

- Terminal Logistics, S.A. de C.V.
- Puerto Interior Querétaro, operated by Gramosa Logistics México, S.A. de C.V.
- One Log, S.A. de C.V., operated by OL Park, S.A. de C.V.
- Makice, S.A. de C.V.

In addition, there are 2 air terminals (FBOs) designated for customs clearance of international private flights:

- Redwings, S.A. de C.V.
- Air Business FBO, S.A. de C.V.



Commercial Activity

This is a fundamental practice for the economic stability of a region, as it enables the supply of services, food, goods, and products necessary to meet the basic needs of the population, while also generating income for merchants.

Trade is a fundamental pillar for both the state and the municipality of Querétaro, as it creates jobs and promotes entrepreneurship opportunities for the population, contributing to the development of a solid and sustainable economic ecosystem.

Infrastructure

The municipality of Querétaro has the necessary infrastructure to enable the population to acquire various goods to meet their needs in areas such as food, clothing, education, health, and recreation. This is made possible by the existence, maintenance, and preservation of public markets located in the Historic Center, Félix Osores Sotomayor and Josefa Vergara y Hernández delegations.

Public Markets and Stalls in the Municipality, 2024

Delegation	Markets	Stalls
Historic Center		
Josefa Ortiz de Domínguez “La Cruz”	5	590
General Mariano Escobedo		895
Benito Juárez “El Tepetate”		171
Miguel Hidalgo		121
Las Flores		70
Félix Osores Sotomayor		
José María Morelos y Pavón	1	65
Josefa Vergara y Hernández		
Lomas de Casa Blanca	2	243
Lázaro Cárdenas		126
Total	**8**	**2,281**

Source: Municipal Public Services Department, 2025.

Compared to 2023, during 2024 there was a 5.5% increase in the number of street markets (tianguis) set up in the municipality, as well as a 4.8% increase in the number of vendors participating in them. This growth reflects the vitality of informal commerce as an economic alternative for many citizens, who find in street markets a source of income and an accessible space to offer basic consumer goods.

Street Markets and Vendors in the Municipality, 2024

Delegation	Street Markets	Vendors
Historic Center	10	1,106
Epigmenio González Flores	20	3,086
Felipe Carrillo Puerto	18	1,629
Félix Osores Sotomayor	28	3,140
Josefa Vergara y Hernández	12	2,043
Santa Rosa Jáuregui	5	542
Villa Cayetano Rubio	3	184
Total	**96**	**11,730**

Source: Municipal General Government Office, 2025.

A significant portion of commercial activities in the municipality takes place in shopping centers, which offer a wide variety of services and attractions, including retail spaces, anchor stores, restaurants, bank branches, and parking areas for visitors.

Main Shopping Centers in the Municipality of Querétaro, 2024

Shopping Center	Total commercial units	Available units	Open stores	Anchor stores	Restaurants	Bank branches	Parking spaces	Average daily visitors	Annual visitors
Boulevares	95	10	83	3	3	2	950	3,100	1,131,500
Del Parque	123	2	121	3	15	2	1,160	8,441	3,080,845
Esfera	42	2	40	4	7	1	2,000	12,890	4,704,850
Galerías	82	5	77	3	4	-	1,482	13,561	4,949,943
Hilvana	85	27	58	-	1	-	512	250	1,607,381
Paseo Querétaro	156	8	130	1	11	6	2,918	26,412	9,678,010
Patio	106	1	100	1	3	2	ND	ND	ND
Shopping Center Juriquilla	66	62	62	3	15	-	350	ND	ND
Uptown Juriquilla	78	20	45	5	7	1	1,198	8,878	3,196,152
Total	**833**	**137**	**716**	**23**	**66**	**14**	**10,570**	**73,532**	**28,348,681**

Source: Data compiled by the Economic Information Department of the Directorate for Economic Development, with the participation of each shopping center, 2025.

833

COMMERCIAL PREMISES

TOTAL IN QUÉRETARO 2024

It is worth noting that 111 self-service stores operate within the municipality, actively participating in commercial dynamics, complementing the supply and demand of products for the population, and strengthening access to everyday consumer goods.

Self-Service Stores Established in the Municipality, 2024

Store	Branches[1]
Bodega Aurrerá	34
Chedraui	4
City Club	1
City Market	1
Costco	1
El Zorro abarrotero	4
Fresko/City Fresko	5
Garis	4
HEB	2
La Comer	2
Sam's Club	3
Soriana	7
Supercenter	2
Superama	1
Tiendas BARA	27
Tiendas Tres B	5
Wal-Mart	8
Total	**111**

Source: Directorate for Economic Development. Business License Department, 2025.
[1]Information extracted from the Municipal Information System (SIM), search conducted by commercial name, which only returns records that hold a valid municipal business license.

Commercial Establishment Indicators

The National Institute of Statistics and Geography (INEGI) conducts the Monthly Survey of Commercial Enterprises (EMEC), which provides key indicators on domestic trade at the national level and contributes to the calculation of the Gross Domestic Product (GDP), as well as other economic indicators related to employment, intermediate consumption, final demand, and labor productivity.

In the state of Querétaro, some indicators showed increases, while others registered declines compared to the previous year. In wholesale trade, average compensation stood out with a 2.4% increase; whereas in retail trade, total compensation was notable for its 11.3% increase.

Commercial Enterprise Indicators in the State of Querétaro, 2018–2024 (Base 2018 = 100)

Year	Index of employed personnel		Index of total compensation		Index of average compensation		Index of revenue from the supply of goods and services		Index of goods purchased for resale	
	Wholesale	Retail	Wholesale	Retail	Wholesale	Retail	Wholesale	Retail	Wholesale	Retail
2018	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
2019	100.6	101.4	102.8	104.7	102.1	103.2	95.7	102.0	94.2	100.8
2020	99.1	97.9	98.7	100.6	99.6	102.7	81.7	92.4	78.0	90.1
2021	104.5	99.0	105.9	106.1	101.3	107.1	98.7	105.1	95.6	104.3
2022	112.8	98.8	122.9	113.6	108.9	114.9	108.5	112.7	107.7	110.5
2023	114.6	99.4	135.4	124.3	118.2	124.9	111.7	116.4	108.3	117.3
2024	114.3	104.1	138.4	138.4	121.0	132.9	104.1	120.2	99.4	119.2

Source: INEGI. Monthly Survey of Commercial Enterprises (EMEC), 2025.

Financial Services

A financial system is composed of a set of institutions, markets, and instruments that organize economic activity aimed at channeling savings into investment, facilitating the flow of resources and risk management. Its main function is to act as an intermediary between savers and credit seekers.

The proper development of the economic and banking system generates benefits for the country, as greater intermediation of resources expands growth opportunities. A stable and efficient environment in this area contributes to sustained progress and the well-being of the population. For this reason, the Mexican Financial System plays a central role in the functioning and development of the national economy.

To ensure that financial institutions operate in accordance with the needs and rights of users, as well as with the legal provisions that govern them, there are authorities responsible for their oversight. Each agency performs specific functions established by law, with the objective of ensuring an orderly, transparent, and reliable system.

In Mexico, the financial system is regulated and supervised by various authorities, each with legally assigned responsibilities:

- Ministry of Finance and Public Credit (SHCP)
- Bank of Mexico (BANXICO)
- National Banking and Securities Commission (CNBV)
- National Commission of the Retirement Savings (CONSAR)
- National Insurance and Bonding Commission (CNSF)
- National Commission for the Protection and Defense of Financial Services Users (CONDUSEF)
- Institute for the Protection of Bank Savings (IPAB)

The National Banking and Securities Commission is the agency responsible for supervising the Mexican Financial System. Its main functions include consolidated supervision of financial entities, prevention and enforcement of financial crimes, and the investigation of potential violations of current regulations.

The municipality of Querétaro accounts for between 61.4% and 88.9% of banking contracts in the state, including savings accounts, payroll accounts, credit cards, deposits, and mobile transactions positioning it as a key pillar in the state's banking activity.

Branches, Personnel, and Bank Deposits in the Municipality and State of Querétaro, December 2024

Concept	Municipality	Participation[1]	State	Participation[2]
Branches	169	69.0	245	2.1
ATMs	949	61.9	1,534	2.4
Number of ATM transactions	2,507,193	59.6	4,203,606	2.1
Number of bank employees hired by the institution	4,226	84.5	5,004	2.0
Number of establishments with point-of-sale (POS) terminals	15,926	69.3	22,988	3.0
Number of point-of-sale (POS) terminals	22,464	69.3	32,400	2.3
Number of POS transactions	5,689,815	69.7	8,164,972	2.2
Number of contracts in:				
Savings accounts	21,209	70.6	30,042	1.7
Payroll accounts	709,591	74.9	947,619	2.4
Transactional accounts (total)	1,486,476	72.9	2,039,987	1.8
Open market transactional accounts	776,885	71.1	1,092,368	1.5
Level 1 transactional accounts	-	-	2	0.1
Level 2 transactional accounts	124,425	78.4	158,753	0.8
Level 3 transactional accounts	1,189	88.9	1,337	0.4
Traditional transactional accounts	1,360,862	72.4	1,879,895	2.0
Time deposits	31,490	71.0	44,322	2.0
Debit cards	1,588,259	68.6	2,315,310	1.6
Credit cards	455,711	65.8	692,489	1.9
Mobile phone transactions	962,068	61.4	1,565,816	1.7

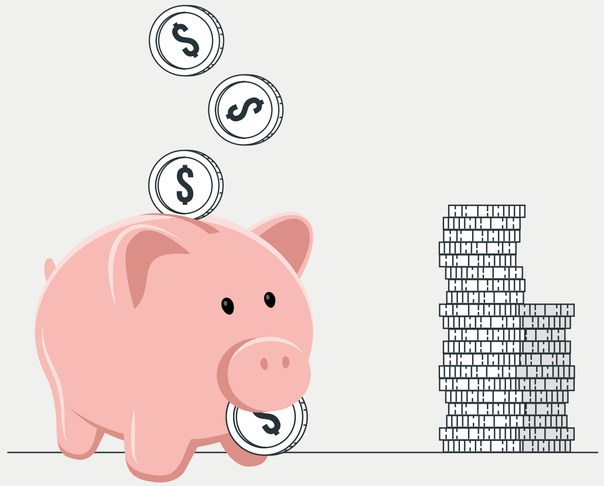
Source: Source: National Banking and Securities Commission (CNBV), 2025.
[1]Percentage of the state total.
[2]Percentage of the national total.

Savings and Popular Credit Institutions

Savings and loan cooperatives, also known as cajas, are non-profit entities that carry out savings and loan operations exclusively with their members. In contrast, sociedades financieras populares (popular financial institutions) are for-profit institutions whose objective is to collect funds and grant loans or credit to the general public.

These institutions represent a key factor in the economic growth of the areas in which they operate, by offering accessible savings, investment, and credit services to the population. Their model promotes the well-being of members and their communities through educational and training principles and both individual and collective effort.

The concepts of savings and popular credit refer to the collection of resources under the terms established by the Law on Popular Savings and Credit (LACP) and the Law for the Regulation of the Activities of Savings and Loan Cooperatives (LRASCAP), from the members or clients of these entities. The institutions involved in this sector of savings and popular financing include:



BANCO DE MÉXICO

BANXICO
The Central Bank of Mexico, autonomous in its functions and administration in accordance with the Constitution. Its primary objective is to provide the national economy with legal tender currency.

CNBV COMISION NACIONAL BANCARIA Y DE VALORES

CNBV
Its purpose is to supervise and regulate, within the scope of its authority, the entities that make up the financial system, in order to ensure its stability and proper functioning. It also seeks to promote healthy and balanced development of the system as a whole, in the interest of public protection. Additionally, it regulates individuals and legal entities that engage in activities covered by the laws governing the financial system.

CONDUSEF
Comisión Nacional para la Protección y Defensa de los Usuarios de Servicios Financieros

CONDUSEF
Its mission is to promote, advise, protect, and defend the rights and interests of individuals who use or contract financial products or services offered by institutions operating in the country. It is also responsible for promoting financial literacy among users regarding the use of such products and services.

SHCP
SECRETARÍA DE HACIENDA

SHCP
The Ministry in charge of proposing, directing, and controlling the Federal Government's economic policy in financial, fiscal, spending, revenue, and public debt matters, as well as in statistics, geography, and information. Its goal is to foster sustained, equitable, and inclusive economic growth that strengthens the well-being of the population.

The savings and credit institutions currently authorized to operate in the municipality of Querétaro are:

- Alianza, Cooperativa de Ahorro y Préstamo
- Bienestar, Préstamos y Ahorro
- Caja Inmaculada
- Caja Integradora San Pablo
- Caja Morelia Valladolid
- Caja Popular Florencio Rosas de Querétaro
- Caja Popular Mexicana
- Caja Gonzalo Vega
- Libertad Servicios Financieros

According to the savings and credit institutions established in the municipality of Querétaro—except for Caja Integradora San Pablo and Caja Morelia Valladolid—some of these cooperatives issued loans in 2024 aimed at covering family expenses and financing productive activities, primarily benefiting micro and small business owners who applied for them.

Popular Financial Institutions Established in the Municipality by Institution, 2024

Institution	Number of branches	Number of members	Number of employees	Number of loans	Loan amount[1]
Alianza, Cooperativa de Ahorro y Préstamo	6	6,877	19	1,265	78.0
Bienestar, Préstamos y Ahorro	13	37,565	72	4,647	307.9
Caja Gonzalo Vega	18	115,600	401	35,890	2,863.8
Caja Inmaculada	5	49,837	187	8,890	1,085.0
Caja Popular Florencio Rosas de Querétaro	7	46,954	136	4,846	309.1
Caja Popular Mexicana	7	42,179	47	5,347	521.2
Libertad Servicios Financieros	12	272,246	93	20,496	2,654.4
Total	**68**	**571,258**	**955**	**81,381**	**7,819.4**

Source: Data compiled by the Economic Information Department of the Directorate for Economic Development, with the participation of each financial institution, 2025.
[1]Figures in millions of pesos.

Due to its geographic location, the Historic Center delegation concentrates the highest number of branches, with 29.4%. This area also accounts for 42.0% of total members, 41.3% of employees, 35.3% of loans, and 79.5% of credits granted.

Popular Financial Institutions Established in the Municipality by Delegation, 2024

Delegation	Number of branches	Number of members	Number of employees	Number of loans	Loan amount[1]
Historic Center	20	239,842	394	28,737	2,413.5
Epigmenio González Flores	14	81,629	78	13,753	1,030.9
Felipe Carrillo Puerto	5	29,787	38	4,180	288.0
Félix Osores Sotomayor	10	84,419	117	17,575	1,121.7
Josefa Vergara y Hernández	12	95,878	285	10,052	2,486.1
Santa Rosa Jáuregui	4	21,069	29	4,824	340.6
Villa Cayetano Rubio	3	18,634	14	2,260	138.7
Total	**68**	**571,258**	**955**	**81,381**	**3,035.6**

Source: Data compiled by the Economic Information Department of the Directorate for Economic Development, with the participation of each financial institution, 2025.
[1]Figures in millions of pesos.

3.3. URBAN PLANNING

This is a fundamental activity for the development and orderly growth of cities and functional, sustainable, and livable spaces. It helps prevent issues such as congestion, resource shortages, and environmental degradation, while promoting cohesive communities, social inclusion, and citizen participation.

The Ministry of Public Works and the Ministry of Urban Development of the Municipality of Querétaro promote urban growth based on principles of balance, productive use, and sustainable urbanization, benefiting over one million residents.

Throughout 2024, various infrastructure projects were carried out across the municipality's delegations, with an investment exceeding 590.9 million pesos.

Road Maintenance with Asphalt, 2024

Project Number	Work Front	Resurfaced area[1]	Investment[2]
1	Front 51	141,075.73	48,619,950.22
2	Emergency pothole repair	19,824.00	13,786,384.36
3	Front 52	52,343.63	17,810,373.14
4	Geometric adjustment at intersections	13,976.00	12,874,567.53
5	Front 53	49,312.00	19,484,080.12
6	Front 56	76,703.00	25,801,659.30
7	Front 54	56,422.00	25,973,014.22
8	Front 57	142,587.00	49,993,519.94
9	Front 58	126,118.00	49,995,193.94
10	UAQ parking area	7,006.00	4,495,608.94
Total		**685,367.36**	**268,834,351.71**

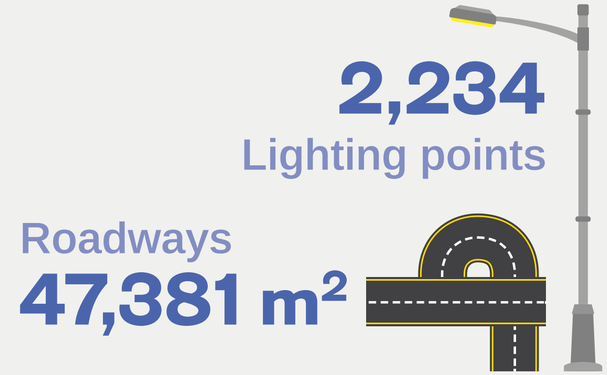
BENEFICIARIES **1,011,636**

Source: Ministry of Municipal Public Works, 2025.
[1] Figures expressed in square meters (m^2).
[2] Figures in pesos.

During the same period, 2,694.38 m² of curbs and sidewalks were constructed, with a notable intervention in the Historic Center delegation, which accounted for 47.4% of the investment allocated to this category.

Regarding road construction, projects were carried out in all 7 delegations of the municipality, with significant investments in Epigmenio González Flores, accounting for 54.2% of the total, and Josefa Vergara y Hernández, with 27.3%.

The investment allocated to public lighting benefited over one million residents through the installation of new lighting points in neighborhoods across 6 delegations of the municipality. The Historic Center delegation was the most benefited, accounting for 59.4% of the total investment.



Delegación	Social Infrastructure and Roadways, 2024					
	Number of projects	Roadway[1]	Curbs[1]	Sidewalks[1]	Total	Investment[2]
Historic Center	2	89	15.75	325	429.75	1,499,999.94
Epigmenio González Flores	6	26,652	949.95	10,358	37,959.95	61,736,526.79
Felipe Carrillo Puerto	1	1,308	47.25	320	1,675.25	2,117,912.66
Félix Osores Sotomayor	3	5,512	147.90	1,806	7,465.90	8,608,694.63
Josefa Vergara y Hernández	5	10,503	370.20	5,136	16,009.20	31,143,050.27
Santa Rosa Jáuregui	3	2,565	120.30	823	3,508.30	6,363,322.95
Villa Cayetano Rubio	2	752	7.35	62	821.35	2,513,049.39
Total	**22**	**47,381.00**	**1,658.70**	**18,830.00**	**67,869.70**	**113,982,556.63**

1,070,651 BENEFICIARIES

Construcción de guarniciones y banquetas, 2024		
Curbs[1]	Sidewalks[1]	Investment[2]
1,077.75	1,616.63	7,480,872.00
838.25	1,257.38	5,818,456.00
239.50	359.25	1,662,416.00
119.75	179.63	831,208.00
2,275.25	**3,412.88**	**15,792,952.00**

50,000 BENEFICIARIES

Public Lighting, 2024		
Neighborhoods	Lighting points	Investment[2]
3	1,744	29,123,147.63
1	155	3,262,706.90
6	624	5,778,886.80
4	271	4,488,716.55
3	37	727,953.33
4	403	5,613,965.02
21	**3,234**	**48,995,376.23**

1,011,636 BENEFICIARIES

Public Security and Civil Protection Infrastructure, 2024

HISTORIC CENTER	EPIGMENIO GONZÁLEZ FLORES
1	1
Substation	Civil protection unit
INVESTMENT[2]	INVESTMENT[2]
105,444,049.88	37,885,146.85

2 Security Units
TOTAL INVESTMENT 143,329,196.73

Source: Ministry of Municipal Public Works, 2025.
[1]Figures expressed in square meters (m²)
[2]Figures in pesos.

Authorization of Urban Procedures

The Municipality of Querétaro benefits from a privileged and strategic geographic location in the center of the country, which presents a significant challenge in terms of urbanization, as it seeks to maintain and improve the quality of life of its residents.

In 2024, the Ministry of Urban Development carried out actions related to land use regulation and urban management. Compared to 2023, there was a 5.6% decrease in these procedures.

Authorization of Urban Procedures in the Municipality of Querétaro, 2023–2024

Procedure	2023	2024
Signage	1,514	1,629
Land use determination	2,080	2,202
Land use determination and/or business feasibility for business opening	1,283	957
Business feasibility	5,707	4,823
Land use report	1,173	1,481
Construction permit	2,722	2,814
Pavement breakage permit	65	62
Official address number	12,420	11,760
Work completion notice	1,790	1,426
Total	**28,754**	**27,154**

Source: Ministry of Municipal Urban Development, 2025.

Land Use Procedures

The procedures issued in this area had a direct impact on the urban development of the municipality. Compared to 2023, there was a decrease of 780 procedures, representing a 7.6% reduction. The most requested permit in 2024 was business feasibility, accounting for 51.0%, followed by the land use determination, with 23.3%.

Building permits authorize property owners, as well as public or private entities, to carry out construction, expansion, modification, repair, or demolition work on properties located within the municipal territory.

Land Use Procedures, Municipal Urban Development, 2024

9,463
PROCESSED PROCEDURES

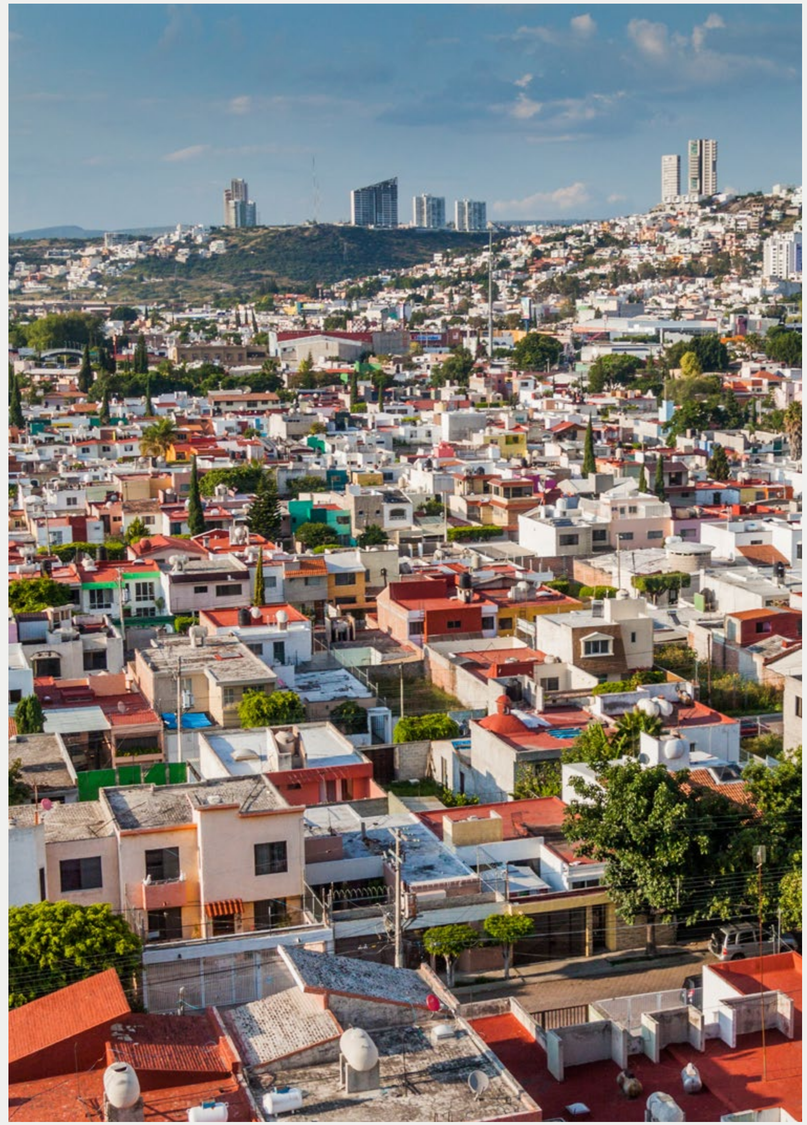
LAND USE DETERMINATION
2,202 23.3%

LAND USE DETERMINATION / BUSINESS FEASIBILITY
957 10.1%

BUSINESS FEASIBILITY
4,823 51.0%

LAND USE REPORTS
1,481 15.6%

Source: Ministry of Municipal Urban Development, 2025.



Municipal Planning Institute (IMPLAN)

The Querétaro 2050 Plan is recognized as an actionable proposal derived from the initiatives included in the Q500 Strategy, approved by the Municipality of Querétaro in an Extraordinary City Council Session on March 6, 2021.

Through IMPLAN's official website http://implanqueretaro.gob.mx, users can consult the Querétaro 2050 Plan, as well as the territorial strategy for the Urban Prosperity Index in Querétaro.

In 2024, IMPLAN carried out several actions, including the following:

Risk and Climate Change Vulnerability Analysis

In 2024, Querétaro actively participated in the Mexican Association of Municipal Planning Institutes (AMIMP) and in the European Union initiative known as the Global Covenant of Mayors for Climate and Energy—an international alliance of cities and local governments voluntarily committed to fighting climate change. The document can be accessed at: https://pactodealcaldes-la.org/mexico-implementacion-nacional/

A nationwide exercise was conducted with the goal of generating and updating environmental planning instruments through the development of the Climate Risk and Vulnerability Analysis (ARVC). This process involved identifying and classifying climate threats, assessing their level of vulnerability, determining the degree of territorial risk, and evaluating the adaptive capacity to face them.

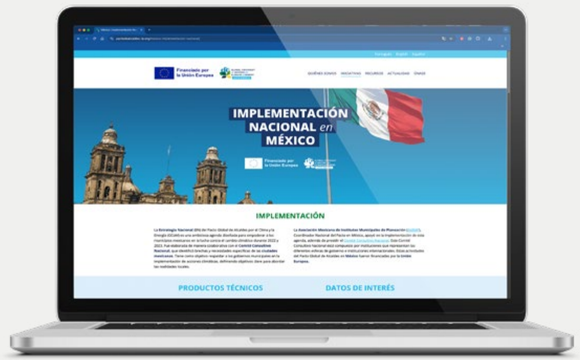
The ARVC provides key information to promote preparedness and resilience actions among the population—particularly in response to phenomena such as rising temperatures and decreased precipitation, which directly affect quality of life, health, foreign investment, and the municipality's economy.

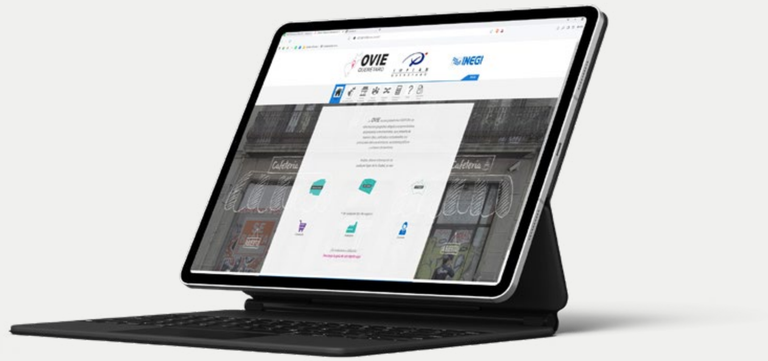
The main risks identified for the Municipality of Querétaro include extreme rainfall, hailstorms, droughts, floods, snowfalls, forest and urban fires, as well as high atmospheric CO_2 concentrations, among others.

Rapid urbanization and the growth of human settlements pose a challenge to the territory's adaptive capacity. Beyond institutional and programmatic efforts to address climate change, it is essential to incorporate this issue as a cross-cutting axis in public policies at the municipal level, with the aim of strengthening resilience in urban activities, the city's development, and the well-being of its residents.

Virtual Office of Economic Information (OVIE)

This is a free platform for territorial analysis, created through a collaboration agreement between IMPLAN and the National Institute of Statistics and Geography (INEGI). It serves as a tool to support economic decision-making. Through this platform, users can access the municipality's economic map and consult information on the social, economic, and urban context, as well as the types of businesses established in the area.



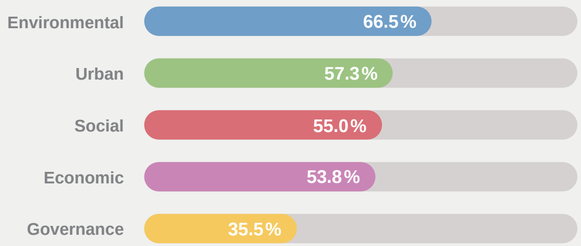


Querétaro 2050 Plan

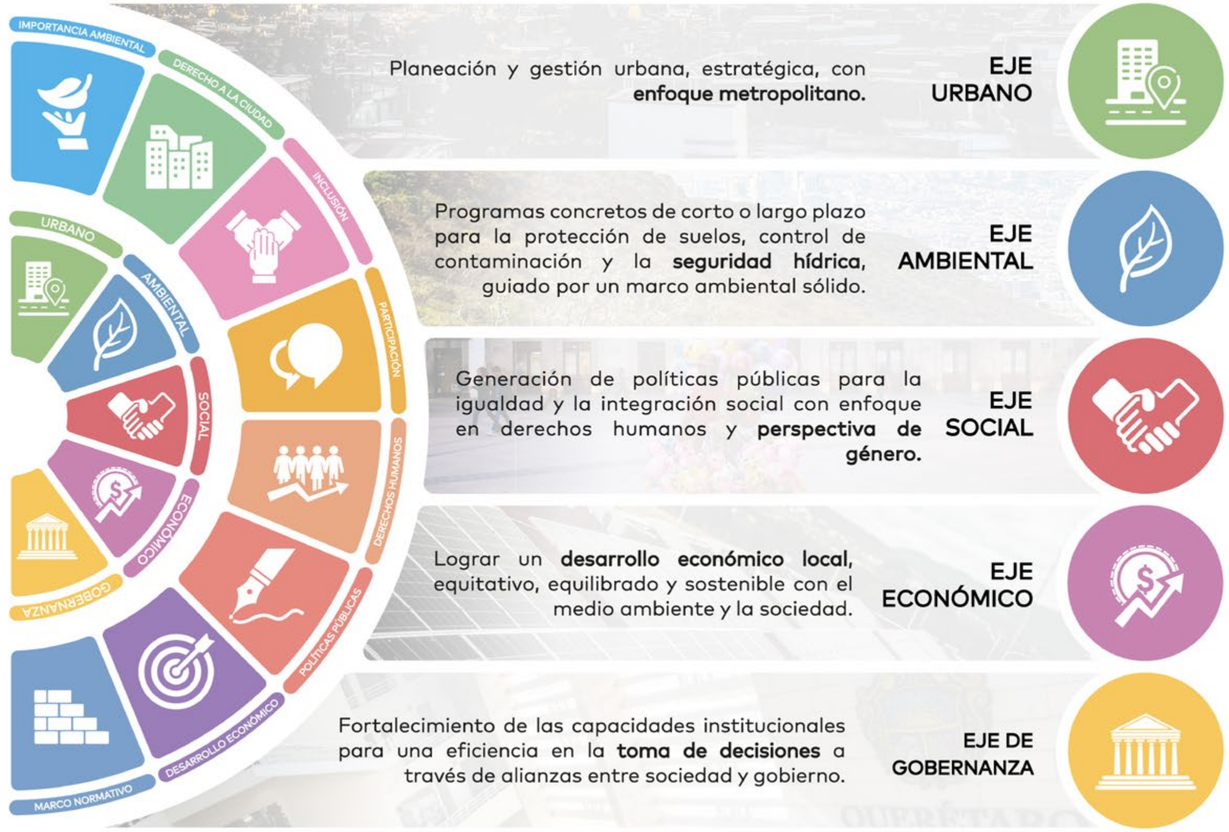
This is a long-term strategy that incorporates the programs, actions, and goals implemented through the 2021-2024 Municipal Development Plan. To ensure its proper execution, it is being carried out in coordination with the Secretariat of Planning and Citizen Participation of the Municipality of Querétaro.

Implementation of the Long-Term Strategic Plan Querétaro 2050

Percentage of implementation



Source: Municipal Planning Institute (IMPLAN), 2025.



ALINEACIÓN DE INSTRUMENTOS DE PLANEACIÓN ESTRATÉGICA DEL MUNICIPIO DE QUERÉTARO

OBJETIVOS DE DESARROLLO SOSTENIBLE

1 FIN DE LA POBREZA
2 HAMBRE CERO
3 SALUD Y BIENESTAR
4 EDUCACIÓN DE CALIDAD
5 IGUALDAD DE GÉNERO
6 AGUA LIMPIA Y SANEAMIENTO
7 ENERGÍA ASEQUIBLE Y NO CONTAMINANTE
8 TRABAJO DECENTE Y CRECIMIENTO ECONÓMICO
9 INDUSTRIA, INNOVACIÓN E INFRAESTRUCTURA
10 REDUCCIÓN DE LAS DESIGUALDADES
11 CIUDADES Y COMUNIDADES SOSTENIBLES
12 PRODUCCIÓN Y CONSUMO RESPONSABLES
13 ACCIÓN POR EL CLIMA
14 VIDA SUBMARINA
15 VIDA DE ECOSISTEMAS TERRESTRES
16 PAZ, JUSTICIA E INSTITUCIONES SÓLIDAS
17 ALIANZAS PARA LOGRAR LOS OBJETIVOS

QRO 2050

RETOS DE PROSPERIDAD

1. INSTITUCIONALIZAR LA PARTICIPACIÓN SOCIAL

INSTITUCIONALIZAR LA PARTICIPACIÓN SOCIAL ES NECESARIO APOSTAR POR UNA PARTICIPACIÓN INCLUSIVA, DE COOPERACIÓN Y CORRESPONSABILIDAD EN LA GESTIÓN PÚBLICA, QUE FORTALEZCA LAS COMPETENCIAS PARTICIPATIVAS DE LA CIUDADANÍA, CON BASE EN UN DESARROLLO DE TECNOLOGÍAS Y ACCESO A LA INFORMACIÓN, QUE AYUDEN EN LA TOMA DE DECISIONES Y EN EL DESARROLLO DE UNA SOCIEDAD CONOCEDORA DE SU CIUDAD, CONTEXTO METROPOLITANO Y DE UNA CONCIENCIA COLECTIVA, CON GRUPOS DE CIUDADANOS ORGANIZADOS E INVOLUCRADOS.

2. ADECUAR EL PARADIGMA DEL DESARROLLO

ADECUAR EL PARADIGMA DEL DESARROLLO ECONÓMICO Y TERRITORIAL (UNO DE LOS PRINCIPALES RETOS ES CAMBIAR EL PARADIGMA ACTUAL DE DESARROLLO POR UNO EN EQUILIBRIO CON EL DESARROLLO SOCIAL Y CON LA PRESERVACIÓN, REGENERACIÓN, CUIDADO Y DIGNIFICACIÓN DE LA VIDA Y LOS SISTEMAS NATURALES QUE LA SOSTIENEN.

3. FORTALECER LA BASE ECONÓMICA LOCAL

RESULTA NECESARIO FORTALECER LA INNOVACIÓN Y COMPETITIVIDAD DE LA BASE ECONÓMICA LOCAL, CONECTADA CON LOS CENTROS DE EDUCACIÓN SUPERIOR, IMPULSADA POR LAS Y LOS JÓVENES Y VINCULADA A CADENAS DE VALOR REGIONALES E INTERNACIONALES.

4. TRANSPARENTAR LOS CRITERIOS DE DECISIÓN

LOS CRITERIOS DE DECISIÓN DEBEN SER TRANSPARENTES Y BASADOS EN CONSENSOS SOCIALES SOPORTADOS CON MECANISMOS DE PARTICIPACIÓN, A PARTIR DE UNA VISIÓN DE LARGO PLAZO PARA LA PRODUCCIÓN DE BIENES PÚBLICOS Y QUE FOMENTE UN CRECIMIENTO URBANO ORDENADO Y PRÓSPERO.

5. DEMOCRATIZAR LA GESTIÓN DE LA INFORMACIÓN

CONSOLIDAR UNA PLATAFORMA INTEGRADA POR DATOS ABIERTOS, ACCESIBLE, ACTUALIZADA Y LIBRE PARA FORTALECER LA CULTURA DEL USO DE INFORMACIÓN PARA LA TOMA DE DECISIONES, GESTIONADA POR OBSERVATORIOS EN LOS QUE PARTICIPEN SOCIEDAD, GOBIERNO, ACADEMIA E INICIATIVA PRIVADA PARA CREAR CONDICIONES DE LEGITIMIDAD Y CREDIBILIDAD DE LA ACCIÓN PÚBLICA MUNICIPAL.

6. ACTUALIZAR LAS REGLAS DEL JUEGO

SE DEBE ADECUAR EL MARCO NORMATIVO, DESARROLLADO Y VIGILADO CONJUNTAMENTE POR SOCIEDAD Y GOBIERNO PARA GARANTIZAR LA SOSTENIBILIDAD AMBIENTAL, UNA INVERSIÓN RESPONSABLE Y LA COORDINACIÓN METROPOLITANA.

7. METROPOLIZAR LA GESTIÓN DEL TERRITORIO

DEBE BUSCARSE QUE LA REGULACIÓN METROPOLITANA ESTÉ BASADA EN POLÍTICAS PÚBLICAS INTEGRADAS Y QUE FUNCIONEN BAJO ESQUEMAS DE COORDINACIÓN, BUSCANDO LA EQUIDAD SOCIAL Y EL DESARROLLO SOSTENIBLE, ASÍ COMO EL CUMPLIMIENTO DE OBLIGACIONES Y RESPONSABILIDADES DE LOS AGENTES SOCIALES Y ECONÓMICOS.

8. RECONCEBIR EL MODELO DE DESARROLLO URBANO

DE LA MANO CON EL PARADIGMA DE DESARROLLO, UN RETO ES LOGRAR CONSOLIDARSE COMO UNA CIUDAD COMPACTA, INNOVADORA, CONECTADA, ACCESIBLE Y ORGANIZADA EN SUBCENTROS ARTICULADOS POR DISTINTOS MODOS DE TRANSPORTE SUSTENTABLE, Y BASADA EN LA DISTRIBUCIÓN EQUITATIVA DE LOS RECURSOS.

9. RESTAURAR LOS SISTEMAS AMBIENTALES

LAS POLÍTICAS Y PROGRAMAS DE ORDENAMIENTO AMBIENTAL NECESITAN GARANTIZAR LA CONSERVACIÓN DE LOS ECOSISTEMAS Y LOS SERVICIOS AMBIENTALES QUE PROVEEN.

10. GARANTIZAR LA EQUIDAD SOCIAL

BUSCAR UNA DISTRIBUCIÓN MÁS IGUALITARIA DE COSTOS Y BENEFICIOS DEL DESARROLLO, AUMENTAR LOS NIVELES DE EDUCACIÓN SUPERIOR Y LAS CAPACIDADES PARA LA OBTENCIÓN DE INGRESOS JUSTOS Y DIGNOS.

11. FORTALECER LA COHESIÓN SOCIAL

CONSOLIDARSE COMO UNA CIUDAD DIVERSA E INCLUYENTE, CON ESPACIOS APTOS PARA LA INTEGRACIÓN Y VINCULACIÓN SOCIAL, QUE FOMENTE EL SENTIMIENTO DE PERTENENCIA, LA CONFIANZA Y LA PARTICIPACIÓN DE LA COMUNIDAD.

PLAN 2050

EJES ESTRATÉGICOS

URBANO

UNA PLANEACIÓN Y GESTIÓN URBANA CON ENFOQUE METROPOLITANO, QUE CUENTE CON INFRAESTRUCTURA PARA LA MOVILIDAD EFICIENTE E INTEGRAL, CON UNA PARTICIPACIÓN DE AGENTES CLAVE, PARA UNA CIUDAD PARA TODOS LOS NIVELES SOCIO-ECONÓMICOS, INCLUSIVA Y CON MAYOR CONCIENCIA CIUDADANA.

AMBIENTAL

LOGRAR UNA PROTECCIÓN DE LOS SUELOS QUE CONSOLIDEN LA INFRAESTRUCTURA VERDE URBANA, LA SEGURIDAD HÍDRICA Y EL CONTROL DE LA CONTAMINACIÓN, A TRAVÉS DE UNA MEJOR PLANEACIÓN DE PROGRAMAS CONCRETOS EN CORTO, MEDIANO Y LARGO PLAZO, GUIADOS DE UN MARCO AMBIENTAL SOSTENIBLE SÓLIDO, Y UN COMPROMISO DE LAS Y LOS SERVIDORES PÚBLICOS CON EL MEDIO AMBIENTE.

SOCIAL

COADYUVAR EN LA GENERACIÓN DE POLÍTICAS PÚBLICAS QUE FOMENTEN LA INTEGRACIÓN SOCIAL Y LA IGUALDAD CON UN ENFOQUE EN DERECHOS HUMANOS Y PERSPECTIVA DE GÉNERO PARA ASPIRAR A UNA CIUDAD SEGURA Y CON CALIDAD DE VIDA, FORTALECIENDO LA COHESIÓN SOCIAL, LA IDENTIDAD, LA PROTECCIÓN AL PATRIMONIO CULTURAL E HISTÓRICO, Y EL ACCESO UNIVERSAL A LA CULTURA.

ECONÓMICO

LOGRAR UN DESARROLLO ECONÓMICO DISTRIBUIDO, EQUITATIVO Y EQUILIBRADO, RESPONSABLE CON EL MEDIO AMBIENTE Y LA SOCIEDAD, A TRAVÉS DE UNA BASE ECONÓMICA LOCAL FUERTE, UNA GESTIÓN URBANA SIN PÉRDIDAS EN EL SUELO PRODUCTIVO, MEDIDAS DE RESPONSABILIDAD AL SECTOR PRODUCTIVO, ASÍ COMO FORTALECIMIENTO Y PROFESIONALIZACIÓN DE LAS CAPACIDADES.

GOBERNANZA

FORTALECIMIENTO Y CRECIMIENTO DE LAS CAPACIDADES INSTITUCIONALES PARA CONVERTIRLAS EN INSTITUCIONES SÓLIDAS Y CONFIABLES, CON IMPULSO DE UN MARCO NORMATIVO PARA LA PLANEACIÓN DE MANERA QUE SE GARANTICE EL SEGUIMIENTO A PROGRAMAS A LARGO PLAZO.

PMD 2024-2027

EJE Y ESTRATEGIAS

QUERÉTARO PREVENTIVO Y JUSTO

- FORTALECER LA COLABORACIÓN ENTRE GOBIERNO Y SOCIEDAD PARA LA PREVENCIÓN.
- APLICAR PRÁCTICAS INNOVADORAS PARA MEJORAR LA SEGURIDAD Y PREVENCIÓN DEL DELITO.
- FORTALECER LA CAPACIDAD INSTITUCIONAL DE LA POLICÍA MUNICIPAL.
- GARANTIZAR LAS MISMAS OPORTUNIDADES DE DESARROLLO HUMANO PARA TODAS LAS PERSONAS.

QUERÉTARO MODERNO E INNOVADOR

- TRANSITAR A UNA MOVILIDAD MULTIMODAL Y EFICIENTE.
- FACILITAR LA VIDA DE LOS CIUDADANOS CON LA CONECTIVIDAD Y DIGITALIZACIÓN.
- IMPULSAR LA INNOVACIÓN, INVERSIÓN Y ADOPCIÓN DE NUEVAS TECNOLOGÍAS PARA EL DESARROLLO SOSTENIBLE.

QUERÉTARO ORDENADO

- RESTAURAR EL ORDEN EN LOS BARRIOS Y ESPACIOS PÚBLICOS.
- PROMOVER LA PARTICIPACIÓN CIUDADANA PARA EL DESARROLLO DE LA CIUDAD CON PROYECTOS QUE RESPONDAN A LAS NECESIDADES LOCALES.
- REFORZAR LA CULTURA CÍVICA CIUDADANA PARA UNA CONVIVENCIA PACÍFICA.
- ORDENAR EL CRECIMIENTO Y DESARROLLO URBANO.

QUERÉTARO AMIGABLE CON EL MEDIO AMBIENTE

- PRIORIZAR ESPACIOS VERDES Y EL CUIDADO DEL MEDIO AMBIENTE EN PROYECTOS DE DESARROLLO URBANO.
- INCORPORAR EL USO DE MEJORES PRÁCTICAS INTERNACIONALES PARA EL CUIDADO DEL AGUA Y MEDIO AMBIENTE.
- CONCIENTIZAR LA PROTECCIÓN, CUIDADO Y CONVIVENCIA RESPONSABLE CON ANIMALES Y RECURSOS NATURALES.

QUERÉTARO FAMILIAR Y SOCIAL

- PROMOVER LA SANA CONVIVENCIA SOCIAL Y FAMILIAR ENTRE VECINOS.
- ESTIMULAR LA ACTIVIDAD FÍSICA Y PRÁCTICA DEPORTIVA.
- FACILITAR EL ACCESO A ACTIVIDADES CULTURALES,ARTÍSTICAS Y DE RECREACIÓN.

QUERÉTARO CIUDADANO

- FORTALECER LOS MECANISMOS PARA MEJORAR LA EFICIENCIA EN LA ADMINISTRACIÓN PÚBLICA.
- REFORZAR EL ENFOQUE DE TRANSVERSALIDAD PARA LA ATENCIÓN DE GRUPOS PRIORITARIOS.
- INCORPORAR EL ENFOQUE DE LA PLANEACIÓN ESTRATÉGICA EN LA ADMINISTRACIÓN PÚBLICA.
- PROMOVER LA TRANSPARENCIA, ACCESO A LA INFORMACIÓN Y RENDICIÓN DE CUENTAS.

ODS TRANSVERSAL — **ODS TRANSVERSAL**

IMPLAN QUERÉTARO

Strategic Territorial Information Center (CIET)

Various infographics have been developed on territorial topics related to the Municipality of Querétaro, with the goal of clearly, accessibly, and visually communicating key information on protected natural areas, traditional neighborhoods, and urban reserves. These materials help bring technical data closer to the public and support informed decision-making.

Protected Natural Areas (PNA)

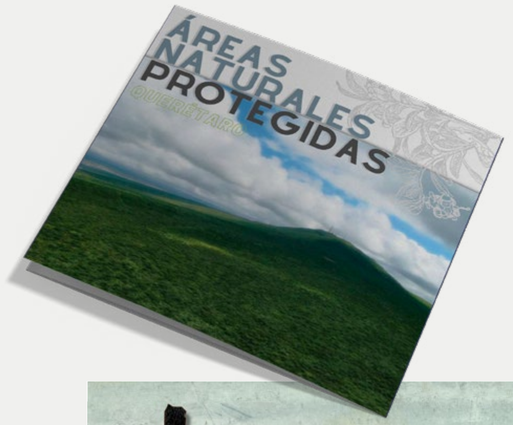
These are zones that require preservation and restoration. In the northern area of Querétaro, 16 sites with archaeological remains have been identified, safeguarding the territorial memory and identity of predecessor populations. Particularly noteworthy are the Cimatario and El Tángano areas, which, in addition to their historical and environmental value, are iconic aesthetic and scenic references upon entering the capital city.

The state is home to broad biological and genetic biodiversity within its ecosystems, with an estimated 870 recorded plant species, including garambullo, pitayo, órgano, mesquite, palo xixote, tepehuaje, huizache, and various types of prickly pear cactus (nopal). Among the species classified as threatened or under special protection are palo blanco, cedar, small barrel cactus (biznaga pequeña), and huamiche barrel cactus (biznaga de huamiche).

Protected Areas in the Western Micro-Watershed Region, 2024

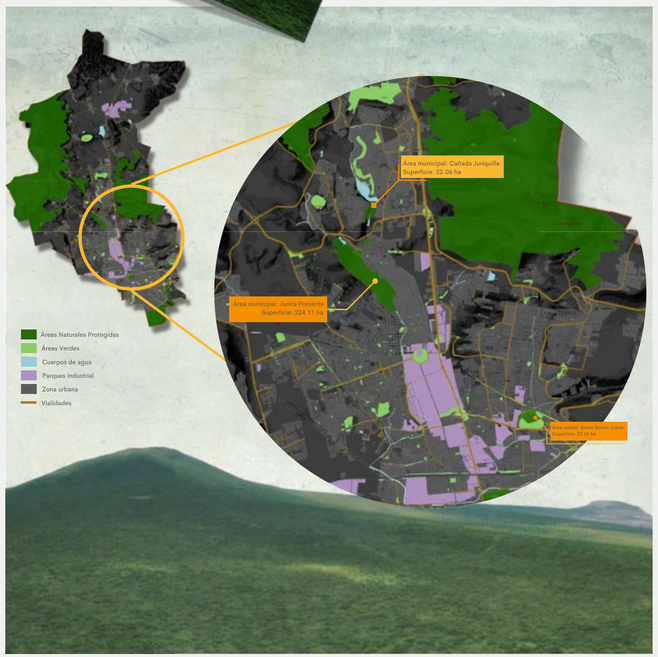
Area		Surface area[1]	Total
Municipal	Cañada Juriquilla	22.06	12,480.22
	Jurica Poniente	224.11	
	Zona Occidental de Microcuencas	12,234.05	
State	Bordo Benito Juárez	247.61	8,090.21
	Cerro grande	2,989.20	
	El Tángano	855.27	
	Montenegro	546.52	
	Peña Colorada	3,451.61	
Federal	Cerro de las campanas	58.49	58.49
	El Cimatario	2,480.69	
	Sierra del Raspiño	4,104.20	
Total			**27,213.81**

Source: Municipal Planning Institute (IMPLAN), 2025.
[1]Area in hectares.



As for wildlife, approximately 407 species have been recorded in Querétaro, reflecting the ecological richness of the territory. This record includes 4 fish species, 12 amphibians, 24 reptiles, 101 birds, and 74 mammals, distributed across various ecosystems and natural areas of the state.

The western region of micro-watersheds constitutes one of the main groundwater recharge areas in Querétaro. The state has 3 municipally protected areas covering 12,480.22 hectares; 5 state-level protected areas totaling 8,090.21 hectares; and 3 federally protected areas covering 6,643.38 hectares. All of these areas fall under some category of protection and represent 39.5% of the state's territory.



Traditional Neighborhoods

To highlight their cultural and historical significance and their development over time, an infographic was created focusing on the traditional neighborhoods of the Historic Center delegation. Their customs, festivities, and cultural activities have been preserved to this day, despite the urbanization process. The infographics include historical data, origins, and demographic characteristics of each neighborhood.

Population of Traditional Neighborhoods in the Historic Center Delegation, 2024

Neighborhood	Total population	Women	Men	Children
San Gregorio	2,110	971	878	261
Santa Catarina	3,929	1,712	1,624	593
Tepetate	4,874	2,134	2,019	721
El Cerrito	2,832	1,333	1,154	345
La Trinidad	1,938	870	792	276
San Sebastián	3,970	1,915	1,708	347
La Piedad	2,537	1,125	1,032	380
El Retablo	503	243	220	40
Santa Ana	3,754	1,924	1,586	244
Santa Rosa	2,204	1,086	954	164
La Santa Cruz	4,921	2,380	2,031	510
San Francisquito	7,824	3,476	3,225	1,123
San Roque	2,012	831	835	346
Total	**43,408**	**20,000**	**18,058**	**5,350**

Source: Municipal Planning Institute (IMPLAN), 2025.

In the Historic Center Delegation, 13 Traditional Neighborhoods are recognized.

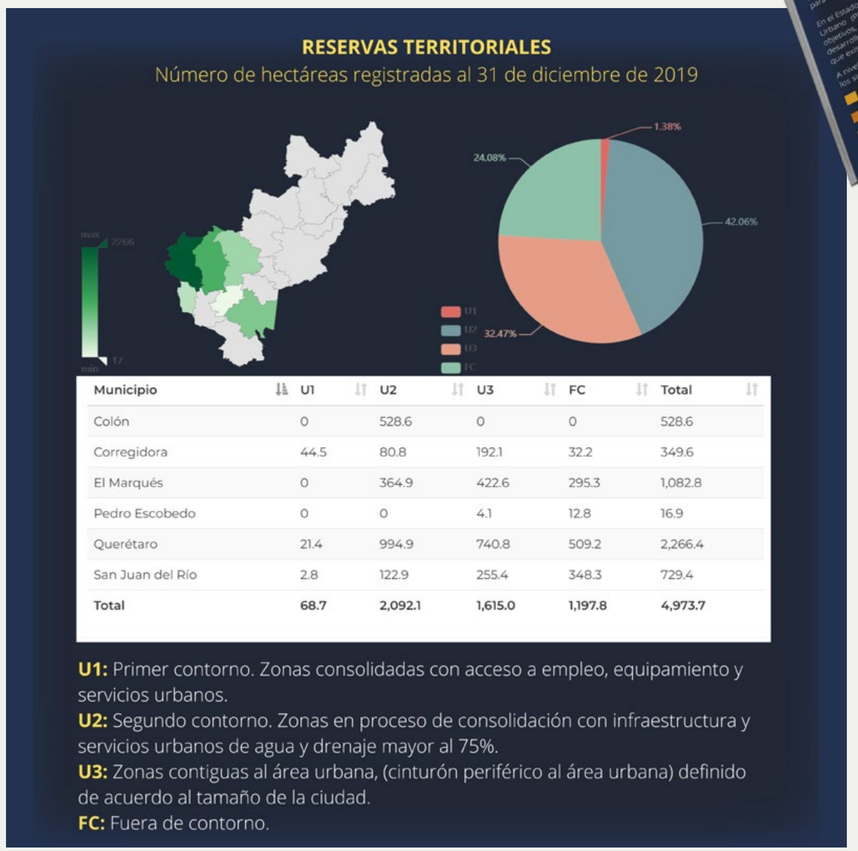
Urban Reserves

The infographic Territorial Reserves Strategy for Housing aims to curb unplanned urban growth and promote efficient use of land and existing infrastructure. Through coordination among the 3 levels of government, the goal is to regulate and optimize urban and residential development.

To achieve the above, two key points are highlighted:

1. Updating urban development plans to regulate city growth and establish regulatory guidelines for social housing, such as minimum surface area and the promotion of sustainability in construction.

2. Adjusting urban regulations to incorporate vertical housing typologies in support of densification strategies and as an alternative to the sprawling city model.



Municipio	U1	U2	U3	FC	Total
Colón	0	528.6	0	0	528.6
Corregidora	44.5	80.8	192.1	32.2	349.6
El Marqués	0	364.9	422.6	295.3	1,082.8
Pedro Escobedo	0	0	4.1	12.8	16.9
Querétaro	21.4	994.9	740.8	509.2	2,266.4
San Juan del Río	2.8	122.9	255.4	348.3	729.4
Total	**68.7**	**2,092.1**	**1,615.0**	**1,197.8**	**4,973.7**

U1: Primer contorno. Zonas consolidadas con acceso a empleo, equipamiento y servicios urbanos.
U2: Segundo contorno. Zonas en proceso de consolidación con infraestructura y servicios urbanos de agua y drenaje mayor al 75%.
U3: Zonas contiguas al área urbana, (cinturón periférico al área urbana) definido de acuerdo al tamaño de la ciudad.
FC: Fuera de contorno.

The territory of Querétaro can be classified into 4 zones:

1. Consolidated area, with access to employment, facilities, and urban services.

2. Area in the process of consolidation, with infrastructure and urban service coverage—such as water and sewage—in over 75%.

3. Area adjacent to the urban zone, referring to the city's peripheral belt, defined based on city size.

4. Outside the designated area, which lies beyond the established boundaries for urban development.

According to this classification, the Municipality of Querétaro stands out with 994.9 hectares located in Zone 2, corresponding to the area in the process of consolidation.

It is necessary to plan in the short, medium, and long term, emphasizing the importance of creating legal and financial instruments that allow for the incorporation of land located in irregular settlements and under communal ownership. The goal is to establish residential land reserves, efficiently increase the inventory of available and projected lots for such use, and ensure their proper occupation in accordance with the housing demand of lower-income sectors.

Metropolitan Development

On September 5, 2024, the Second Metropolitan Forum was held, with the participation of the elected municipal presidents of Corregidora, El Marqués, Huimilpan, and Querétaro, as well as the Ministry of Planning and Citizen Participation of the Government of the State of Querétaro.

In October and November 2024, public officials from the aforementioned municipalities collaborated with the Ministry of Planning and Citizen Participation of the Municipality of Querétaro and the Government of the State of Querétaro to align joint strategies and actions related to public transportation, through the State Mobility Agency of Querétaro (AMEQ).

They also worked on aligning municipal planning instruments and Municipal Development Plans with the Querétaro 2050 State Plan and the State Development Plan.

Municipal Development Plan 2024–2027

During October and November 2024, IMPLAN collaborated with the Ministry of Planning and Citizen Participation of the Municipality of Querétaro to review the action lines. Demographic and geographic information of the municipality, disaggregated by delegation, was provided, along with support in preparing diagnostics.

As a follow-up to previous work for the development of the Municipal Development Plan 2024–2027, IMPLAN, in coordination with the Ministry of Planning and Citizen Participation and the Ministry of Social Development, scheduled and launched citizen participation activities in December 2024 across the seven delegations of the Municipality of Querétaro, using the Ciclo-Móvil Unit (CLIQ) as a tool.

On December 13, 2024, a working meeting was held with the delegates of the 7 districts of the Municipality of Querétaro to coordinate, schedule, and promote the citizen participation activities for the development of the Municipal Development Plan 2024–2027.

According to the established calendar, 4 out of the 7 delegations were visited at different locations throughout the city:

Delegation	Location
Historic Center	Josefa Ortiz de Domínguez Sports Complex
Epigmenio González Flores	Technological Innovation Center (BLOQUE)
Santa Rosa Jáuregui	La Solana Community
Villa Cayetano Rubio	Bolaños Neighborhood

In the same year, 4 citizen consultation events were held, during which the following activities took place:

- Plano Plenum Querétaro
- Ciudad de Palabras
- #Dibujosparatender
- Estacionamiento de Historias
- Deseos por Querétaro
- #IniciativasxQro

Regulatory Improvement

This is a systematic and cross-cutting public policy aimed at generating clear regulations, simplified procedures and services, as well as effective institutions for their creation and implementation. Its objective is to maximize the value of available resources and optimize the functioning of commercial, industrial, productive, service, and human development activities for the benefit of society.

Its purpose is to provide legal certainty to the population, reduce compliance time and costs, and eliminate discretion and lack of transparency in the actions of municipal government agencies and entities.

Regulatory Improvement Council

This is the entity responsible for coordinating the municipal policy on regulatory improvement. It is composed of the heads of the following areas:

I. Municipal Presidency (who will preside over it)

II. Cabinet Coordination

III. Ministry of Citizen Management

IV. Ministry of Government Affairs

V. Ministry of the City Council

VI. Ministry of Sustainable Development

VII. Ministry of Finance

VIII. Coordination of Delegations and Decentralized Institutes

IX. Urban Development and Ecology Commission (one councilmember or trustee)

X. Agricultural and Economic Development Commission (one councilmember or trustee)

XI. Government Affairs Commission (one councilmember or trustee)

XII. Regulatory Improvement Commission of the Municipality of Querétaro, which will serve as the Council's technical coordination office

XIII. Three representatives from the private sector, academia, or civil society, invited by the head of the Municipal Presidency

XIV. State Commission

Each primary representative must appoint a substitute, preferably at the immediate lower or equivalent hierarchical level. The head of the Cabinet Coordination will serve as the alternate for the person presiding over the Municipal Council and will assist them in performing their duties.

Representatives from the private sector, academia, or civil society will serve on an honorary basis, without financial compensation, and their role will not create any employment relationship or seniority with the Municipality of Querétaro.

Its responsibilities include:

I. Monitor the guidelines, frameworks, instruments, directives, and mechanisms for implementing the regulatory improvement policy, which are mandatory for obligated entities in the Municipality of Querétaro.

II. Monitor the mechanisms for supplying, exchanging, systematizing, and updating the information on this matter generated by the obligated entities.

III. Review and analyze the results of surveys, statistical data, and evaluations related to regulatory improvement.

IV. Promote the use of principles, objectives, methodologies, instruments, programs, criteria, and tools aligned with national and international best practices in regulatory improvement.

V. Identify and review regulatory issues, obstacles, and failures that hinder the achievement of the objectives of this regulation.

VI. Form specialized working groups, which may be organized by subject matter, geographic criteria, or levels of development, to achieve the objectives of this regulation.

VII. Issue recommendations to obligated entities to ensure proper compliance with this regulation.

VIII. Review, analyze, and issue recommendations based on proposals from the National Regulatory Improvement Observatory.

IX. Approve the Annual Regulatory Improvement Programs composed of projects proposed by obligated entities and submit them, through the Presidency, for approval by the City Council.

X. Report to the City Council, through the Presidency of the Municipal Council, on the progress in meeting the programs and objectives related to regulatory improvement.

XI. Any other responsibilities established by this regulation or applicable provisions.

Annual Regulatory Improvement Program of the Municipality of Querétaro, 2024

Number	Responsible Department	Project
1	Ministry of Innovation and Technology / Ministry of Citizen Services	Citizen Services Platform of Platforms
2	Ministry of Innovation and Technology	Development, Architecture, Support and Maintenance of the Municipality of Querétaro App
3	Ministry of Economic Development	Recertification of the Rapid Business Opening System (SARE)
4		QR Code on Business Licenses (Phase II)
5		Pre-Authorized Business Licenses
6		6-Month Business Operating Permit
7		Digitalization of Business License Files
8		Geo-referenced Economic Ecosystem
9	Office of the Presidency Coordination	Northern Municipal Services Center (CAM Norte)
10	Internal Control Body	Specific Improvement and Simplification Actions (1 procedure)
11	Ministry of Administration	Specific Improvement and Simplification Actions (1 procedure)
12	Ministry of Culture	Specific Improvement and Simplification Actions (4 procedures)
13	Ministry of Economic Development	Specific Improvement and Simplification Actions (19 procedures)
14	Ministry of Social Development	Specific Improvement and Simplification Actions (1 procedure)
15	Ministry of Urban Development	Specific Improvement and Simplification Actions (23 procedures)
16	Ministry of Public Security	Specific Improvement and Simplification Actions (3 procedures)
17	Ministry of Municipal Public Services	Specific Improvement and Simplification Actions (5 procedures)
18	Ministry of Sports	Specific Improvement and Simplification Actions (2 procedures)
19	Municipal DIF System	Specific Improvement and Simplification Actions (2 procedures)

Source: Municipal Regulatory Improvement Commission, 2025.

3.4. CONDOMINIUMS

Housing

Housing is a fundamental human right and must be safe, functional, accessible, and sustainable. To ensure these conditions, the Municipality, through the Ministry of Urban Development, must coordinate orderly growth by authorizing building permits—an essential tool to ensure the legality and safety of construction projects.

During 2024, of the total permits processed, 78.1% were for residential use, 18.8% for commercial and service use, and 3.1% for industrial use.

2,814
Authorized Building Permits, 2024

Residential Housing	Affordable Housing
1,498	611

Commercial and Services	Country Residential Housing	Industrial
530	90	85

Source: Municipal Ministry of Urban Development, 2025.

New Residential Subdivisions

In the same year, new development phases were authorized for four subdivisions located in the delegations of Epigmenio González, Santa Rosa Jáuregui, and Josefa Vergara y Hernández. Together, they exceeded 400,000 m² of construction.

New and Expanding Residential Subdivisions in Development, 2023 and 2024

Delegation	2023		2024	
	Subdivisions	Area[1]	Subdivisions	Area[1]
Historic Center	1	47,352	0	0.0
Epigmenio González Flores	4	526,798	1	30,440.3
Felipe Carrillo Puerto	-	-	0	0.0
Félix Osores Sotomayor	1	10,790	0	133,629.3
Josefa Vergara y Hernández	0	-	1	44,701.2
Santa Rosa Jáuregui	1	40,758	2	228,415.7
Villa Cayetano Rubio	-	-	0	0.0
Total	**7**	**625,698**	**4**	**437,186.4**

Source: Municipal Ministry of Urban Development, 2025.
[1]Area in square meters (m²).

New Condominium Developments

These are housing arrangements in which the owners of a residential unit, in addition to their individual property, share common areas within the complex with other residents. In 2024, there was a 42.4% increase in the number of new condominium developments compared to 2023, with the Félix Osores Sotomayor Delegation accounting for the largest share.

New Condominium Developments Authorized by Municipality, 2023–2024

Delegation	2023	2024
Historic Center	1	2
Epigmenio González Flores	4	10
Felipe Carrillo Puerto	8	4
Félix Osores Sotomayor	2	13
Josefa Vergara y Hernández	2	2
Santa Rosa Jáuregui	9	12
Villa Cayetano Rubio	7	4
Total	**33**	**47**

Source: Municipal Ministry of Urban Development, 2025.

Housing Financing

Housing is a fundamental right for family well-being; it provides security, a sense of belonging, and identity. Habitability and urban development policies should not only focus on housing construction, but also on the creation of dignified environments and cities.

The National Workers' Housing Fund Institute (INFONAVIT) is the agency responsible for granting loans for the purchase or improvement of housing. The regional office in Querétaro reported that, in 2024, loans were approved that generated an economic impact of over 5 million pesos.

INFONAVIT Loans Authorized in the Municipality of Querétaro, 2024

5,543
Loans Granted

5,168,197,612
Total Economic Impact in Pesos

5,543
Benefited Eligible Workers

Source: National Workers' Housing Fund Institute (INFONAVIT), 2025.

The state representation in Querétaro of the Housing Fund of the Institute for Social Security and Services for State Workers (FOVISSSTE) is responsible for providing financing to public sector workers for the purchase, construction, or improvement of housing.

FOVISSSTE Loans Authorized in the Municipality of Querétaro, 2024

997
Loans Authorized

1,152
Funds Authorized (in millions of pesos)

997
Benefited Families

Source: Housing Fund of the Institute for Social Security and Services for State Workers (FOVISSSTE), 2025.

4. QUERÉTARO: ENVIRONMENTALLY FRIENDLY

4.1. BIODIVERSITY

4.2. MUNICIPAL SLAUGHTERHOUSE OF QUERÉTARO

4.3. URBAN GREEN AREAS

4.4. WASTE MANAGEMENT

4.5. WATER MANAGEMENT

4.6. ANIMAL CARE CULTURE

4.1. BIODIVERSITY

The state of Querétaro is composed of 18 municipalities, one of which is the Municipality of Querétaro. It is located in the southwest region of the state, between the parallels 20° 30' and 20° 55' north latitude, and between the meridians 100° 17' and 100° 36' west longitude.

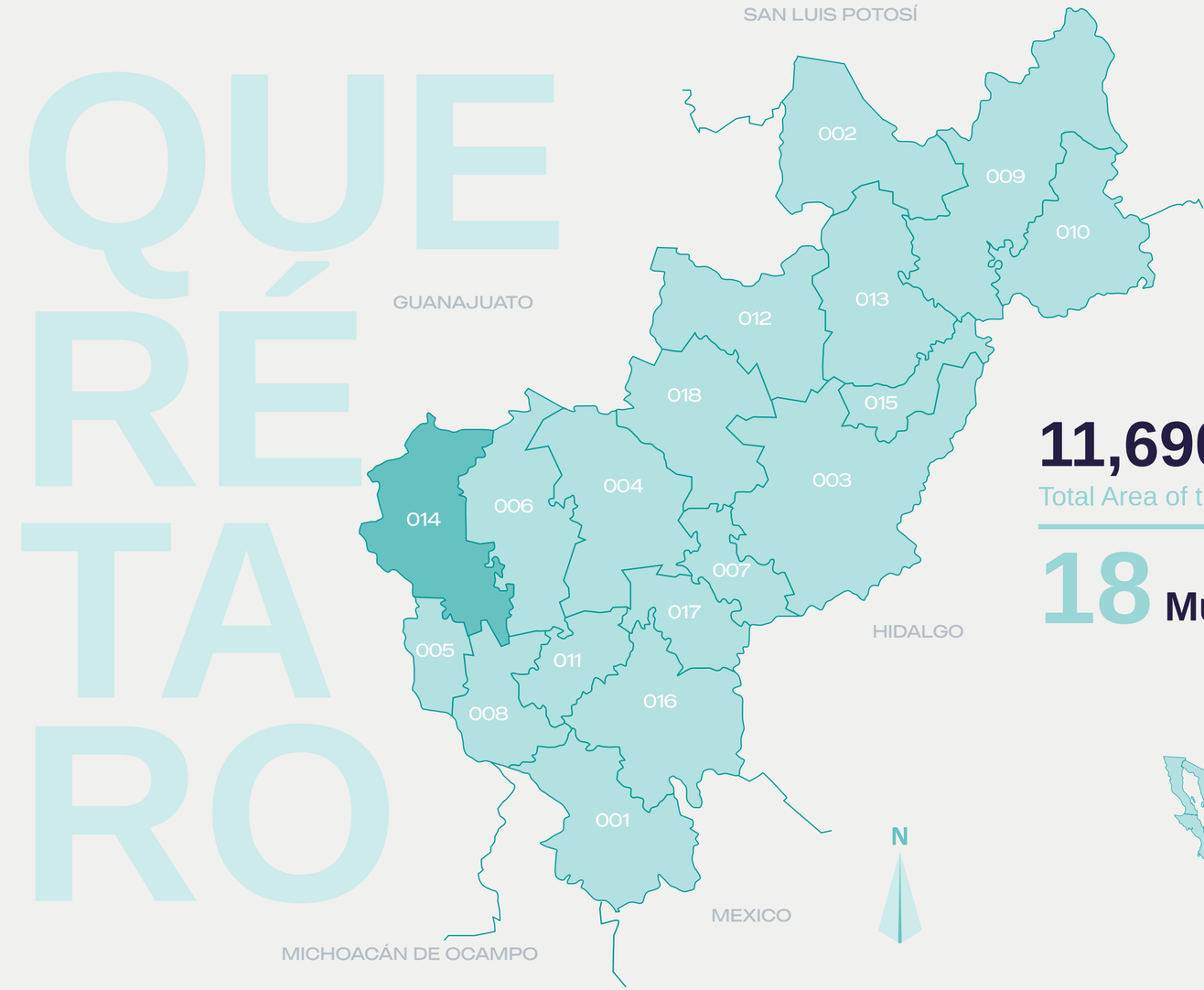
The Municipality of Querétaro borders the municipalities of Corregidora and Huimilpan to the south; El Marqués to the east; and the state of Guanajuato to the northwest. Its territory represents 5.8% of the state's total area, which spans 11,690.6 km².

Municipalities of the State of Querétaro, 2024

	Municipalities	Surface Area (km²)	Surface Area (%)	Localities
001	Amealco de Bonfil	713.3	6.1	160
002	Arroyo Seco	732.1	6.3	96
003	Cadereyta de Montes	1,347.4	11.5	279
004	Colón	810.3	6.9	157
005	Corregidora	234.9	2.0	99
006	El Marqués	747.6	6.4	312
007	Ezequiel Montes	300.2	2.6	188
008	Huimilpan	388.1	3.3	125
009	Jalpan de Serra	1,186.2	10.1	155
010	Landa de Matamoros	719.4	6.2	108
011	Pedro Escobedo	323.2	2.8	113
012	Peñamiller	695.0	5.9	138
013	Pinal de Amoles	712.1	6.1	211
014	**Querétaro**	**682.8**	**5.8**	**206**
015	San Joaquín	276.8	2.4	51
016	San Juan del Río	770.9	6.6	214
017	Tequisquiapan	369.6	3.2	143
018	Tolimán	680.7	5.8	119
	Total	**11,690.6**	**100.0**	**2,874**

Source: sedesu2.queretaro.gob.mx/firma/2024-AEE-QUERETARO-COMPETITIVO.pdf

QUERÉTARO



11,690 km²
Total Area of the State

18 Municipalities

QUERÉTARO MUNICIPIO

Municipality of Querétaro

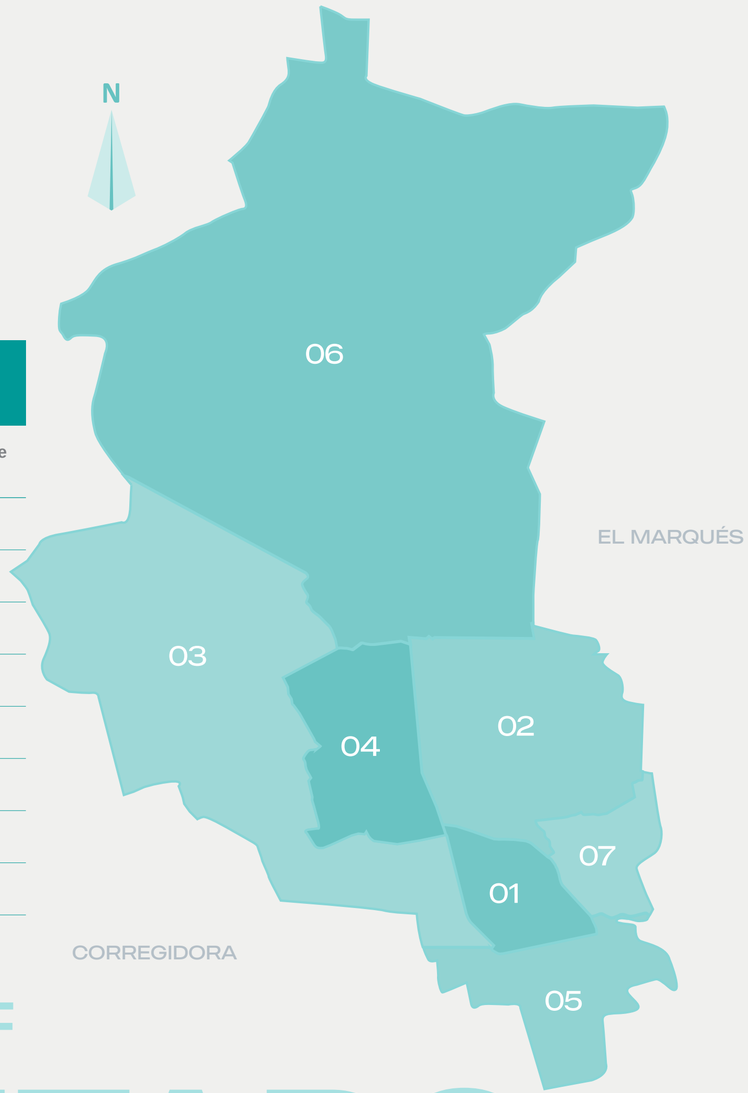
682.8 km²

5.8%

Delegations of the Municipality of Querétaro, 2024

	Delegation	Superficie (km²)	Superficie (%)
01	Historic Center	19.6	2.8
02	Epigmenio González Flores	65.5	9.6
03	Felipe Carrillo Puerto	145.0	21.2
04	Félix Osores Sotomayor	39.3	5.7
05	Josefa Vergara y Hernández	33.6	4.9
06	Santa Rosa Jáuregui	362.5	53.3
07	Villa Cayetano Rubio	17.2	2.5
	Total	**682.8**	**100.0**

Source: Economic Development Office, 2025.



MUNICIPALITY OF QURÉTARO

Climate

51.0% of the state's territory features dry and semi-dry climates, predominantly in the central region; 24.3% has a warm sub-humid climate, characteristic of the Sierra Madre Oriental; 23.0% exhibits a temperate sub-humid climate, present in the southern, central, and northeastern regions. Toward the northeast, 1.0% of the state experiences a warm humid climate, while the remaining 0.7% has a temperate humid climate.

Winds blowing from east to west influence the state's climate by carrying moisture from the Gulf of Mexico. The mountainous zone of the Sierra Madre Oriental acts as a natural barrier, contributing to the formation of distinct climates across the region.

The Municipality of Querétaro features 3 types of climate:

1. **Temperate Sub-Humid (C(wo))**. This climate covers 38.8% of the municipal territory. It records an average annual temperature between 12°C and 18°C, with heavier rainfall during the summer, especially in the higher elevations in the northern part of the municipality.

2. **Semi-Dry, Semi-Warm (BS1hw(w))**. Found in the central zone of the municipality, where the majority of the urban area is located. This climate sees rainfall during the summer and an average annual temperature ranging between 18°C and 22°C.

3. **Semi-Dry, Temperate (BS1kw(w))**. Occurs at elevations above 2,000 meters and covers 22.7% of the municipal territory. The average annual temperature ranges from 16°C to 18°C, with a summer rainfall pattern.

In the month of May, the territory experienced a maximum temperature of 36°C, while in December the minimum temperature reached 9.9°C. The highest recorded precipitation was 187.9 millimeters.

CLIMATE IN THE MUNICIPALITY'S TERRITORY

51.0%
Arid and semi-arid climates

24.3%
Warm sub-humid climate

23.0%
Temperate sub-humid climate

0.7%
Temperate humid climate

Climatological Information of the Municipality, 2024

Month	Temperature in °C			Precipitation (mm)[1]
	Maximum	Minimum	Mean	
January	24.6	10.7	17.7	3.3
February	27.5	11.3	19.4	8.7
March	30.3	13.5	21.9	0.0
April	32.4	16.1	24.3	0.2
May	36.0	19.7	27.9	6.1
June	31.4	17.9	24.7	111.5
July	28.0	16.2	22.1	187.9
August	28.8	16.0	22.4	70.4
September	27.7	16.6	22.2	81.2
October	26.4	13.0	19.7	2.8
November	27.3	12.8	20.1	0.2
December	24.8	9.9	17.4	4.1
Average	**28.8**	**14.5**	**21.1**	**39.7**

Source: National Water Commission, 2025.
[1]mm: Millimeters.

Orography

The terrain of the Municipality of Querétaro consists of rolling hills, mountain ranges, and plains. The rolling hills, characterized by gently rounded elevations, are accompanied by plains that extend from south to north and can be observed running parallel to the Querétaro–San Luis Potosí highway. The elevation of this plain ranges between 1,800 and 1,900 meters above sea level (masl).

Physiographic Provinces in the Municipality, 2024

Province	Subprovince	Topographic System	Percentage of Municipal Surface Area
Central Plateau	Mountains and Plains of Northern Guanajuato	Mountain Range	5.5
Trans-Mexican Volcanic Belt	Mountains and Plains of the States of Querétaro and Hidalgo	Rolling Hills with Plains	53.0
		Plain	9.2
		Mountain Range	8.9
		Mountain Range with Rolling Hills	23.4

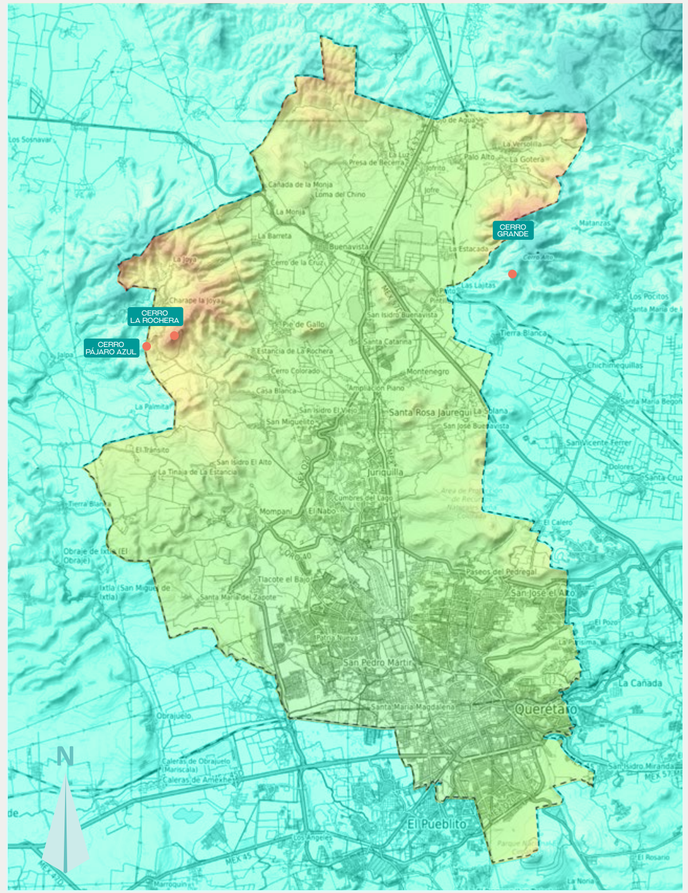
Source: National Institute of Statistics and Geography (INEGI).
Note: Geographic Data Set from the Physiographic Map 1:1,000,000 scale.

Main Elevations in the Municipality, 2024

Elevation	Altitude (msnm)[1]	Delegation
Lomerío en la zona de San Pablo	1,860	Historic Center
Cerro de las Campanas	1,835	
Cerro El Patol (Cerro Colorado)	2,460	Felipe Carrillo Puerto
Cerro Prieto	2,270	
Cerro El Paisano	2,080	
Cerro El Puertecillo	2,055	
Cerro El Borrego	2,040	
Cerro La Gallina	1,950	
Parcela 97 del Ejido Jurica	1,925	Félix Osores Sotomayor
Cerro El Cimatario	2,390	Josefa Vergara y Hernández
Cerro El Tángano[2]	2,170	
Cerro Grande	**2,760**	Santa Rosa Jáuregui
Cerro La Rochera	**2,720**	
Cerro Pájaro Azul	**2,720**	
Cerro Tambula	2,700	
Cerro La Rochera (La Carbonera)	2,650	
Cerro Colorado	2,370	
Cerro Pie de Gallo	2,340	
Cerro La Media Luna	2,230	
Cerro El Buey	2,220	
Cerro El Nabo	2,020	
Lomerío El Campanario	1,985	Villa Cayetano Rubio

Source: National Institute of Statistics and Geography (INEGI).
[1]masl: meters above sea level.
[2]This hill reaches 2,600 meters in the state of Guanajuato. The altitude shown represents the highest elevation of this hill within the Municipality of Querétaro.
[3]This hill reaches 2,360 meters in the Municipality of Huimilpan. The altitude shown represents the highest elevation of this hill within the Municipality of Querétaro.

CERRO GRANDE
HIGHEST ELEVATION OF THE MUNICIPALITY
2,760 masl
SANTA ROSA JÁUREGUI



Source: Prepared by the authors using information from es-mx.topographic-map.com

Edaphology

The word edaphology comes from the Greek édaphos, meaning "surface of the earth." This discipline studies soil from various perspectives, including its morphology, composition, formation, and evolution, as well as its taxonomy, utility, restoration, and conservation.

It is a branch of geology dedicated to assessing, studying, and comparing soils, as well as determining whether their composition affects the natural environment and the organisms that live on or within them.

In the Municipality of Querétaro, five types of soil and their respective associations have been identified. These belong to the physiographic province known as the Central Neovolcanic Axis: vertisol, lithosol, phaeozem, cambisol, and eutric fluvisol.

Soil Types in the Municipality, 2024

Soil Unit	Surface Area in Hectares	Percentage of Total Surface Area
Calcaric Kastanozem	**1,947**	**2.8**
Phaeozem and Associations	**6,354**	**9.2**
Haplic Phaeozem	141	0.2
Haplic Phaeozem/Lithosol	3,238	4.7
Haplic Phaeozem/Pellic Vertisol	459	0.7
Luvic Phaeozem	2,073	3.0
Luvic Phaeozem/Lithosol	233	0.3
Luvic Phaeozem/Haplic	210	0.3
Eutric Fluvisol	**411**	**0.6**
Lithosol and Associations	**12,908**	**18.7**
Lithosol	1,013	1.4
Lithosol/Vertic Cambisol	254	0.4
Lithosol/Haplic Phaeozem	8,395	12.2
Lithosol/Eutric Regosol	270	0.4
Lithosol/Rendzina	615	0.9
Lithosol/Pellic Vertisol	2,361	3.4
Vertisol and Associations	**47,387**	**68.7**
Pellic Vertisol	41,782	60.6
Pellic Vertisol/Lithosol	5,605	8.1
Total	**69,007**	**100.0**

Source: National Institute of Statistics and Geography (INEGI)

Vegetation

The Municipality of Querétaro features a variety of ecosystems, including oak forests and tropical deciduous forests (also known as tropical dry forests), chaparral, crassicaulous and subtropical scrublands, induced and natural grasslands, as well as aquatic and riparian vegetation.

Flora

The National Commission for the Knowledge and Use of Biodiversity (CONABIO) conducted an inventory indicating the presence of approximately 400 representative species, distributed across 77 families, within the metropolitan area. Among the most notable are: *Acanthaceae, Agavaceae, Asteraceae, Cactaceae, Compositae, Gramineae, Fabaceae, Poaceae,* and *Solanaceae.*

The municipality is home to several endemic species that require conservation attention and action, including: garambullo (*Myrtillocactus geometrizans*), pitayo (*Stenocereus dumortieri*), órgano (*Pachycereus marginatus*), mezquite (*Prosopis laevigata*), palo xixote (*Bursera fagaroides*), palo blanco (*Celtis caudata*), tepeguaje (*Lysiloma microphylla*), huizache (*Acacia farnesiana*), and nopal (*Opuntia sp.*).

The municipality is also characterized by the presence of various agricultural crops, notably corn (*Zea mays*), beans (*Phaseolus vulgaris*), and, to a lesser extent, sorghum (*Sorghum vulgare*), barley (*Hordeum sativum*), and alfalfa (*Medicago sativa*).

FLORA | **400** SPECIES
77 FAMILIES
CONABIO Registry in the Metropolitan Area

Plant Species with a Protection Status under NOM-059-SEMARNAT-2010

Common Name	Scientific Name	Communities or Sites Where They Can Be Found	Delegation
Category: Threatened Species			
Colorín	*Erythrina coralloides*	El Tángano	Josefa Vergara y Hernández
Palo blanco	*Hesperalbizia occidentalis*	El Nabo, Mompaní, Peña Colorada	Felipe Carrillo Puerto
Category: Special Protection Species			
Biznaga de huamiche	*Ferocactus histrix*	La Joya, Peña Colorada	Santa Rosa Jáuregui y Epigmenio González Flores
Biznaga de La Cañada	*Mammillaria microhelia*	Jurica-Los Cajones	Santa Rosa Jáuregui y Félix Osores Sotomayor
Nogal o cedro	*Cedrela odorata*	La Carbonera	Santa Rosa Jáuregui
Category: Endangered Species			
Biznaguita	*Mammillaria mathildae*	Jurica-Los Cajones	Santa Rosa Jáuregui

Source: Institute of Ecology and Climate Change, 2025

Fauna

The development of wildlife is shaped by the biotic and abiotic factors of each region, including elements such as climate, temperature, and water availability. Querétaro is home to a wide variety of wild macrofauna, particularly in areas such as the La Joya volcano, the escarpments of El Tángano and El Cimatario, as well as the canyons of Mompaní, San Miguelito, Cerro Grande, Peña Colorada, and Rancho Raspiño–Charape de los Pelones, where small ground-dwelling animals live and find refuge.

Among the predominant animals that form part of the macrofauna are the rattlesnake (*Crotalus sp.*); birds such as the vermilion flycatcher (*Pyrocephalus rubinus*) and the red-tailed hawk (*Buteo jamaicensis*); and mammals such as the gray fox (*Urocyon cinereoargenteus*), striped skunk (*Conepatus mesoleucus*), and ringtail (*Bassariscus astutus*). In addition, sightings of coyotes (*Canis latrans*) and bobcats (*Lynx rufus*) have been recorded.

The National Commission for the Knowledge and Use of Biodiversity compiled a wildlife inventory that includes a specific database for the Municipality of Querétaro, listing the protection status assigned to each species.

Resumen de inventario faunístico

AMPHIBIANS — FAMILY 6 | GENUS 7 | SPECIES 15

BIRDS — FAMILY 37 | GENUS 86 | SPECIES 104

MAMMALS — FAMILY 15 | GENUS 49 | SPECIES 57

FISH — FAMILY 4 | GENUS 6 | SPECIES 6

REPTILES — FAMILY 9 | GENUS 10 | SPECIES 17

TOTAL

71 FAMILIES **158** GENUS **199** SPECIES

Source:Institute of ecology and Climate Change, 2025.

Municipal Species with Protection Status under NOM-059-SEMARNAT-2010

Class: Amphibia

Common Name	Family	Species	Genus	Protection Status
Mountain toad	*Bufonidae*	*Insilius*	*cavifrons*	Special Protection
Big-eared frog	*Craugastoridae*	*Craugastor*	*verrucipes*	
Leopard frog	*Ranidae*	*Lithobates*	*berlandieri*	
Green frog			*montezumae*	
Pustulose frog			*pustulosa*	

Class: Aves

Common Name	Family	Species	Genus	Protection Status
Sharp-shinned hawk	*Accipitridae*	*Accipiter*	*striatus*	Special Protection
Collared dove	*Columbidae*	*Columba*	*fasciata*	
Common quail	*Phasianidae*	*Colinus*	*virginianus*	
Spotted quail		*Cyrtonyx*	*montezumae*	
Least grebe	*Podicipedidae*	*Tachybaptus*	*dominicus*	
Broad-billed hummingbird	*Trochilidae*	*Cynanthus*	*latirostris*	
Dwarf vireo	*Vireonidae*	*Vireo*	*nelsoni*	

Source: Institute of Ecology and Climate Change, 202

Class: Mammalia

Common Name	Family	Species	Genus	Protection Status
Black-tailed jackrabbit	*Leporidae*	*Lepus*	*californicus*	Special Protection
Field mouse	*Muridae*	*Peromyscus*	*boylii*	Threatened
Bat	*Phyllostomidae*	*Choenorycteris*	*mexicana*	
Bat		*Leptonycteris*	*nivalis*	
Bat			*curasoae*	
Bat		*Macrotus*	*waterhousii bulleri*	
Ringtail	*Procyonidae*	*Bassariscus*	*astutus*	
Reddish squirrel	*Sciuridae*	*Sciurus*	*oculatus*	Special Protection
Shrew	*Soricidae*	*Cryptotis*	*parva*	

Class: Reptilia

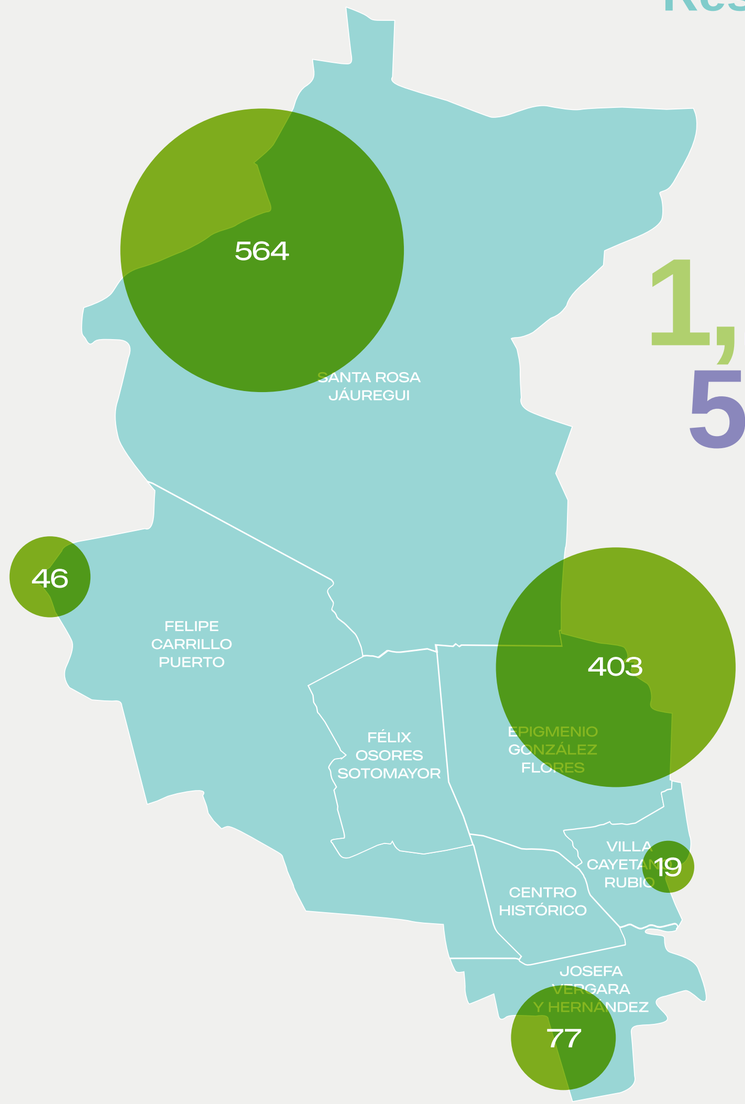
Common Name	Family	Species	Genus	Protection Status
Whipsnake	*Colubridae*	*Coluber*	*flagellum*	Threatened
Hog-nosed snake		*Conopsis*	*biserialis*	
Coral snake		*Lampropeltis*	*triangulum*	
Rat snake (Alicante)		*Pituophis*	*deppei*	
Blotched snake		*Salvadora*	*bairdi*	Special Protection
Black-necked garter snake		*Thamnophis*	*cyrtopsis*	Threatened
Wandering water snake			*eques*	Special Protection
Coachwhip snake			*melanogaster*	
Striped snake			*scalaris*	
Turtle	*Kinosternidae*	*Kinosternon*	*integrum*	
Scaly lizard	*Phrynosomatidae*	*Sceloporus*	*grammicus*	
Rattlesnake	*Viperidae*	*Crotalus*	*aquilus*	
Black-tailed rattlesnake			*molossus*	
Rattlesnake			*polystictus*	

Land Restoration

Ecological restoration is a process aimed at returning an ecosystem to its original state or as close as possible to its condition prior to disturbance caused by human activities. One of the key actions that contribute to this process is the planting of native vegetation, which helps improve the ecological functionality of the environment.

The Municipality of Querétaro has the Querétaro Environmental Trust Fund (Fideicomiso Queretano del Medio Ambiente, FIQMA), whose objective is to support the conservation of the region's environmental assets. In 2024, a total of 5.5 hectares were restored through the planting of 1,109 trees across various municipal delegations.

Restorations, 2024



1,109 TREES

5.5 REFORESTED AREA, HECTARES

Hectares reforested by delegation

Epigmenio González Flores	2.0
Felipe Carrillo Puerto	0.5
Josefa Vergara y Hernández	0.6
Santa Rosa Jáuregui	2.0
Villa Cayetano Rubio	0.4

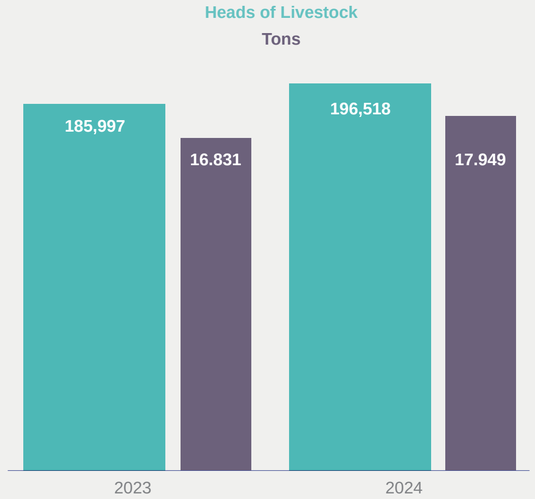
Source: Own elaboration based on information from the Queretaro Environmental Trust (FIQMA), 2025.

4.2. MUNICIPAL SLAUGHTERHOUSE OF QUERÉTARO

With a TIF 412 classification, it is recognized as the main meat supply center in the state, also supplying entities such as Guanajuato, Durango, Mexico City, and the State of Mexico. Its main functions include:

- **Providing support to students** for the completion of their social service.
- Hosting **academic visits** from public and private institutions.
- Ensuring **proper waste management and compliance** with applicable regulations.
- **Promoting continuous** training for slaughterhouse personnel.
- **Following up on recommendations and guidelines** issued by federal and state authorities in this field.
- Establishing **service strategies** for users.
- Conducting **ante-mortem and post-mortem inspections** at the Authorized Slaughter Center located in the Santa Rosa Jáuregui delegation.
- Carrying out **periodic sampling** of products, by-products, and inputs involved in the process.
- **Registering, controlling, and ensuring** the traceability of incoming livestock, as well as the product and by-products leaving the facility, through the issuance of the TIF Mobilization Notice (AMTIF).

Volume of Livestock Slaughtered in the Municipality, 2023-2024



Source: Developed with data from, Municipal Slaughterhouse of Querétaro, 2025.

HIGHEST CONSUMPTION 90.6%

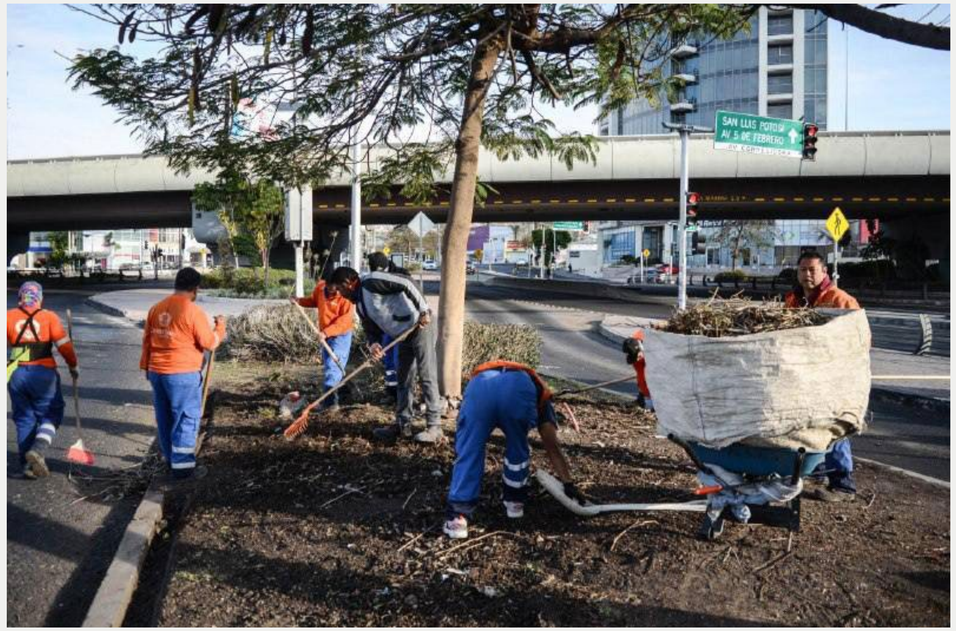
In 2024, a total of 196,518 heads of cattle, sheep, and pigs were processed and inspected, equivalent to 17,949 tons of meat products.

The porcine species accounted for 90.6% of the total slaughtered livestock, making it the most consumed type.

Slaughter of Livestock Heads in the Municipality, 2023-2024

Species	2023	2024
Bovine	4,589	4,918
Ovine	12,488	13,647
Porcine	168,920	177,953
Total	**185,997**	**196,518**

Source: Municipal Slaughterhouse of Querétaro, 2025.



4.3. URBAN GREEN AREAS

Public services are essential for economic and social development, as they reduce poverty and improve the population's quality of life. Their provision must be efficient, ensuring the necessary access and coverage to respond in a timely and appropriate manner to social needs.

The Municipal Public Services Ministry directly and effectively delivers the services required by the citizens of the municipality of Querétaro, addressing various social needs through its departments and coordinating units. The services provided include:

- **Public lighting**
- **Streets, parks, gardens, and related equipment**
- **Waste collection services**
- **Markets and supply centers**
- **Cemetery operations**
- **Slaughterhouses**

MANTENIMIENTO
DE ÁREAS VERDES, 2024
5,598,734 m²
SUPERFICIE TOTAL

In 2024, the total area in m² of public green spaces belonging to the Municipality of Querétaro under the responsibility of the SSPM was recorded. These spaces include various types of green areas, as shown in the following table.

That same year, maintenance was carried out on a surface of 5,598,734.0 m² of municipal green areas. More than 1 million plants —ranging from trees to succulents— were used to rehabilitate and equip green areas, of which 99.7% were restored. At the same time, various actions were taken to care for medians, planters, roundabouts, gardens, and parks.

Surface area (m²) of public green spaces by delegation, 2024

Type of Area	Centro Histórico	Epigmenio González Flores	Felipe Carrillo Puerto	Félix Osores Sotomayor	Josefa Vergara y Hernández	Santa Rosa Jáuregui	Villa Cayetano Rubio	Total
Walkways	25,059.7	19,684.4	528.0	16,264.3	3,074.7	-	146.0	**64,757.1**
Undefined green areas	-	37,051.1	10,039.0	316,963.3	8,561.4	23,825.1	-	**396,439.9**
Medians	439,042.6	62,393.5	78,708.3	113,403.9	400,889.3	31,392.8	95,774.8	**1,221,605.2**
Interchanges	194,798.0	86,692.3	34,851.4	45,578.2	342,148.1	166,747.8	27,456.9	**898,272.7**
Roundabouts	-	-	6,245.3	3,038.5	-	7,164.9	1,867.9	**18,316.6**
Gardens	91,485.4	214,720.3	70,293.8	246,110.3	62,549.3	127,633.1	212,430.1	**1,025,222.3**
Cemeteries	92,349.1	-	51,420.3	69,396.6	-	78,206.7	5,741.6	**297,114.3**
Parks	286,179.6	805,172.5	172,540.2	553,237.5	189,174.9	1,085,187.5	181,306.7	**3,272,798.9**
Plazas	27,871.2	11,257.2	8,259.9	10,836.5	13,963.5	9,008.6	6,046.6	**87,243.5**
Remnants	-	-	1,178.0	886.7	726.3	71.0	-	**2,862.0**
Sports Units	69,138.0	75,996.5	50,186.6	295,184.4	216,836.8	223,132.6	50,331.9	**980,806.8**
Total	**1,225,923.6**	**1,312,967.8**	**484,250.8**	**1,670,900.2**	**1,237,924.3**	**1,752,370.1**	**581,102.5**	**8,265,439.3**

Source: Municipal Public Services Ministry, 2025.

Number of vegetation pieces for the enabling and rehabilitation of municipal green areas, 2024

Species	Rehabilitation	Enabling	Total Pieces	Total m^2
Trees	8,714	75	8,789	878,900
Shrubs	34,958	19	34,977	1,399
Groundcovers	294,105	48	294,153	2,942
Herbaceous plants	40,475	-	40,475	506
Flowers	41,149	-	41,149	1,646
Succulents	731,863	3,335	735,198	7,352
Total	**1,151,264**	**3,477**	**1,154,741**	**892,745**

Source: Municipal Public Services Ministry, 2025.

To make all this possible, the Municipality of Querétaro operates its own nursery, which facilitates the restoration of green areas without the need for intermediaries. The nursery produces 7 different species, and in 2024 it generated a total of 1,121,228 plants and grasses. Of these, 55.8% were succulents, 30.5% groundcovers, and only 200 trees were fruit-bearing.

Actions for enabling and rehabilitation of green areas, 2024

Action	Total
Pruned trees	**48,026**
Felled trees	**195**
Pruning collection (tons)	**5,910**
Authorized pruning requests (permits)	**2,150**
Authorized felling/removal requests (permits)	**403**

Source: Municipal Public Services Ministry, 2025.

Production of Plants and Grasses at the Municipal Nursery, 2024

TREES
6,104

FRUIT-TREES
200

FLOWERING PLANTS
22,602

HERBACEOUS PLANTS
58,388

SHRUBS
66,686

GROUNDCOVERS
341,627

SUCCULENTS
625,621

Source: Own elaboration based on data from the Municipal Public Services Department, 2025.

It is worth noting that in 2024 the nursery donated 19,132 plants to various municipal institutions. All these efforts to preserve green areas were made possible thanks to an operational workforce of 1,127 staff members from different departments.

MUNICIPAL OPERATIONAL STAFF **1,127**
PEOPLE
22.3% MAINTENANCE OF GREEN AREAS

Municipal Operations Personnel by Department, 2023–2024

Department	2023	2024
Public Lighting	52	52
Waste Collection	269	278
Quality Control	16	16
New Infrastructure Development	14	13
Sanitary Inspection	5	5
Green Area Maintenance	388	384
Infrastructure Maintenance	138	139
Municipal Markets	61	70
Cemeteries	29	29
Production	78	76
Human Resources	30	31
Material Resources	34	34
Animal Control Unit (UCAM)	11	-
Total	**1,125**	**1,127**

Source: Municipal Public Services Ministry, 2025.

Cleaning and Maintenance

Sanitation efforts contribute significantly to mobility, promote a healthy habitat, and help create a safe environment. In 2024, the volume of waste decreased by 4.7% compared to the previous year; of this total, 72.3% was collected by the Municipality and 27.7% by private service providers.

Public maintenance tasks include tree care and pruning, weed removal, painting of infrastructure and urban furniture, as well as the upkeep of facilities owned by the Municipality.

Cleaning Activities in the Municipality, 2024

Acivity	Department of Waste Collection and Public Lighting	Department of Infrastructure and Green Area Maintenance
	m²	
Manual sweeping	131,481,703.5	23,192,106.0
Mechanical sweeping	24,397,457.8	-
Tree base clearing	-	60,890.0
Weed removal	-	6,331,676.0
Sidewalk weed removal	1,637,981.2	-
Stone removal	-	5,816.0
Graffiti removal	-	44,093.0
Litter collection	34,775,384.0	-
Drain cleaning	56,345.4	-
Grass cutting	-	299,488.0
Total	**192,348,871.9**	**29,934,069.0**

Source: Municipal Public Services Ministry, 2025.

Maintenance in the Municipality, 2024

Infrastructure

Concept	Quantity
Weed removal in drainage channels[1]	129,005
Curb painting[2]	11,620
Painting of infrastructure and urban furniture[1]	9,995

Facilities

Concept	Actions
Fountains	2,643
Irrigation systems	545
Sumps	169
Electrical and hydraulic systems of fountains	271
Electrical and hydraulic systems of irrigation systems	1,578

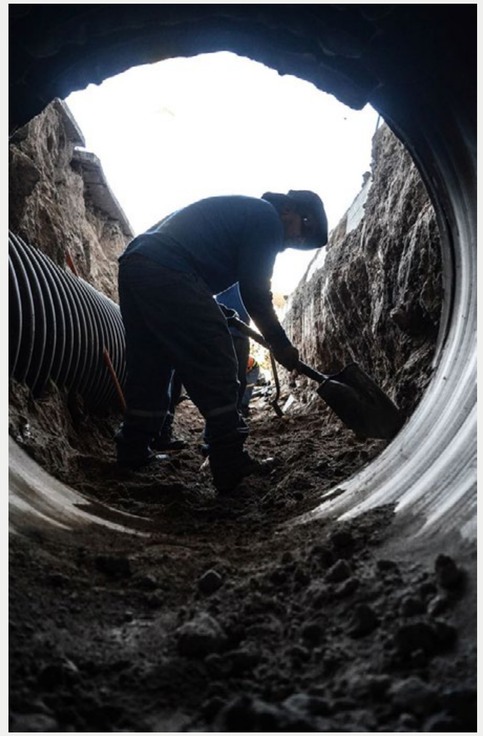
Source: Municipal Public Services Ministry, 2025.
[1]Square meters (m²).
[2]Linear meters (ml).

Desilting Operations Carried Out by the Municipality, 2023–2024

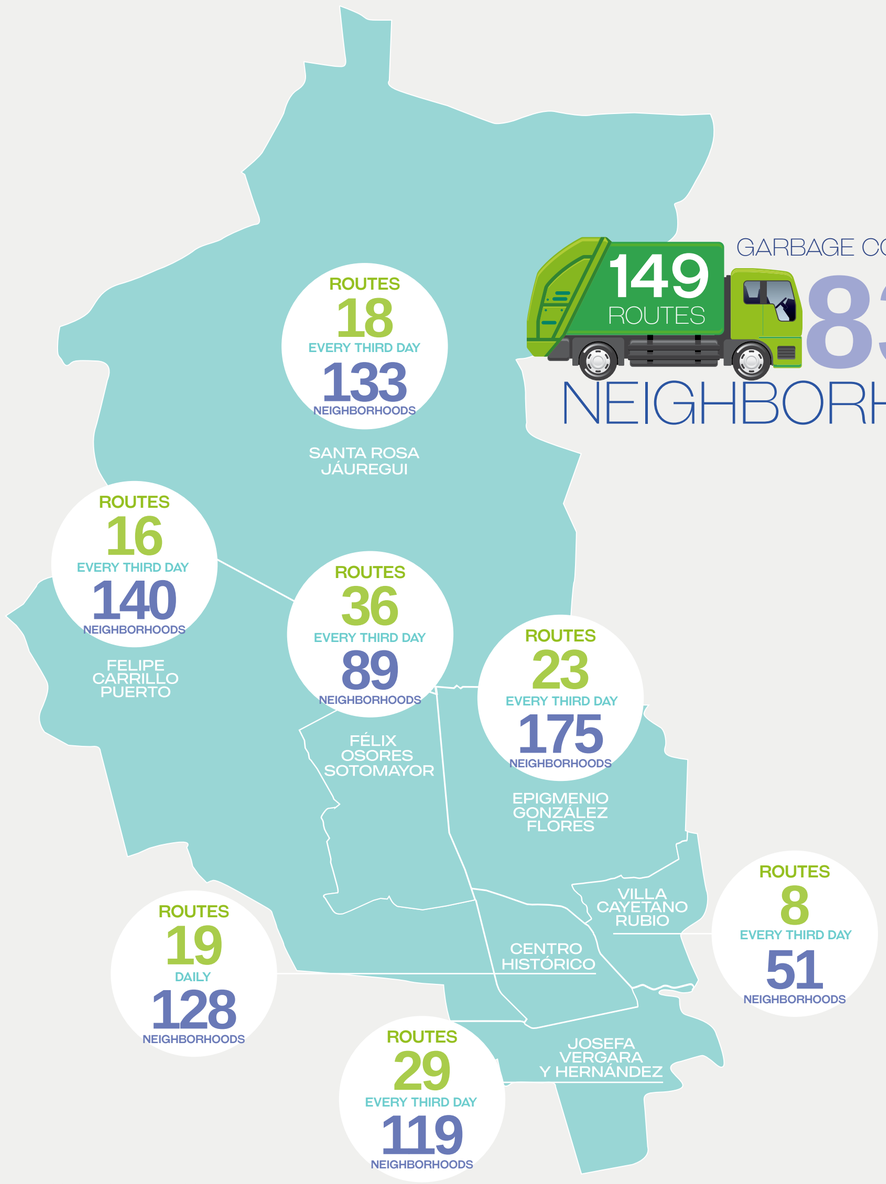
GRATES	INSPECTION WELLS	SEPTIC TANKS
547	442	43

47.7% LESS DREDGING THAN IN 2023

Source: Municipal Public Services Ministry, 2025.



Waste Collection Logistics by District in the Municipality, 2024

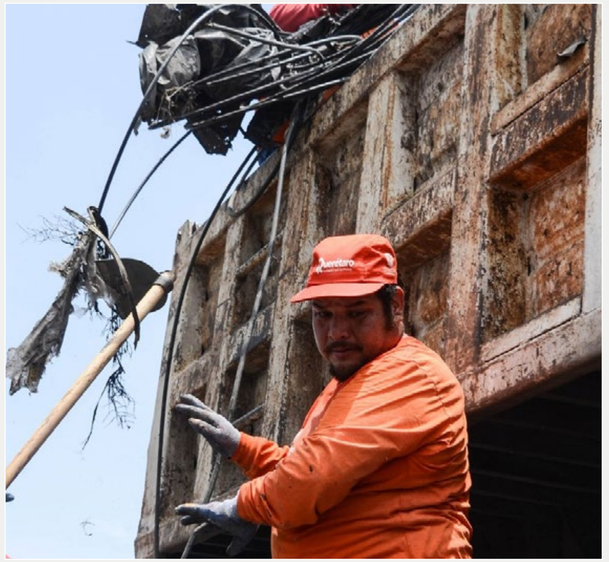


Source: Municipal Public Services Ministry, 2025.

Solid Waste Delivered to the Mompaní Landfill, 2023–2024
(Metric tons)

Service	2023	2024
Municipal	243,074	218,011
Private	73,438	83,668
Total	**316,512**	**301,679**

Source: Municipal Public Services Ministry, 2025.



Public Lighting

Lighting in public spaces and roadways promotes safety and encourages civic interaction during evening and nighttime hours. In 2024, the number of installed streetlights increased by 2.6% compared to the previous year.

Streetlights by District in the Municipality, 2023–2024

District	2023	2024
Historic Center	14,557	15,660
Epigmenio González Flores	15,101	14,781
Felipe Carrillo Puerto	9,010	9,475
Félix Osores Sotomayor	13,945	14,483
Josefa Vergara y Hernández	11,427	11,668
Santa Rosa Jáuregui	11,087	11,233
Villa Cayetano Rubio	5,535	5,575
Other		
Main roadways	5,806	5,879
Fountains	28	-
Total	**86,496**	**88,754**

Source: Municipal Public Services Ministry, 2025. de Servicios Públicos Municipales, 2025.

Municipal Cemeteries

The municipal government is responsible for the maintenance and management of 8 cemeteries located across 5 of its districts. In 2024, total occupancy reached 92.7%. It is worth noting that the Buenavista, Jofre, and Hércules cemeteries are at full capacity.

Capacity and Occupancy in Municipal Cemeteries, 2024

District	Cemetery	Capacity	Occupancy	Occupancy percentage		Availability
				2023	2024	
Historic Center	Cimatario	12,520	10,360	83.5	82.7	2,160
Felipe Carrillo Puerto	Mompaní	6,056	4,591	68.6	75.8	1,465
Félix Osores Sotomayor	San Pedro Mártir	10,095	9,759	96.9	96.7	336
Santa Rosa Jáuregui	Buenavista[1]	3,526	3,526	100.0	100.0	-
	Jofre[1]	4,200	4,200	100.0	100.0	-
	Pinto	1,850	1,841	100.0	99.5	9
	Santa Rosa	3,750	3,251	86.1	86.7	499
Villa Cayetano Rubio	Hércules[1]	1,085	1,085	100.0	100.0	-
Total		**43,082**	**38,613**			**4,469**

Source: Municipal Public Services Ministry, 2025.
[1]No available capacity.

4.4. WASTE MANAGEMENT

Environmental management encompasses a set of actions aimed at preventing, mitigating, or resolving environmental issues, with the purpose of promoting sustainable development and preserving the environment.

Environmental Education

During 2024, the Municipality of Querétaro, through the Institute of Ecology and Climate Change, implemented 14 projects focused on environmental conservation within the jurisdictio

1. Acquisition of light intensity equipment
2. Acquisition of equipment for measuring meteorological conditions
3. Configuration of micro-wells
4. Editing of various publications
5. Water Efficiency
6. Native bee study
7. Carbon quantification study (Col. Jurica poniente)
8. Water cultural space
9. Technical justification study of the "Cerro Colorado" protected natural area
10. Biodiversity fragments
11. Book publication
12. Carbon capture project (Joya la Barreta Park)
13. Pollination environmental services
14. Third edition of the "Municipal Biodiversity Award"

Environmental Audit

The Federal Attorney for Environmental Protection (PROFEPA) is a decentralized administrative body of the Ministry of Environment and Natural Resources (SEMARNAT), with technical and operational autonomy. Its main function is to contribute to sustainable development and strengthen compliance with environmental regulations.

The National Environmental Audit Program (PNAA) is a voluntary mechanism that allows productive and service organizations to obtain a certification that accredits compliance with current environmental legislation, both federal and local. It also promotes the adoption of self-regulation measures and the implementation of good operational and engineering practices through 3 types of certificates:

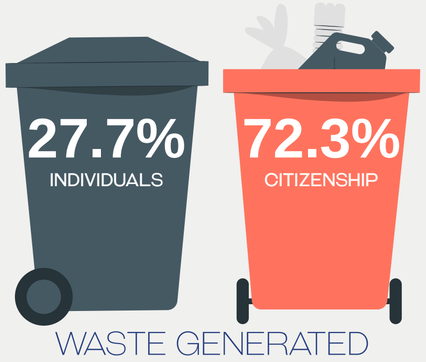
1. **Clean Industry.** For companies engaged in manufacturing and transformation activities.
2. **Environmental Quality.** Granted to businesses dedicated to commercial and service activities.
3. **Tourist Environmental Quality.** Focused on organizations providing services and engaging in vacation and recreational activities.

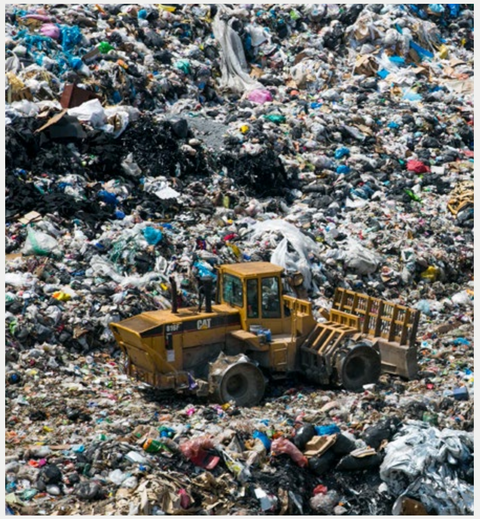
The Environmental Audit Sub delegation in the state of Querétaro reported that, during 2024, 29 certificates remain valid within the municipality of Querétaro: 15 in the Clean Industry category, 13 for Environmental Quality, and 1 for Tourist Environmental Quality.

Environmentally Certified Companies in the Municipality, 2024

N°	Type of Certificate	Facility
Certified in 2024		
1	Clean Industry	Bussmann, S. de R.L. de C.V.
2		Gill Industries of Mexico, S. de R.L. de C.V.
3		Industria Envasadora de Querétaro, S.A. de C.V.
4		Industria Frigus Therme, S.A. de C.V.
5		Municipio de Querétaro
6		Troqueladora Batesville de Mexico, S. de R.L. de C.V.
7	Environmental Quality	Ecofibras Ponderosa, S.A. de C.V. (Centro de Acopio de Querétaro)
8		Lubricantes Fuchs de Mexico, S.A. de C.V.
Certified - Valid Certificates		
9	Clean Industry	CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación AEROTECH
10		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Jurica
11		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Querétaro Norte
12		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Querétaro Poniente
13		Controladora MABE, S.A. de C.V. (Centro de Tecnología y Proyectos)
14		DANA de Mexico Corporación, S. de R.L. de C.V. (División Engranes Cónicos)
15		DANA de Mexico Corporación, S. de R.L. de C.V. (División Forjas)
16		Distribuidora Comercial JAFRA S.A. de C.V.
17		Grupo FANDELI, S.A. de C.V.
18		Iluminación Especializada de Occidente, S.A. de C.V.
19		Industria Michelin, S.A. de C.V. (Planta Querétaro)
20		Italaise, S.A. de C.V.
21		Kaeser Compresores de Mexico, S. de R.L. de C.V.
22		Shurtape Mexico, S. de R.L. de C.V.
23		Teléfonos de Mexico, S.A.B. de C.V., Triara.com
24	Environmental Quality	Ball Beverage Can Americas, S.A. de C.V.
25		CCL Secure, S.A. de C.V.
26		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Antea
27		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Buenavista
28		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación La Loma
29		CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Querétaro Oriente
30		Kellogg de Mexico, S. de R.L. de C.V. (Planta Querétaro)
31		Kirchhoff Automotive Mexico, S.A. de C.V.
32		Nestlé Mexico, S.A. de C.V. (Planta Querétaro)
33		Norgren Manufacturing de Mexico, S.A. de C.V.
34		Nutryplus, S.A.P.I. de C.V.
35		Operadora Turística Victoria, S.A. (Gran Fiesta Americana Querétaro)
36		Porcelanite Lamosa, S.A. de C.V. (Planta Querétaro)
37	Tourist Environmental Quality	Safran Landing Systems Services Americas, S.A. de C.V.
In the Process of Obtaining Certification		
38	Clean Industry	Mantenimiento Integral Finsa, S.A. de Querétaro III
39		Medicroba, S.A. P.I. de C.V.
40		XOLOX, S.A. de C.V.
41	Environmental Quality	DANA de Mexico Corporación, S. de R. L. de C.V. (División CV Componentes)
42		DANA de Mexico Corporación, S. de R. L. de C.V. (Planta Cardanes)
43		Procesos Ambientales ALFA, S.A. de C.V.

Source: Federal Attorney for Environmental Protection, 2025.





Environmental Infrastructure

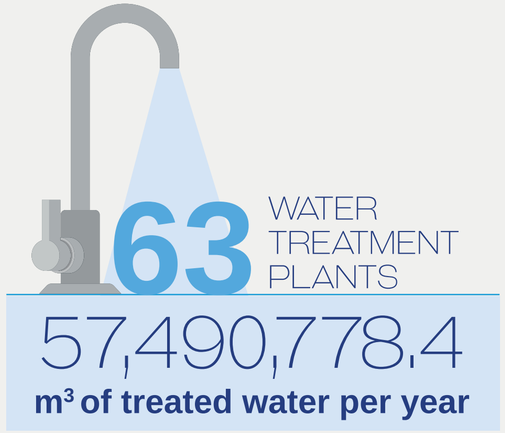
Sanitary Landfill

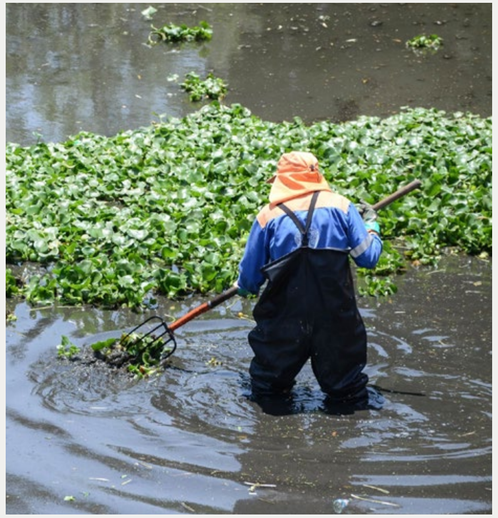
The Ministry of Municipal Public Services, through the Directorate of Public Cleaning and Street Lighting, collects solid waste generated in the municipality of Querétaro, depositing it in the Mompaní Sanitary Landfill. Of the total received in 2024, 72.3% corresponded to waste generated by the general public, while 27.7% came from private sources.

Solid Waste Disposed at the Mompaní Sanitary Landfill, 2023-2024

Services	Tons	
	2023	2024
Municipal	243,074	218,011
Private	73,438	83,668
Total	**316,512**	**301,679**

Source: Ministry of Municipal Public Services, 2025.





Wastewater Treatment Plants

The National Water Commission (CONAGUA) reported that during 2024, the municipality of Querétaro had 63 wastewater treatment plants with a capacity of 2,952.90 liters per second, generating an annual volume of treated water totaling 57,490,778.4 cubic meters.

Wastewater Treatment Plants Installed in the Municipality, 2024

Type	Number of Plants	Installed Capacity (LPS)	Annual Treated Volume (m³/year)
Public	8	2,930.2	52,657,551.36
Private	55	22.7	4,833,227.08
Total	**63**	**2,952.9**	**57,490,778.4**

Source: National Water Commission (CONAGUA), 2025.
LPS: liters per second.
(m³/year): cubic meters per year.

4.5. WATER MANAGEMENT

Hydrography

The state of Querétaro is divided into two hydrological regions (HR):

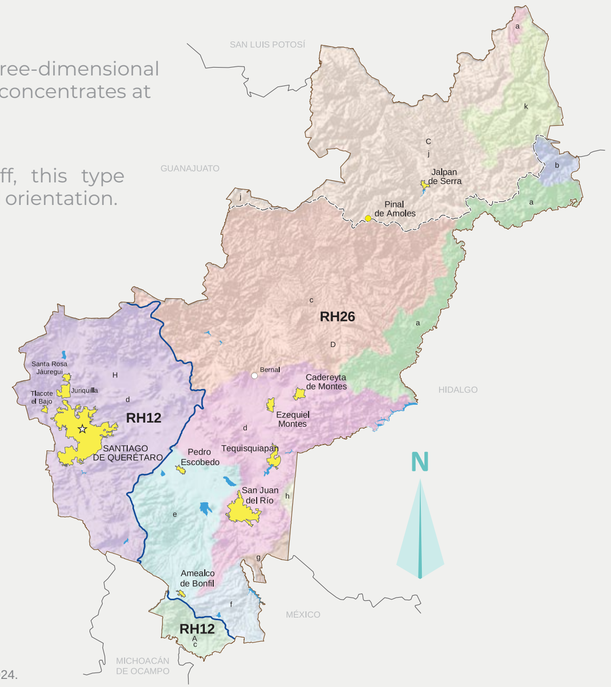
1. **RH12 Lerma-Santiago.** This region covers 21.2% of the state's surface area and drains the waters from the southwest of the state into the Lerma River, which flows into the Pacific Ocean.

2. **RH26 Pánuco.** This region covers 78.8% of the state's surface area. It drains the waters from the southwest and center of the state into the Moctezuma River, and the northern part into the Santa María River; both ultimately feed into the Pánuco River, which flows into the Gulf of Mexico.

In the state, there are two types of runoff that supply the Apaseo River sub-basin, which is part of the Querétaro River basin. This sub-basin includes the stretch from the river's source to the Ameche Hydrometric Station and has a contributing area of 2,255 km². Geographically, it is located in the central part of the country, between coordinates 20° 15' and 21° 00' north latitude, and 100° 05' and 100° 40' west longitude.

- **Basin Runoff.** This type of runoff has three-dimensional characteristics; however, it eventually concentrates at the basin outlet.

- **Channel Runof.** Unlike basin runoff, this type features a predominantly longitudinal orientation.



Symbology

- RH12 Hydrologic Region Code
- B Basin Code
- a Sub-basin Code
- Watercourse / Stream
- Region Boundary
- Basin Boundary
- Water Body
- Urban Area
- ★ State Capital
- Municipal Seat

Source: INEGI. Geographic Aspects of Querétaro. Compendium, 2022–2024.

Aquifers

Two aquifers are located within the boundaries of the municipality of Querétaro, and water is extracted from them for various uses:

- **Querétaro Valley Aquifer.** Located in the southwestern part of the state, this aquifer spans portions of the municipalities of Querétaro, Corregidora, and El Marqués. It covers an area of 563 km² and is notable for including the state capital, where the majority of Querétaro's population resides.

- **Buenavista Valley Aquifer.** Situated in the western part of the state, this aquifer has a total surface area of 319 km² and primarily spans the municipality of Querétaro. It borders aquifers from the state of Guanajuato to the north and west, the Querétaro aquifer to the south, and the Amazcala aquifer to the east.

Aquifers in the Municipality, 2024

Aquifer	Recharge	Natural discharge	Extraction volume	Deficit
Querétaro Valley	70.0	4.0	131.6	-65.6
Buenavista Valley	11.0	0.1	23.3	-13.9

Source: National Water Commission, 2025.
*millions of cubic meters per year.

The municipality of Querétaro has 5 dams and 13 storage ponds distributed across 6 of its 7 delegations. The only delegation that does not have this type of infrastructure is Historic Center.

Main Storage Dams in the Municipality, 2024

Delegation	Dam	Total Storage Capacity*	Usable Storage Capacity*
Felipe Carrillo Puerto	Los Ángeles de Mompaní	0.7	0.7
	El Zapote	2.0	1.9
Santa Rosa Jáuregui	El Cajón	1.0	0.6
	La Tinaja de la Estancia	0.6	0.6
	Santa Catarina	8.8	8.8
Total		**13.1**	**12.6**

Source: National Water Commission, 2025.
*Millions of cubic meters.

Main Storage Ponds in the Municipality, 2024

Delegation	Pond	Total Storage Capacity*
Epigmenio González Flores	El Refugio	0.368
	Benito Juárez	0.780
Felipe Carrillo Puerto	Los Jazmines	0.500
Félix Osores Sotomayor	El Nabo	0.240
Josefa Vergara Hernández	Argentina	0.225
	Tángano I	0.198
	Tángano II	0.164
	Ciudad de las Artes	0.147
	Bolaños	0.100
Villa Cayetano Rubio	Cuesta China I	0.079
	Cuesta China II	0.205
Santa Rosa Jáuregui	Los Cajones	0.171
	Las Cuevas	0.218
Total		**3.395**

Source: National Water Commission, 2025.
*Millions of cubic meters.

Water and Wastewater Management and Utilization

Raising awareness about the care and preservation of water is essential, and must involve active public participation through strategies in communication, marketing, management, and social engagement, in coordination with institutions, organizations, companies, and associations, with the aim of ensuring the sustainable development of the state.

The State Water Commission of Querétaro (CEA) is one of the agencies responsible for the conservation and utilization of water resources. In this regard, four specific objectives have been established:

1. **Promote the efficient use of water.**
2. **Encourage the environmental, social, and economic valuation of water resources through citizen participation.**
3. **Strengthen water culture initiatives.**
4. **Disseminate actions and results through mass communication strategies.**

CEA Querétaro Community, through its website https://www.ceaqueretaro.gob.mx/cultura-del-agua/, promotes various actions and best practices aimed at the sustainable use and protection of water.

Once treated, wastewater can be reused in activities such as irrigation, industrial processes, or recreational purposes. It also contributes to maintaining environmental flow, and the by-products generated during its treatment can be used for energy production and nutrient recovery.

Water treatment is carried out through physical, chemical, or biological processes, with the aim of removing contaminants of natural, industrial, or domestic origin, among others, present in the water.

The type of treatment applied depends on the intended final use of the water. There are potabilization processes, which make water suitable for human consumption, and wastewater purification treatments, which prepare water for reuse in irrigation, agriculture, or industrial processes. It is also essential to consider the types of contaminants present in order to determine the most appropriate treatment method.

The water treatment sequence is classified into the following stages:

1. **Pretreatment**. This stage involves physical and mechanical operations designed to remove as much material as possible that could interfere with the later stages of treatment. These residues include fats, oils, branches, and general debris.
2. **Primary Treatment**. This stage is physicochemical in nature and aims to reduce the suspended solids present in the water through precipitation, sedimentation, or certain types of chemical oxidation. Due to its high cost, it is not always implemented in all treatment systems.

Processes carried out in this stage include:

* Removal of solids (screening)
* Sand removal
* Grit and maceration
* Sedimentation

3. **Secondary Treatment**. The objective is to eliminate dissolved organic matter in the water. This is primarily achieved through biological processes, which are the most efficient. These processes can be carried out using different systems, either under aerobic or anaerobic conditions.
4. **Tertiary Treatment**. This stage combines physical, chemical, and biological processes, allowing for improved water quality and a wider range of reuse applications. It can make the water suitable for agricultural, industrial, or even potable uses. This treatment may be performed through non-mechanized processes, such as wetlands or lagoon systems, or through mechanized systems such as activated sludge, trickling filters, artificial wetlands, or biodiscs.

The State Water Commission (CEA) is responsible for the operation of 35 treatment plants in the state, all regulated under the Mexican Official Standards. Within the municipality of Querétaro, 6 of these facilities are located.

Wastewater Treatment Plants in the Municipality, 2024

Plant	Total Installed Capacity	Treated Flow
	(millions of cubic meters per second)	
San Pedro Mártir	0.750	0.450
Centro	0.120	0.060
Santa Rosa Jáuregui	0.030	0.019
Terminal de Autobuses	0.012	0.003
Hospital del Niño y la Mujer	0.002	0.001
Ciudad del Sol	0.050	0.019
Total	**0.964**	**0.552**

Source: National Water Commission, 2025.

Irrigation System for Green Areas

Municipal green areas are rehabilitated through the use of treated water for irrigation. In 2024, more than 230 million liters were allocated for this purpose with the support of 22 operational units, providing maintenance to a total area of 5,598,734 m².

Treated Water for Irrigation of Municipal Green Areas, 2023–2024

Item	2023	2024
Percentage of treated water used for irrigation	99	99
Liters	263,202,931	230,453,000
Irrigation route shifts	3	3
Irrigation units	22	22
Trips	26,320	23,045
Total	**263,229,375**	**230,476,169**

Source: Municipal Public Services Department, 2025.

4.6. ANIMAL CARE CULTURE

In the municipality of Querétaro, three units are responsible for animal control, protection, and care, all under the supervision of the Ministry of Municipal Public Services.

1. Animal Control Unit (UCAM)

This unit promotes and implements public health actions to prevent zoonotic diseases and prevent attacks on the population caused by dogs and cats. It also fosters respectful and humane treatment of animals, legally and peacefully contributing to their protection and well-being. Its main activities include:

- Securing aggressive animals.
- Responding to reports of animals on public roads.
- Providing legal advice and assistance.
- Offering low-cost veterinary consultations.
- Providing deworming services.
- Conducting canine and feline sterilizations.
- Providing assisted euthanasia.
- Issuing medical certificates for pets.
- Administering free rabies vaccinations.

Of the total services provided by UCAM in 2024, 57.3% were sterilizations, 36.4% were rabies vaccinations, and the remaining 6.3% included the securing of aggressive animals, deworming, and adoptions.

ANIMAL CONTROL UNIT

7,041 SERVICES

Sterilization
MOST PERFORMED SERVICE AT UCAM

Services Provided	2023	2024
Aggressive animals admitted	193	189
Dewormed animals	198	219
Animals for adoption	48	39
Animals vaccinated against rabies	10,376	2,561
Sterilization	3,591	4,033
Total	14,406	7,041

Source: Prepared by the authors using data from the Ministry of Animal Welfare, 2025.

2. Municipal Animal Care Unit of Querétaro (UMAANQ)

Its objective is to provide veterinary medical care to improve the health of companion animals, offering low-cost services such as veterinary consultations, deworming, sterilization, assisted euthanasia, and multiple and rabies vaccinations.

MUNICIPAL ANIMAL CARE UNIT OF QUERÉTARO (UMAANQ)

5,750 SERVICES

Services Provided	2023	2024
Adoptions	97	94
Medical consultations	653	682
Deworming	1,618	1,636
Sterilizations	1,466	1,298
Rabies vaccination	1,826	1,039
Multiple vaccination	1,300	1,001
Total	6,960	5,750

Source: Prepared by the authors using data from the Ministry of Animal Welfare, 2025.

3. Municipal animal Protection Unit (UPAM)

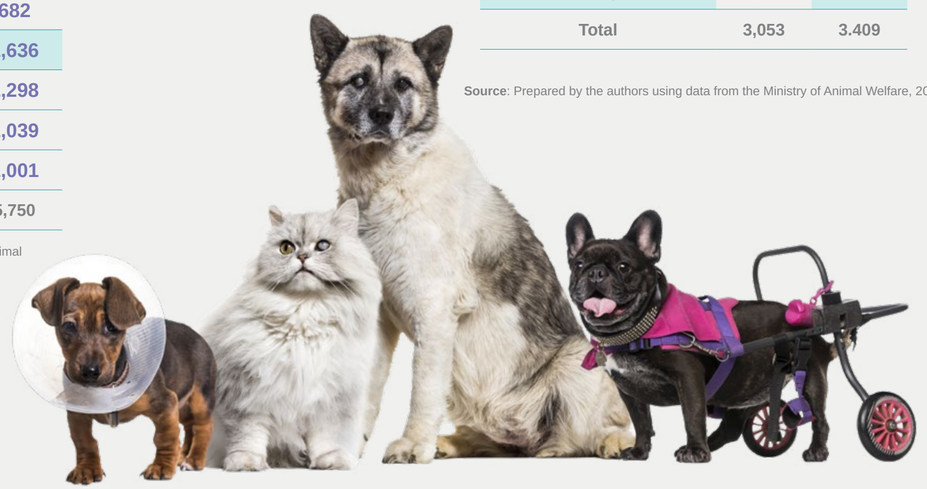
Its purpose is to implement, coordinate, guide, and promote actions focused on animal protection through prevention, awareness, and care to ensure their well-being.

In 2024, the services provided recorded an 11.7% increase compared to the previous year. However, reports of animal abuse rose by 68.7%, an issue that remains a focus of attention and social awareness.

2,311 ANIMAL RESCUE REPORTS

Services Provided	2023	2024
Animal abuse reports	651	1,098
Animal rescue reports	2,402	2.311
Total	3,053	3.409

Source: Prepared by the authors using data from the Ministry of Animal Welfare, 2025.



5. QUERÉTARO: FAMILY AND SOCIAL LIFE

5.1. HOME AND FAMILY

5.2. RECREATION, SPORTS, AND CULTURE

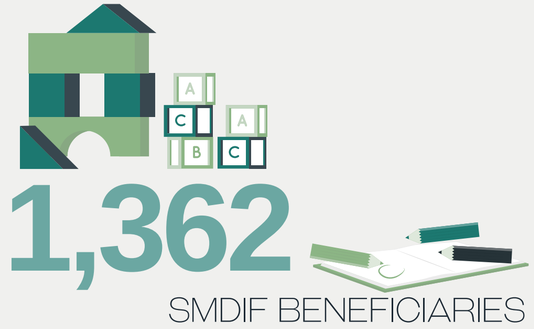
5.1. FAMILY AND HOME

The family is the fundamental unit for the integral development of the individual. It is the most relevant social structure, as belonging to a family is essential for a person's psychological and social growth.

The concept of family has undergone transformations over time, in response to the social, cultural, religious, and legal changes in each country. Traditionally, it was defined as a group consisting of a mother, a father, and their biological children.

This definition has evolved in the contemporary context, as various family models now coexist. Today, the family is understood as the environment in which a person feels cared for and supported, without this necessarily implying blood ties or direct kinship.

The care and protection of children are essential tasks for the comprehensive development of families and society as a whole. For this reason, there are various specialized areas responsible for ensuring children's well-being, protection, and full development.



Childcare Centers

The Municipal System for the Integral Development of the Family (SMDIF) offers support services through daycare centers, preschool education programs, and playrooms, aimed at children from 45 days old to 4 years of age.

Children are provided with a safe space that fosters the development of various skills such as crawling, walking, waving hello and goodbye, playing according to their developmental stage, and acquiring language, among others.

Playrooms

These are spaces specifically designed to promote the integral development of children through play. They operate Monday through Friday from 2:00 p.m. to 10:00 p.m., offering recreational activities and supervised care provided by trained staff.

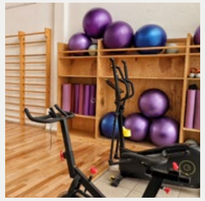
"Bötsi" Comprehensive Childhood Centers

To support working parents and improve the quality of life for citizens by creating greater opportunities, the comprehensive development of children is promoted through enriching spaces designed for children between 3 and 11 years of age.

Servicios de apoyo del SMDIF, 2024

Name/Adress	Beneficiaries
Daycare Centers	**79**
Bötsi Santa Rosa Jáuregui	43
Bötsi Félix Osores (Loma Bonita)	36
Playrooms	**62**
Bötsi Josefa Vergara Calle Bosques de Cedro n.°110, Col. Villas de Cimatario	22
Bötsi Centro Histórico Calle 20 de Noviembre s/n esq. Zaragoza, Col. Centro	37
Bötsi Meni Av. Zaragoza n.°755, Col. Vistas de San José en San José el Alto	3
Preschools	**1,080**
Preschool Bolaños Calle Géminis s/n, esq. Zodiaco, Col. San José el Alto. Delegación Cayetano Rubio	80
Preschool Cerrito Colorado Calle Teotihuacanos esq. Totonacas, Col. Cerrito Colorado. Delegación Félix Osores Sotomayor	152
Preschool Menchaca I Calle Río Guaymas s/n, esq. Río Blanco, Col. Menchaca. Delegación Epigmenio González Flores	46
Preschool Menchaca II Calle Río Hondo s/n, Col. Menchaca. Delegación Epigmenio González Flores	110
Preschool Peñuelas Calle Estibadores n.°9, Col. Peñuelas. Delegación Epigmenio González Flores	86
Preschool Reforma Agraria Calle José María Lozano n.°1, Col. Reforma Agraria. Delegación Josefa Vergara y Hernández	196
Preschool San José el Alto Calle Quintana Roo s/n, Col. San José el Alto. Delegación Epigmenio González Flores	200
Preschool Tepetate Calle Jiménez n.°18, Col. Lindavista. Delegación Centro Histórico	76
Preschool Historic Center Calle 20 de Noviembre s/n, esq. Av. Zaragoza, Col. Centro Histórico. Delegación Centro Histórico	59
Preschool Zapata Vive Calle Bosques de Cedro n.°110, Col. Villas de Cimatario. Delegación Centro Histórico	75
Comprehensive Development Centers	**141**
Bötsi Santa Rosa Jáuregui	43
Bötsi Félix Osores	36
Bötsi Josefa Vergara	22
Bötsi Centro Histórico	37
Bötsi Meni	3

Source: General Directorate of the Municipal DIF System, 2025.



SMDIF Support and Services, 2023 and 2024

Program	Total Support and Services Provided		Beneficiaries	
	2023	2024	2023	2024
Yimpathí Shelter	34,348	19,717	3,097	2,310
Food and Community Development	1,558,571	1,610,576	15,040	13,955
Functional Support	89,017	51,643	42,565	49,435
Community Care	44,427	50,552	3,450	5,851
Assistance to Vulnerable Populations	15,323	11,790	2,535	8,390
Comprehensive Development Centers	44,056	42,264	2,720	1,221
Regional Comprehensive Rehabilitation Center (CIRR)	35,508	21,777	8,713	11,550
Family Care Centers (CAF)	7,195	7,292	1,040	1,119
Municipal Dining Hall[1]	730,400	528, 680	14,091	9,284*
Comprehensive Senior Development	179,445	182,861	15,420	17,370
General Directorate	79,804	33,187	30,648	2,930
Doctor With You[1]	27,953	28, 989	26,530	19,645
Doctor With You Medical Center NZAKI	1,856	5,500	815	3,871
Office for the Protection of Girls, Boys, and Adolescents	118,492	65,631	19,537	19,158
Office for the Protection of Older Adults	2,519	3,785	1,905	2,504
COVID Testing	108	–	108	–
Loan of Concentrators	151	150	143	149
Liaison with Civil Society Organizations	700	715	56	58
Total	**2,969,873**	**2,665,109**	**188,413**	**168,800**

Source: General Directorate of the Municipal DIF System, 2025.
[1]Data as of September 30, 2024. Programs discontinued due to change in administration.

Social Assistance Support and Services

The Municipal DIF System has various areas focused on assisting vulnerable populations. The services offered include school breakfasts, healthcare services, shelters, social support, and rights protection through the Office for the Protection of Girls, Boys, Adolescents, and Older Adults.

143 BENEFITED SCHOOLS WITH SCHOOL BREAKFASTS

Schools Benefiting from School Breakfasts by Delegation, 2023 and 2024

Delegation	2023	2024
Historic Center	4	6
Epigmenio González Flores	11	14
Felipe Carrillo Puerto	29	29
Félix Osores Sotomayor	5	6
Josefa Vergara y Hernández	7	6
Santa Rosa Jáuregui	76	77
Villa Cayetano Rubio	5	5
Total	**137**	**143**

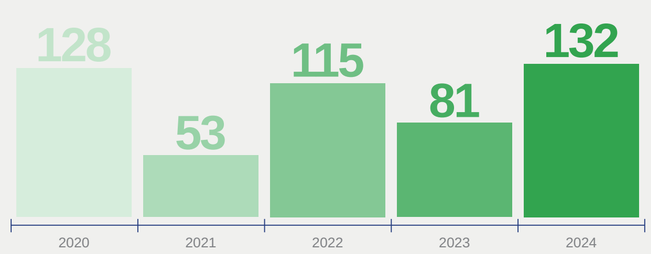
Source: General Directorate of the Municipal DIF System, 2025.

Querépolis Park

This is a space designed with interactive zones where children face various scenarios and challenges through which they gain knowledge about risk prevention and emergency response. This environment promotes self-care and a culture of prevention through activities such as:

- Training in civil protection, first aid, fire prevention, and the development of Family Civil Protection Plans.
- Identifying and correcting hazards at home and at school.
- Learning about the roles of institutions that make up the emergency response system.

Querépolis Park, 2020–2024



Source: Prepared by the authors using data from the Municipal Civil Protection Coordination, 2025.

Facilities of the DIF

162 Total number of facilities

Facilities Where SMDIF Provides Services and Support to Vulnerable Populations, 2024

General Directorate	1
Querétaro Civic Center Office: Blvd. Bernardo Quintana No. 10,000, Annex Letter A, Col. Centro Sur	
Health Prevention and Strengthening Coordination	**12**
Querétaro Civic Center Office: Blvd. Bernardo Quintana No. 10,000, Annex Letter A, Col. Centro Sur	
Social Work Offices: Agapito Pozo s/n, Col. Centro, Santa Rosa Jáuregui	
Social Work Offices: Guadalupe Victoria No. 103, Col. Felipe Carrillo Puerto	
Social Work Offices: Av. de la Luz No. 602, Col. Cerrito Colorado	
Social Work Offices: Río Nautla No. 313, Col. Menchaca	
Social Work Offices: Av. del Río No. 1, Col. Hércules	
Social Work Offices: Calle 21, No. 1,000, Col. Lomas de Casa Blanca	
Social Work Offices: Francisco I. Madero No. 81, Col. Historic Center	
MC Social Work Office: (Senior Center) Veraguas s/n, Col. Lázaro Cárdenas	
CIRR: Calle 20 de Noviembre s/n, Col. Valle Dorado 2da. Secc., Santa Rosa Jáuregui	
Headquarters: (Médico Contigo Central Offices) Galaxia No. 543, Col. Universo 2000	
Social Work Offices: Calle 2 No. 821, Col. Historic Center	
Civil Society Organizations Liaison Coordination	**1**
Querétaro Civic Center Office: Blvd. Bernardo Quintana No. 10,000 (Annex Letter A), Col. Centro Sur	
Comprehensive Senior Development Coordination	**8**
Senior Center Nänxu: Calle Humildad No. 120, Col. El Parque	
Senior Center Casona: San José No. 401, Col. Felipe Carrillo Puerto	
Epigmenio González Cultural Center: Av. Monte Sacro s/n, Col. San Pedrito Peñuelas	
Carrillo Puerto Cultural Center: Av. Alfonso Reyes s/n, Col. El Tintero	
Senior Center Josefa Vergara y Hernández: Calle Santiago de Veraguas s/n, Col. Lázaro Cárdenas	
Senior Center Cayetano Rubio: Av. del Río No. 1, Col. Hércules	
Independent Group of Older Adults Meeting Center Menchaca 2: Calle 18 de Julio s/n, corner with Cerro del Peñón, Col. Menchaca	
Senior Center La Estacada: Calle Michoacán s/n, corner with Laredo and Guerrero, Col. Centro, Santa Rosa Jáuregui	
Food and Community Development Coordination	**78**
Headquarters: Calle Coba No. 101, corner with Blvd. Gobernadores, Col. Vista Azul	
Community Care Coordination	**41**
Headquarters: Av. Constituyentes Ote. No. 3, Col. San Francisquito	
Palo Alto Classroom: Calle Ébano s/n, Col. Palo Alto, Santa Rosa Jáuregui	
La Palma Classroom: Known Address, Col. Santa Rosa Jáuregui	
La Versolilla Classroom: Calle Principal s/n, Col. La Versolilla, Santa Rosa Jáuregui	
Ojo de Agua Classroom: Calle Fuentes s/n, Col. Ojo de Agua, Santa Rosa Jáuregui	
Cerro Colorado Classroom: Known Address, Col. Cerro Colorado, Santa Rosa Jáuregui	
Charape de los Pelones Classroom: Calle Principal s/n, Col. Charape de los Pelones, Santa Rosa Jáuregui	
Santa Catarina Classroom: Calle Francisco Márquez s/n, Col. Santa Catarina, Santa Rosa Jáuregui	
Corea Classroom: Calle Tumen s/n, Col. Corea, Santa Rosa Jáuregui	
Juriquilla Classroom: Calle 3 de Mayo No. 10, Col. Centro, Santa Rosa Jáuregui	
Jurica Classroom (Incubator): Calle Camelinas s/n, Col. Centro, Santa Rosa Jáuregui	
Lomas de San Pedrito Peñuelas Classroom: Calzada de las Lágrimas s/n, corner with del Biombo, Col. San Pedrito Peñuelas	
Montenegro Classroom: L2, M4, Z1, Calle Independencia s/n, Col. Centro, Santa Rosa Jáuregui	
Pintillo Classroom: Calle Las Rosas s/n, Col. Centro, Santa Rosa Jáuregui	
Puerto de Aguirre Classroom: Calle Puerto Bonito s/n, Col. Puerto de Aguirre, Santa Rosa Jáuregui	
Bosques del Cimatario Classroom: Calle Bosque Oriental s/n, Col. Bosque de La Sierra	
San Isidro El Alto Classroom: Calle Principal s/n, Col. San Isidro, Santa Rosa Jáuregui	
Cerro Prieto Classroom: Calle Zaragoza s/n, Col. Felipe Carrillo Puerto	
El Nabo Classroom: Known Address s/n, Col. El Nabo, Santa Rosa Jáuregui	
El Zapote Classroom: Known Address s/n, Col. Felipe Carrillo Puerto	
Santo Niño de Praga Classroom: Calle Palmita s/n, corner with Las Trojes, Col. Santo Niño de Praga	
10 de Abril Classroom: Calle Hacienda El Jacal s/n, Col. 10 de Abril	
Miguel Hidalgo Classroom: Calle Villas de San Agustín No. 341, Col. Miguel Hidalgo	
La Huerta Classroom: Calle Limones s/n, Col. La Huerta	
Fernando de Tapia Classroom: Calle Rubén Darío s/n, Col. Fernando de Tapia	
Rubén Jaramillo Classroom: Calle Ingenio Azúcar s/n, Col. Rubén Jaramillo	
Yimpathí Shelter: Vicente Guerrero No. 2, Col. Historic Center	
CAF Alameda: Calle Cima s/n, Col. Peñuelas	
CAF Historic Center: Allende No. 72, Col. Historic Center	
CAF Cerro de la Cruz: Rosario Castellanos s/n, Col. Cerro de la Cruz	
CAF El Patol: Known Address s/n, Col. Comunidad El Patol, Santa Rosa Jáuregui	
CAF El Salitre: 5 de Febrero s/n, corner with Vasco de Quiroga, Col. El Salitre	
CAF El Jofrito: State Road s/n, Col. Comunidad Jofrito, Santa Rosa Jáuregui	
CAF La Barreta: Known Address s/n, Col. Comunidad La Barreta, Santa Rosa Jáuregui	
CAF La Joya: Known Address s/n, Col. Comunidad La Joya, Santa Rosa Jáuregui	
CAF Morelos: Antonio Soto y Gama s/n, corner with Juan Aldama, Col. Morelos	
CAF Santa Rosa Jáuregui: Av. 20 de Noviembre s/n, Col. Valle Dorado, Santa Rosa Jáuregui	
CAF Purísima: Calle Jacarandas No. 60, Col. Comunidad La Purísima	
CAF Reforma Lomas: Calle Antonio Carranza No. 100, Col. Reforma Agraria	
CAF Santa María Magdalena: Calle Hidalgo s/n, corner with Brasil, Col. Santa María Magdalena	
CAF San Pedro Mártir: Amazonita No. 704, Col. San Pedro Mártir	
Comprehensive Development Centers	**13**
Bötsi Comprehensive Childhood Center Santa Rosa Jáuregui: Calle Prolongación Guillermo Prieto s/n, corner with 21 de Marzo, Col. Independencia, Santa Rosa Jáuregui	
Bötsi Comprehensive Childhood Center Félix Osores: Iztaccíhuatl No. 100, Col. Loma Bonita	
Bötsi Comprehensive Childhood Center Epigmenio González: Calle Real de España s/n, Col. San José el Alto	
Bötsi Comprehensive Childhood Center Josefa Vergara y Hernández: Calle Bosques de Cedro No. 110, Col. Villas del Cimatario	
Bötsi Comprehensive Childhood Center Historic Center: 20 de Noviembre s/n, corner with Zaragoza, Col. Barrio la Cruz	
DIF Preschool Bolaños: Calle Géminis s/n, corner with Zodiaco, Col. Bolaños	
DIF Preschool Cerrito Colorado: Calle Teotihuacanos s/n, corner with Totonacas, Col. Cerrito Colorado	
DIF Preschool Menchaca I: Calle Río Guaymas corner with Río Blanco s/n, Col. Menchaca I	
DIF Preschool Menchaca II: Calle Río Hondo s/n, Col. Menchaca II	
DIF Preschool Peñuelas: Calle Estibadores No. 9, Col. Peñuelas	
DIF Preschool Reforma Agraria: Calle José María Lozano No. 1, Col. Reforma Agraria	
DIF Preschool San José el Alto: Calle Quintana Roo s/n, Col. San José el Alto	
DIF Preschool Tepetate: Calle Jiménez No. 18, Col. Lindavista	
Office for the Protection of Girls, Boys, and Adolescents	**6**
Headquarters: José María Pino Suárez No. 49, Col. Historic Center	
Universo 2000 Offices: Calle Galaxia No. 514, Col. Universo 2000	
Santa Rosa Jáuregui: Calle 16 de Septiembre No. 22, Col. Valle Dorado 2da. Secc., Santa Rosa Jáuregui	
Courts: Calle Circuito Moisés Solana No. 1001, Col. Prados del Mirador	
Meni Day Center: Calle Zaragoza No. 755, Col. Vistas de San José el Alto	
Njhöya Day Center and Bötsi Comprehensive Childhood Center: Calle Emeterio González No. 4, Col. Hércules	
Office for the Protection of Older Adults	**2**
Senior Center Josefa Vergara: Calle Santiago de Veraguas corner with Boulevard Valle del Cimatario, Col. Cimatario	
Nänxu Day Center: Calle Humildad No. 120, Col. Fracc. El Parque	

Source: General Directorate of the Municipal DIF System, 2025.

Strengthening Families

The Municipal Institute for the Family promotes the integration, development, and strengthening of the family unit by encouraging unity, harmonious coexistence, mutual support, and the preservation of community values.

Based on a work approach that integrates educational actions, intervention, research, and family and community strengthening, the challenges and needs faced by families in the municipality were addressed from various perspectives
.

1. Educational Activities for Human and Family Development
In 2024, through workshops, conferences, courses, and parent school programs, values and fundamental principles of the family unit were promoted, supporting the development of intrafamily skills and encouraging practices that foster emotional bonding. These initiatives also contributed to strengthening harmonious coexistence, emotional health care, and violence prevention.

Family members from the seven delegations of the Municipality of Querétaro participated in these educational activities, with 75.2% of participants being women and 24.9% men.

Source: Prepared by the authors using data from the Municipal Institute for the Family, 2025.

Training activities for human and family development, 2024

Workshop/Conferences/Course	Actions	Beneficiaries		
		Women	Men	Total
Workshop				
Affectionate Parenting	40	60	61	121
Family Strengthening, Integration, and Development	4	33	10	43
Recovery After Separation or Divorce	43	40	28	68
Nutritional Health for Older Adults	6	20	6	26
Total	**93**	**153**	**105**	**258**
Conferences				
Primary Prevention of Sexual Violence Against Children and Adolescents	6	175	39	214
Building a Home	6	60	23	83
Understanding My Teenager	9	2,707	1,122	3,829
Life Project Construction	3	673	372	1,045
Affectionate Parenting and Disability	5	152	32	184
Communication, Rules, and Family Responsibilities	7	1,259	312	1,571
Childhood Wounds	11	1,426	59	1,485
The Responsibility of Being Parents	40	8,174	2,618	10,792
Education on Affection and Sexuality	9	1,713	400	2,113
Sexuality and Affection	13	457	432	889
Violence-Free Family Contexts	6	162	45	207
Dating: Myths and Realities	12	253	258	511
Healthy Couples, Strong Families	3	1,314	219	1,533
Axiological Teaching	7	125	21	146
The Value of Educating in Values	8	151	17	168
Digital Violence Prevention	22	1,730	651	2,381
Total	**167**	**20,531**	**6,620**	**27,151**
Parenting School				
Parenting School	21	-	116	116
A Look Within	12	11	-	11
Total	**33**	**11**	**116**	**127**

Source: Municipal Institute for the Family, 2025.

2. Family Intervention Actions

These initiatives were aimed at developing intrafamily skills and resolving conflicts that cause distress and hinder the full development of families. Participation consisted of 72.5% women and 27.5% men.

938 FAMILY INTERVENTION ACTIONS

559 BENEFICIARIES

- **Family and Couples Conseling**
- **Family Guidance and Advisory Services**
- **Support Circles**
- **Global Building Families Program**

868 **Family Counseling, Advisory, and Guidance Services, 2024**

448 (94 women, 26 men) FAMILY COUNSELING

252 (26 women, 26 men) COUPLES COUNSELING

168 (134 women, 34 men) FAMILY GUIDANCE AND ADVISORY SERVICES

340 **Beneficiaries**

Source: Municipal Institute for the Family, 2025.
● Women ● Men

Support Circles, 2024

Circle	Actions	Beneficiaries		
		Women	Men	Total
A Journey Within	6	9	2	11
Embracing Loss	10	10	1	11
Captain Mom	8	4	-	4
How to Make Good Things Happen to You	11	10	1	11
Underage Single Mothers	5	9	-	9
Total	**40**	**42**	**4**	**46**

Source: Municipal Institute for the Family, 2025.

The Building Families program aims to strengthen intrafamily skills as a means of support to face challenges related to stress and parenting of children between 8 and 12 years of age.

109 **64**

173 **Beneficiaries**

30 ACTIONS

GLOBAL BUILDING FAMILIES PROGRAM, 2024

Source: Municipal Institute for the Family, 2025.

3. Family and Community Strengthening Actions

In 2024, actions were implemented to promote participation, shared responsibility, and social commitment among the public, private, and social sectors across the 7 delegations of the Municipality of Querétaro. Through 6 tools, the fundamental role of the family in social life was emphasized, highlighting the need to support and strengthen it on an ongoing basis.

8,486 BENEFICIARIES

435 FAMILY AND COMMUNITY STRENGTHENING ACTIONS

- **Municipal Distinction for Family and Community Responsability**
- **Municipal Family Support Network**
- **Families in Network**
- **Dissemination of Content and Board Games**
- **family and Community Integration Events**
- **Participation in Forums**

177 **Municipal Family Support Actions, 2024** (2,671 women, 960 men)

Activities	Actions	Beneficiaries		
		Women	Men	Total
Municipal Family Support Network	45	53	10	63
Families in Network	132	2,618	950	3,568
			TOTAL BENEFICIARIES	**3,631**

Source: Municipal Institute for the Family, 2025.

- **Municipal Distinction for Family and Community Responsibility**

The goal is to create incentives that encourage the adoption of policies and practices aimed at work-life balance, prevention of psychosocial risks, workplace equity, mobility, social responsibility, and the strengthening of family and community bonds for the benefit of employees and their families.

In 2024, a total of 40 actions were carried out, and 6 companies were recognized with the distinction after demonstrating the implementation of good practices and policies in these areas. As a result, 1,557 people benefited, including 631 women and 926 men.

Municipal Distinction for Family and Community Responsibility, 2024

N°	Company	Neighborhood / Delegation
1	Kenworth del Bajío S.A. de C.V.	San Isidro Miranda / Josefa Vergara y Hernández
2	Vida y Familia A.C.	Arboledas del Parque / Epigmenio González Flores
3	Porcelanite Lamosa S.A. de C.V.	Felipe Carrillo Puerto / Felipe Carrillo Puerto
4	Universidad Cuauhtémoc	Lindavista / Historic Center
5	Centro de Atención para Niños con Daño Cerebral A.C.	Los Arcos / Villa Cayetano Rubio
6	El Puente de Esperanza I.A.P.	Industria / Felipe Carrillo Puerto

Source: Municipal Institute for the Family, 2025.

• **Dissemination of Content and Board Games**

Through the communication channels managed by the Institute, content was disseminated in 2024 to promote values, practical tools, and reflections that enrich family interaction, parenting, emotional care within the household, and the prevention of risky behaviors.

To encourage family bonding and learning, the agency also designed and distributed educational materials to strengthen emotional ties, including four new board games: UNO, Connected as a Family, Emotion Memory Game, and Maidens and Knights.

Information Dissemination, 2024

Activities	Actions	Beneficiaries
Publications	203	
Board Games	4	741
Total	**207**	**741**

Source: Municipal Institute for the Family, 2025.

Family and Community Integration Events, 2024

Event	Actions	Beneficiaries			Venue	Delegación
		Women	Men	Total		
Healthy and Safe Bonds for Raising Happy Children	1	191	30	221	Querétaro Civic Center Auditorium	Josefa Vergara y Hernández
Balancing Family and Work Life	1	30	15	45	CANACO	
FAMILIArizARTE Award: “My Family Is My Safe Connection”	1	44	24	68	Fray Luis de León School	Historic Center
2nd Municipal Family Congress: “Family, the Safe Connection”	1	615	387	1,002	Men’s and Women’s Penitentiary Center	Epigmenio González Flores
Family Film Forum	2	185	223	408	Miguel Hidalgo Elementary School	Santa Rosa Jáuregui
Christmas Family Rally	2	174	112	286	Mano Amiga School	Epigmenio González Flores
Total	**8**	**1,239**	**791**	**2,030**		

Source: Municipal Institute for the Family, 2025.

4. Research on Family Dynamics

The 2024 Family Survey of the Municipality of Querétaro made it possible to generate statistical information on the characteristics of families and their relationship with protective and risk factors that impact the social sphere.

Participation in Forums, 2024

Foro	Actions	Beneficiaries			Organizer
		Women	Men	Total	
Distinction Award Ceremony	1	230	70	300	SMDIF San Luis Potosí
Congress on Sexual Violence Within the Family	1	189	11	200	Fundación Renace PAS
Orange Fair	1	24	3	27	Tecnológico de Monterrey
Total	**3**	**443**	**84**	**527**	

Source: Municipal Institute for the Family, 2025.

5.2. RECREATION, SPORTS AND CULTURE

In the Municipality of Querétaro, the Ministry of Sports and the Ministry of Culture aim to plan and manage projects, programs, and actions related to physical culture, sports, and recreation, with the purpose of promoting a healthy lifestyle and combating sedentary behavior among the population.

Both agencies also maintain sports infrastructure in optimal condition, ensuring the effective exercise of cultural rights through various activities. In 2024, a total of 33 cultural centers remained in operation across the different municipal districts.

Cultural Centers, 2024

Municipal Public Libraries	
1	**Bicentenario** Calle Melchor Ocampo n.° 3-B. Col. Centro. Santa Rosa Jáuregui • 442 291 1084
2	**Dr. Félix Osores Sotomayor** Calle Totonacas n.° 400. Col. Cerrito Colorado • 442 218 5027
3	**Epigmenio González Flores** Calle Monte Sacro s/n. Col. San Pedrito Peñuelas • 442 243 1710
4	**Gildardo Rangel Andrade** Av. Emeterio González n.° 400. Col. Hércules • 442 234 7191
5	**Josefa Ortiz de Domínguez** Filomeno Mata n.° 12. Col. Centro • 442 212 5691
6	**Ing. Juan de Dios Bátiz Paredes** Calle Antonio Carranza n.°100. Col. Reforma Lomas • 442 222 2845
7	**Mariano Azuela** Calle Capulín n.° 51. Col. Felipe Carrillo Puerto • 442 210 1970
8	**Mtro. Enrique Burgos Mondragón** Av. Lago n.° 212. Col. El Rocío • 442 257 1809
9	**Rosario Castellanos** Calle Emiliano Zapata s/n esq. calle Vicente Guerrero. Col. Centro. Santa Rosa Jáuregui

Community Cultural Centers	
1	**Bicentenario** Calle Melchor Ocampo n.° 13-B. Col. Centro. Santa Rosa Jáuregui • 442 291 10 84
2	**Cayetano Rubio** Av. Hércules n.° 45. Col. Hércules • 442 234 63 03
3	**Dr. Félix Osores Sotomayor** Priv. Cerro Bravo n.°102 esq. 12 de Diciembre. Col. Santa Ana • 442 199 16 28
4	**Dr. Ignacio Mena Rosales** Calle 5 de Mayo n.° 40. Col. Centro Histórico • 442 214 02 62
5	**Epigmenio González Flores** Calle Centéotl n.° 122. Col. Desarrollo San Pablo • 442 195 93 63
6	**Felipe Carrillo Puerto** Priv. Gabriela Mistral n.° 130. Col. Carrillo Puerto • 442 217 45 59
7	**Josefa Vergara y Hernández** Av. Pasteur s/n esq. Av. 24. Col. Presidentes • 442 262 01 33

Cultural Centers	
1	**Epigmenio González Flores** Calle Monte Sacro s/n. Col. San Pedrito Peñuelas • 442 243 17 10
2	**Felipe Carrillo Puerto** Calle Alfonso Reyes s/n. Col. Plutarco Elías Calles (El Tintero) • 442 221 04 01
3	**La Vía** Calle Héroes de Nacozari s/n esq. Calle Estío. Col. Las Rosas • 442 224 88 61
4	**Mtro. Enrique Burgos Mondragón** Av. Lago n.° 212. Col. El Rocío • 442 257 18 09
5	**Mtro. Ignacio Padilla** Calle Cándido Avilés s/n esq. Calle Alberto Terrones. Col. Constituyentes • 442 215 13 70

Artistic Groups	
1	**Ballet Folklórico Santiago de Querétaro** Héroes de Nacozari s/n esq. Calle Estío, Col. Las Rosas • 442 224 88 61
2	**Banda Sinfónica Juvenil Santiago de Querétaro** Héroes de Nacozari s/n esq. Calle Estío, Col. Las Rosas • 442 224 88 61
3	**Coro Infantil Santiago de Querétaro** Héroes de Nacozari s/n esq. Calle Estío, Col. Las Rosas • 442 224 88 61
4	**Orquestas Infantil y Juvenil Santiago de Querétaro** Héroes de Nacozari s/n esq. Calle Estío, Col. Las Rosas • 442 224 88 61
5	**Coro Santiago de Querétaro** Calle 16 de Septiembre n.° 44-B Pte. Col. Centro Histórico • 442 212 07 53
6	**Camerata Santiago de Querétaro** Calle 16 de Septiembre n.° 44-B Pte. Col. Centro Histórico • 442 212 07 53

Museums	
1	**Capilla de Maximiliano** Circuito Cerro de las Campanas s/n. Parque Nacional Cerro de las Campanas. Col. Centro Histórico • 442 215 90 31
2	**Cerro de las Campanas y Capilla de Maximiliano** Circuito Cerro de las Campanas s/n. Parque Nacional Cerro de las Campanas. Col. Centro Histórico • 442 215 90 31

Theaters and Galleries	
1	**Galería Perímetro Alameda Hidalgo** Av. Constituyentes s/n. Col. Centro Histórico • 442 214 27 83
2	**De la Ciudad** Calle 16 de Septiembre Pte. n.° 44. Col. Centro Histórico
3	**Rosalío Solano** Calle 16 de Septiembre Pte. n.° 44. Col. Centro Histórico
4	**Rosario Sánchez de Lozada** Calle 16 de Septiembre Pte. n.° 44. Col. Centro Histórico

Source: Ministry of Culture, 2025.

In 2024, a total of 8 cultural workshops were offered across the 7 municipal districts, showing a 12.6% decrease in the number of participants. The most in-demand disciplines were: human development, accounting for 23.5% of participation; dance, 23.0%; music and singing, 18.1%; visual and plastic arts, 14.4%; and the remaining 21.0% corresponded to other subjects and activities.

With the purpose of maintaining and strengthening public participation in the cultural life of the municipality, the Ministry of Culture organized a series of events throughout the year, bringing together over 125,000 people in a wide variety of artistic, recreational, and community activities.

Workshops Held, 2024

District/Facility	Performing Arts	Visual and Plastic Arts	Dance	Music and Singing	Human Development	Vocational Training Workshops	Other Workshops	Field Workshops	Total
Historic Center									
Dr. Ignacio Mena Rosales Community Cultural Center	4	21	16	26	12	-	-	14	**93**
Ignacio Padilla Cultural Center	1	5	5	1	4	1	-	-	**17**
Old Train Station	13	3	-	5	1	-	6	-	**28**
Epigmenio González Flores									
Epigmenio González Flores Community Cultural Center	1	-	4	1	3	-	-	4	**13**
Epigmenio González Flores Community Cultural Center	-	5	12	-	17	-	3	5	**42**
Felipe Carrillo Puerto									
Felipe Carrillo Puerto Cultural Center	1	7	10	8	12	1	-	-	**39**
Félix Osores Sotomayor									
Dr. Félix Osores Sotomayor Community Cultural Center	1	5	6	7	9	1	6	2	**37**
Mtro. Enrique Burgos Mondragón Cultural Center	-	5	16	8	18	3	1	10	**61**
Josefa Vergara y Hernández									
Josefa Vergara y Hernández Community Cultural Center	-	2	14	10	3	2	7	-	**38**
Santa Rosa Jáuregui									
Bicentennial Community Cultural Center	2	5	8	9	18	-	1	-	**43**
Villa Cayetano Rubio									
Villa Cayetano Rubio Community Cultural Center	-	4	8	3	4	-	-	-	**19**
TOTAL	**23**	**62**	**99**	**78**	**101**	**8**	**24**	**35**	**430**

Source: Ministry of Culture, 2025.

Cultural Events Held in the Municipality, 2024

Event	Number of Activities	Approximate Number of Visitors
Artistic Activities (in community cultural centers and cultural facilities)	251	15,518
Events at the De la Ciudad Theater	128	59,375
493rd Anniversary Festival of Santiago de Querétaro	48	833,933
Christmas Festival	60	23,648
Day of the Dead Festival	17	124,145,917
Querétaro Experimental International Festival	126	81,535
Municipal Gallery	23	7,824
Perimeter Gallery	7	34,600
Letra Capital	25	1,850
Performances by Student Groups	81	19,833
Performances by Professional Groups	83	14,937
Total	**849**	**125,238,970**

Source: Ministry of Culture, 2025.

In 2024, the Ministry of Sports maintained the operation of various spaces dedicated to physical exercise. These facilities, distributed across different areas of the municipality, are part of a comprehensive strategy to promote healthy habits among the population.

Sports Facility Infrastructure in the Municipality, 2024

1	Reforma–Lomas Community Development Center			29
2 Synthetic soccer fields	1 Synthetic seven-a-side soccer field	2 Synthetic six-a-side soccer fields	4 Half-court basketball courts (“21” courts)	
2 Multi-purpose courts with roof structure	1 Tennis court	1 Tartan running track	1 Jogging track	
1 Indoor gym	1 Outdoor gym	1 Skating track	1 Children’s playground	
1 Recreational area	6 Multi-purpose rooms	1 Cafeteria	2 Snack stands	
1 Swimming pool				

2	Bicentennial Stadium			5
1 Synthetic soccer field	1 Running track	2 Locker room areas	1 Outdoor gym	

3	El Pantano Park			5
1 Dirt seven-a-side soccer field	1 Jogging circuit	1 Multi-purpose court	1 Recreational area	
1 Outdoor gym				

4	Ara Park			6
1 Multi-purpose court	1 Jogging track	1 Outdoor gym	1 Children’s playground	
1 Recreational area	1 Snack stand			

5	Belén Sports Complex			13
1 Seven-a-side soccer field	1 Multi-purpose court	1 Fronton court	3 Squash courts	
1 Jogging track	1 Outdoor gym	1 Children’s playground	1 Recreational area	
1 Multi-purpose room	1 Snack stand	1 Swimming pool		

6	Cerrito Colorado Community Development Center			12
2 Synthetic grass soccer fields	1 Seven-a-side soccer field	1 Children’s playground	2 Basketball courts	
1 Outdoor gym	1 Jogging circuit	1 Skating track	1 Recreational area	
1 Auditorium	1 Cafeteria			

7	Josefa Ortiz de Domínguez Sports Complex			17
1 Seven-a-side soccer field	4 Multi-purpose courts	3 Tennis courts	2 Fronton courts	
1 Fronton rebound wall	1 Baseball field	1 Outdoor gym	1 Children’s playground	
1 Recreational area	1 Petanque area	1 Cafeteria		

8	Paseos de San Miguel Sports Complex			1
2 Seven-a-side soccer fields	2 Multi-purpose courts	1 Jogging track	1 Outdoor gym	
1 Recreational area	2 Multi-purpose rooms	1 Cafeteria	1 Swimming pool	

Continues >

Sports Facility Infrastructure in the Municipality, 2024

9	José María Truchuelo Sports Complex			17
2 Seven-a-side soccer fields	1 Multi-purpose court	2 Basketball courts	1 Beach volleyball court	
2 Fronton courts	1 Padel court	1 Tennis court	1 BMX/skate track	
2 Squash courts	2 Racquetball courts	1 Jogging track	1 Recreational area	

10	El Sol Sports Complex			13
2 Seven-a-side soccer fields	2 Multi-purpose courts	2 Tennis courts	2 Squash courts	
1 Jogging track	1 Outdoor gym	1 Recreational area	1 Multi-purpose room	
1 Snack stand				

11	Jurica Sports Complex			7
1 Soccer field	1 Multi-purpose court	1 Baseball field	1 Jogging track	
1 Outdoor gym	1 Recreational area	1 Snack stand		

12	Rubén Jaramillo Park			4
1 Seven-a-side soccer field	1 Multi-purpose court	1 Recreational area	1 Outdoor gym	

13	La Estación Sports Complex			6
1 Six-a-side soccer field	1 Multi-purpose court	1 Outdoor gym	1 Recreational area	
1 Indoor covered multi-purpose court	1 Snack stand			

14	San Pablo Sports Complex			9
1 Soccer field	1 Multi-purpose court with roof structure	1 Baseball field	1 Partial jogging circuit	
1 Indoor gym	1 Outdoor gym	1 Skating track	1 Recreational area	
1 Snack stand				

15	Venustiano Carranza Park			10
1 Dirt seven-a-side soccer field	1 Synthetic grass five-a-side soccer field	1 Multi-purpose court	1 Children's playground	
1 Jogging track	1 Outdoor gym	1 Beach volleyball court	1 Skating track	
1 Recreational area	1 Cafeteria			

16	Jurica Sports Complex			7
1 Synthetic grass five-a-side soccer field	1 Multi-purpose court	1 Basketball court	1 Baseball field	
1 Outdoor gym	1 Children's playground	1 Recreational area		

17	Santa Rosa Jáuregui Community Development Center			15
1 Soccer field	1 Multi-purpose court	1 Synthetic grass five-a-side soccer field	1 Beach volleyball court	
1 Jogging track	1 Children's playground	1 Outdoor gym	1 Skateboarding area	
3 Multi-purpose rooms	1 Recreational area	1 Auditorium	1 Cafeteria	
1 Snack stand				

18	Holland Park			13
1 Multi-purpose court	1 Jogging track	1 Outdoor gym	2 Children's playgrounds	
2 Recreational areas	6 Iron pergolas			

19	Las Américas Sports Complex			4
1 Synthetic grass five-a-side soccer field	1 Outdoor gym	1 Play area	1 Multi-purpose court	

20	Maxei Sports Complex			10
1 Seven-a-side soccer field	2 Multi-purpose courts	1 Outdoor gym	1 Five-a-side soccer field	
1 Children's basketball court	1 Children's playground	1 Jogging track	1 Skating track	
1 Snack stand				

Continues >

Sports Facility Infrastructure in the Municipality, 2024

21	Solidaridad Park	5
	1 Multi-purpose court	
	1 Skating track	
	1 Jogging circuit	
	1 Children's playground	
	1 Outdoor gym	
22	La Joya Park	6
	1 Seven-a-side soccer field	
	1 Tennis court	
	1 Multi-purpose court	
	1 Recreational area	
	1 Jogging circuit	
	1 Outdoor gym	
23	Villas de Santiago Park	4
	1 Six-a-side soccer field	
	1 Multi-purpose court	
	1 Outdoor gym	
	1 Children's playground	
24	La Purísima Sports Complex	4
	1 Soccer field	
	1 Multi-purpose court	
	1 Jogging track	
	1 Multi-purpose room	
25	Alfalfares Park	3
	3 Seven-a-side soccer fields	
26	Bolaños Court	2
	1 Soccer field	
	1 Children's playground	

MUNICIPAL SPORTS FACILITIES, 2024 **239**

Source: Ministry of Sports, 2025.

In the same year, the Ministry of Sports provided sports equipment to leagues and clubs in the Municipality of Querétaro as part of efforts to strengthen organized sports and support community-based athletic activities.

Sports Equipment Provided to Leagues and Clubs, 2024

Equipment	Total
Basketballs	40
Soccer balls	329
Volleyballs	35
12-player game jerseys	3
Cones	90
Boxing bags	1
Agility ladders	5
Boxing gloves	3
Medals	842
Softball balls	5
Tennis balls	10
Uniforms	172
Total	**1,535**

Source: Ministry of Sports, 2025.

Bicentennial Park

Located in the Santa Rosa Jáuregui district, this area is one of the main green lungs of the Municipality of Querétaro. It spans 158 hectares, of which 60.0% is dedicated to the amusement park, while the remaining 40.0% preserves native flora and a wide variety of fauna.

In 2024, the park welcomed a large number of visitors who enjoyed various attractions such as water slides, swimming pools, paddle boat rentals, pedal karts, and hydrobikes, in addition to rides such as the Rapids River, Train, Carousel, Little Frog, Commando, Caterpillar, Dino, Play Pontoon, Haunted House, and Roller Coaster, among others.

Admission costs $65.00 MXN per person. Food is allowed (except beverages), and visitors may bring bicycles and leashed pets.

Bicentennial Park, 2024

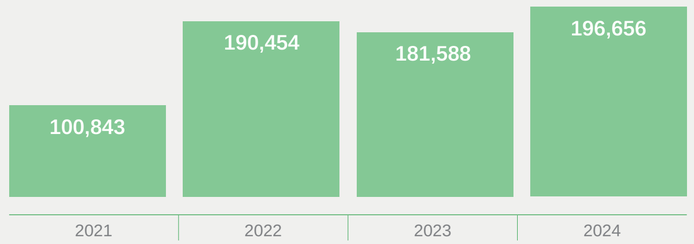
Year	Visitors	Economic Impact
2021	Closed to the public due to the pandemic	331,413
2022	75,426	5,597,270
2023	177,321	9,773,434
2024	154,686	10,884,964

Source: General Directorate of the Decentralized Public Agency Bicentennial Park, 2025.

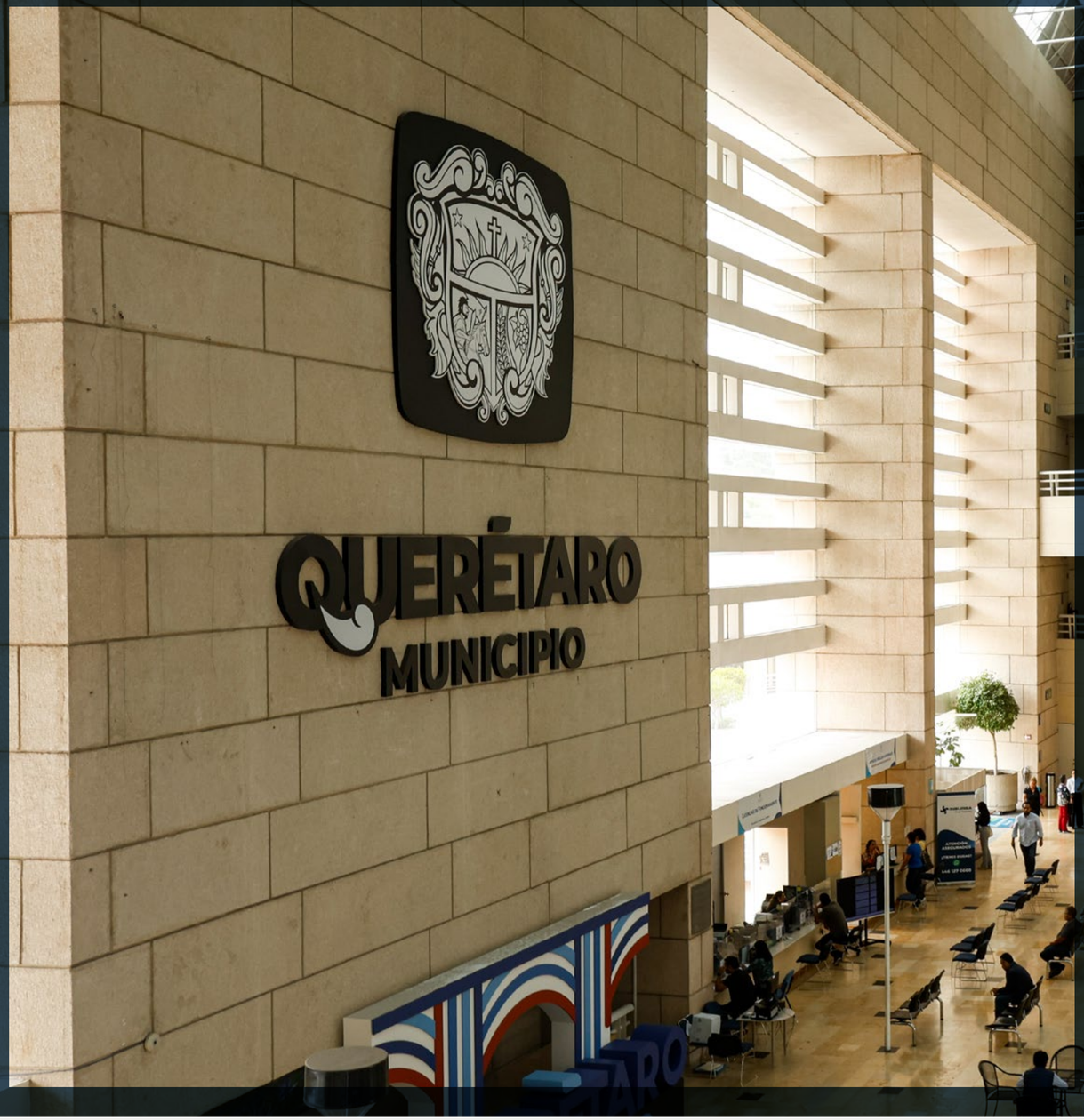
Alfalfares Park

Located in the Félix Osores Sotomayor district, this space is ideal for physical and recreational activities. It features an artificial lake, playgrounds, a swimming pool, seven-a-side soccer fields, a workout area equipped with exercise machines, beach volleyball courts, skateboarding and BMX tracks, as well as barbecue areas, picnic tables, and a café.

Visitors to Alfalfares Park, 2021–2024



Source: Ministry of Finance, 2025.



6. CITIZEN QUERÉTARO

6.1. PUBLIC ADMINISTRATION

6.2. PUBLIC RESOURCES

6.3. TRANSPARENCY AND ANTI-CORRUPTION

6.1. INSTITUTIONAL DEVELOPMENT

Public Administration

The political and administrative organization of each state depends on its own structure, as states possess legal personality and their own assets, allowing them to establish their own structural guidelines.

The Municipality of Querétaro has a structured process for recruitment, hiring, and training. All public servants participate in various training programs with the goal of providing high-quality and responsible service to the public.

The City Council is made up of a total of 31 entities, including: a council (cabildo), the Office of the Mayor's Coordination Unit, a trust, an institute, the Chief of Staff's Office, the Internal Control Body, a park, 22 ministries, the DIF System, and the Historic Center Superintendent's Office.

Human Resources

In 2024, the Municipality's workforce was composed of 5,424 public servants, of which 42.5% were women and 57.5% were men. The first recorded data dates back to 2004, when the administration consisted of 18 entities and 4,358 employees; in that same year, the workforce increased by 24.5% due to the addition of seven new ministries.

That same year, the municipal female workforce totaled 2,304 public servants, representing 42.5% of the total. The Ministry of Public Security and the Ministry of Municipal Public Services accounted for 42.0% of the female labor force.

31 MUNICIPAL DEPARTMENTS

5,424 PUBLIC SERVANTS

42.5% WOMEN | **57.5% MEN**

Human Resources by Department, 2024

Department	Women	Men	Total	Staff with Disabilities
City Council (Cabildo)	30	22	**52**	–
Office of the Mayor's Coordination Unit	10	16	**26**	–
Querétaro Trust for Environmental Conservation	1	8	**9**	–
Municipal Planning Institute	6	4	**10**	–
Chief of Staff's Office	17	24	**41**	–
Internal Control Body	40	11	**51**	–
Bicentennial Park	19	28	**47**	–
Ministry of Administration	185	134	**319**	3
Ministry of Citizen Services	30	15	**45**	1
Ministry of Animal Welfare	17	17	**34**	–
Ministry of Culture	79	61	**140**	–
Ministry of Economic Development	28	18	**46**	–
Ministry of Social Development	52	45	**97**	5
Ministry of Urban Development	44	32	**76**	–
Ministry of Finance	132	113	**245**	1
Ministry of District Management[1]	114	149	**263**	4
Ministry of Government	149	182	**331**	2
Ministry of Innovation and Technology	9	28	**37**	1
Ministry for Women's Affairs	12	1	**13**	–
Ministry of Environment	6	12	**18**	–
Ministry of Mobility	59	89	**148**	3
Ministry of Municipal Public Works	28	128	**156**	1
Ministry of Planning and Citizen Participation	21	12	**33**	–
Ministry of Municipal Public Security	619	819	**1,438**	–
Ministry of Municipal Public Services	349	934	**1,283**	4
Ministry of Tourism	9	6	**15**	–
Ministry of the City Council Secretary's Office	36	35	**71**	–
Ministry of Sports	41	88	**129**	1
Private Secretary's Office	15	22	**37**	–
Municipal DIF System	143	63	**206**	3
Historic Center Superintendent's Office	4	4	**8**	–
Total	**2,304**	**3,120**	**5,424**	**29**

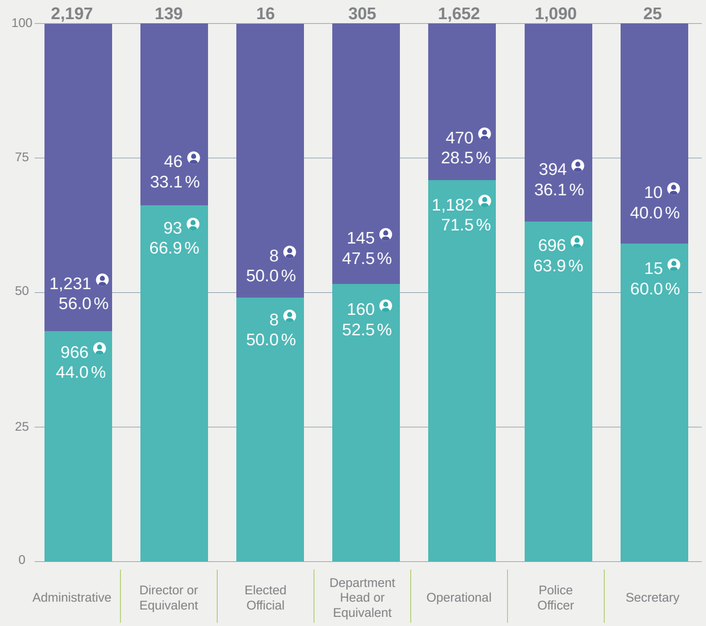
Source: Source: Human Resources Department, 2025.
[1]Includes the 7 municipal districts.

Human Resources by Educational Level, 2024

Bachelor's Degree	1,425	26.3%	
High School	1,400	25.8%	
Middle School	1,140	21.0%	
Elementary	497	9.1%	
Technical	201	3.7%	
Higher technical	85	1.6%	
Master's degree	95	1.8%	
Doctorate	6	0.1%	
None	575	10.6%	

Human Resources by Hierarchical Level, 2024

2,304 WOMEN | **3,120 MEN**



Source: Human Resources Department, 2025.

The municipal workforce is distributed across four age groups: young adults (16 to 20 years), adults (21 to 40 years), middle-aged adults (41 to 60 years), and older adults (61 to 80 years). Of the total workforce, 96.0% are young and middle-aged adults, 0.5% are youth, and 3.5% are older adults.

The Ministry of Administration, through the Human Resources Department, provides continuous training to the municipal workforce with the goal of improving professional performance and enhancing the quality of public service.

To achieve these objectives, four main activities were carried out during 2024:

1. Training Provided to Municipal Public Servants, 2024

4,864 TRAINED PERSONNEL

952 INSTRUCTION HOURS

174 TRAINING EVENTS
105 INTERNAL
69 EXTERNAL

2. Comprehensive Training Program, 2024

	EVENTS	PARTICIPANTS	%
STRATEGIC DEVELOPMENT AND TRAINING	15	166	3.4
CONTINUING EDUCATION AND SPECIALIZATION	34	414	8.5
INSTITUTIONAL	15	166	88.1

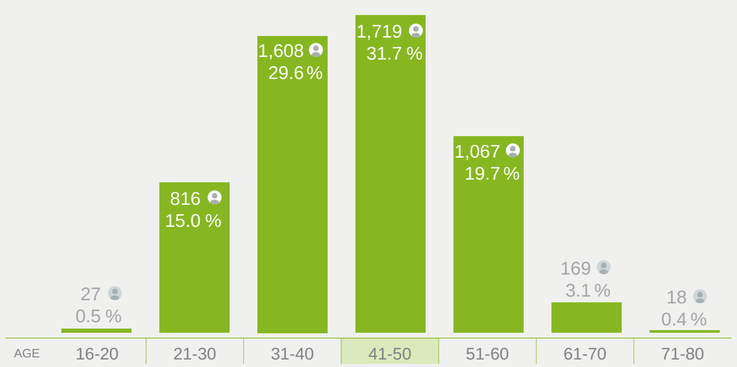
3. Certificate Programs Offered, 2024

TAX CERTIFICATE PROGRAM
60 HOURS
2 PARTICIPANTS

HOW TO UNDERSTAND THE BUDGET?
60 HOURS
24 PARTICIPANTS

STRUCTURAL DESIGN CERTIFICATE PROGRAM 2024–1
96 HOURS
1 PARTICIPANTS

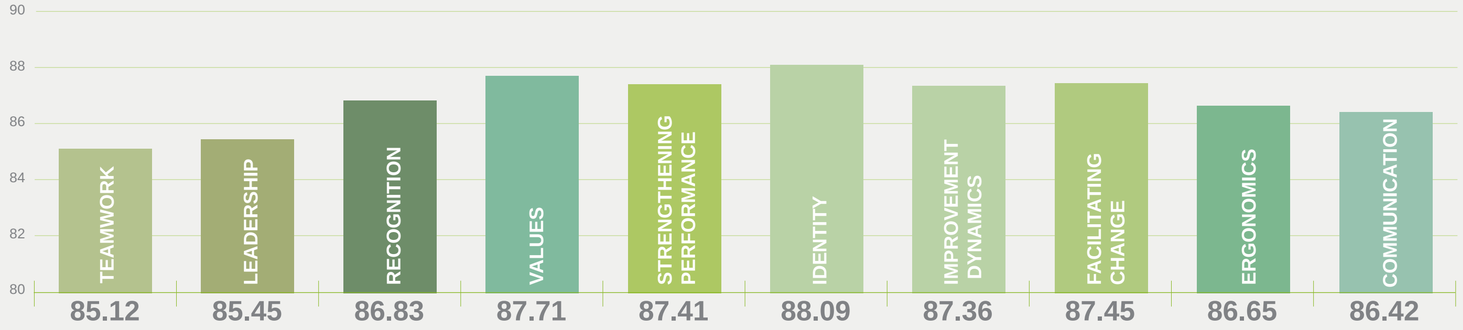
Number of People by Age Range, 2024, and Percentage Represented



Source: Source: Human Resources Department, 2025.
[1]Includes the 7 municipal districts.

4. "Organizational Climate" Survey, 2024

AVERAGE RATING **86.85%**



Source: Own elaboration based on data from the Human Resources Department, 2025.
Note: The "Organizational Climate" survey is administered to public officials at both operational and administrative levels.

6.2. PUBLIC RESOURCES

The Municipal Public Administration is governed by principles of budgetary balance and sound public finances, in order to preserve macroeconomic stability within a framework of open government, transparency, and strict accountability.

The Municipality of Querétaro complies with Article 60 of the General Government Accounting Law by publishing on its official website (www.municipiodequeretaro.gob.mx) the documents established by legal regulations, including the draft Revenue Law, the Proposed Expenditure Budget, and other applicable normative provisions.

At the end of fiscal year 2024, total municipal revenues amounted to 7,772,758,024 pesos. Of this amount, 60.3% came from own-source revenues (mainly taxes), 23.8% from federal participations, and 15.2% from federal contributions.

In a detailed analysis, the Municipality of Querétaro received its issuer credit rating from the agency S&P Global Ratings on February 20, 2024, with a score of BBB/Stable/-- on the global scale and mxAAA/Stable/-- on the national scale (CaVal).

The solid fundamentals of the Municipality of Querétaro allow its credit rating to stand at the same level as Mexico's sovereign rating. Its resilient economy, sophisticated financial management, and political stability are key strengths that support its global scale rating of 'BBB'.

Moreover, the Municipality is one of the few local or regional governments in Mexico to hold the highest rating on the national scale: 'mxAAA'. It currently has no outstanding debt and is expected to continue recording consistently high operating surpluses.

On March 25, 2024, Moody's Local Mexico affirmed the Municipality of Querétaro's credit rating at 'AAA.mx' with a stable outlook. This rating reflects sound management practices, strong operating balances, high levels of own-source revenue, liquidity, and the absence of direct debt.

The Municipality of Querétaro publishes complete annual financial statements, audited by a state auditor, as well as detailed quarterly financial reports. The main credit challenge is its pension liability; to address it, a reserve fund is being established to cover and reduce this contingency.

According to Moody's Local Mexico, four key credit strengths have been identified:

1. High liquidity and very low debt levels.
2. Good administrative practices and internal governance.
3. Strong operating balances.
4. Dynamic economic performance and high own-source revenue.

Revenues of the Municipality of Querétaro, 2022–2024

Concept	2022		2023		2024	
	Amount[1]	Percentage	Amount[1]	Percentage	Amount[1]	Percentage
Own-source revenue + federal participations and contributions	7,024,990,818.00	100.0	7,652,335,935.00	100.0	7,772,758,024.00	100.0
Total own-source revenue	**4,544,949,812.00**	**64.7**	**4,695,122,302.00**	**61.4**	**4,685,269,217.00**	**60.3**
Taxes	3,480,280,938.00	49.5	3,496,222,927.00	45.7	3,419,019,480.00	44.0
Fees	648,576,127.00	9.2	667,468,419.00	8.7	688,137,215.00	8.9
Products	192,766,707.00	2.7	255,557,263.00	3.3	351,937,590.00	4.5
Fines and miscellaneous income	223,326,040.00	3.2	275,873,694.00	3.6	226,174,933.00	2.9
Total federal participations	**1,528,660,382.00**	**21.8**	**1,792,783,241.00**	**23.4**	**1,846,601,598.00**	**23.8**
Total federal contributions	**934,125,090.00**	**13.3**	**1,123,824,603.00**	**14.7**	**1,180,779,401.00**	**15.2**
Agreements	16,124,524.00	0.2	35,691,815.00	0.5	57,825,653.00	0.7
Total incentives from tax coordination agreements	**1,131,010.00**	**0.0**	**4,913,974.00**	**0.1**	**2,282,155.00**	**0.0**

Expenditures of the Municipality of Querétaro, 2022–2024

Concept	2022		2023		2024	
	Expenditures[1]	Percentage Distribution	Expenditures[1]	Percentage Distribution	Expenditures[1]	Percentage Distribution
Personnel services	1,615,647,170.25	25.0	1,764,297,148.40	22.1	1,834,672,397.73	23.5
Materials and supplies	348,931,432.93	6.8	493,713,231.78	6.2	418,109,516.90	5.4
General services	1,495,511,994.94	27.5	2,015,499,954.87	25.2	2,035,235,490.38	26.0
Transfers, allocations, subsidies, and other aid	753,192,157.28	9.8	916,473,018.73	11.5	894,623,108.07	11.5
Movable and immovable property, and intangible assets	149,377,966.54	7.1	699,079,621.07	8.8	204,402,862.52	2.6
Public investment	1,695,234,045.97	19.1	2,065,442,173.44	25.9	2,402,678,395.23	30.8
Financial investment and other provisions	258,215,225.89	0.8	-	-	17,627,172.39	0.2
Public debt	89,750,728.36	3.9	24,789,436.35	0.3	-	-
Total	**6,405,860,722.16**	**100.0**	**7,979,294,584.64**	**100.0**	**7,807,348,943.22**	**100.0**

Source: Ministry of Finance, 2025.
[1] Figures in pesos.

6.3. TRANSPARENCY AND ANTI-CORRUPTION

The Municipality of Querétaro has focused its efforts on efficiently managing available resources, addressing the demands of its citizens, and ensuring the development of the district. To achieve this, various work strategies have been implemented, including planning based on different models and delivering results aligned with public expectations.

Municipal Development Plan (MDP) 2021–2024

Based on the Planning Law of the State of Querétaro and through the integrated Results-Based Management (RbM) model, the voices of citizens were incorporated, along with proposals from various sectors, specialists, and the diagnostic assessment conducted by the government team.

Within the framework of the cross-cutting strategy "Human Rights Perspective" and as the central axis of all development-oriented initiatives, six pillars and twelve programs were defined to guide the actions of the municipal administration.

Public Administration Management Model (2021–2024)

Mission	We are a close and efficient government that makes a difference, delivering unique results in the state and the country through innovation and continuous improvement so that people can live better—building the city we want together.					
Vision	Querétaro is the city we want: solidly built with a metropolitan focus, through comprehensive and sustainable development, safety, respect, and care for the environment, led by a government that listens, works, and solves problems hand in hand with its citizens.					
Pillars	**Pillar 1.** For you and your family	**Pillar 2.** For your peace of mind	**Pillar 3.** For your income	**Pillar 4.** For the environment	**Pillar 5.** For a better quality of life and future	**Pillar 6.** For a government that listens and solves problems
Management Model	**Human Rights Perspective**					
Modelo de Gestión	**01.** Focus dialogue on results.	**02.** Align planning, programming, monitoring, and evaluation activities with results.	**03.** Promote and maintain simple measurement and information processes.		**04.** Manage for results, not by results.	**05.** Use results information for learning and to support decision-making.

Source: Directorate of Planning and Institutional Evaluation, 2025.

Guiding Pillars of the Municipal Development Plan (2021–2024)

Pillar 1. For you and your family	**Program 1:** Comprehensive Human Development	**Program 2:** Inclusive Municipality
Pillar 2. For your peace of mind	**Program 3:** Security for All	**Program 4:** Municipality with Justice and Peace
Pillar 3. For your income	**Program 5:** Sustainable Economy	**Program 6:** Job Creation
Pillar 4. For the environment	**Program 7:** Environmental Recovery and Conservation	**Program 8:** Responsible Water and Air Management
Pillar 5. For a better quality of life and future	**Program 9:** Planned, Organized, and Functional Municipality	**Program 10:** Infrastructure and Urban Mobility
Pillar 6. For a government that listens and solves	**Program 11:** Institutional Strengthening with Sound Finances	**Program 12:** Open and Results-Oriented Government

Source: Directorate of Planning and Institutional Evaluation, 2025.

Regulatory Improvement

This is a permanent public policy within the municipal government, aimed at promoting the simplification of procedures and the implementation of specific actions through the use of digital technologies. During 2024, a total of 19 projects were incorporated in alignment with this strategy.

Annual Regulatory Improvement Program of the Municipality of Querétaro, 2024

N°	Responsible Department	Project
1	Ministry of Innovation and Technology and Ministry of Citizen Services	Citizen Services Platform
2	Ministry of Innovation and Technology	Development, Architecture, Support, and Maintenance of the Querétaro Municipal App
3	Ministry of Economic Development	Recertification of the Rapid Business Start-Up System (SARE)
4		QR Code on Operating Licenses (Phase II)
5		Pre-Authorized Operating Licenses
6		6-Month Operating Permit
7		Digitization of Operating License Files
8		Georeferenced Economic Ecosystem
9	Office of the Mayor's Coordination Unit	Northern Municipal Service Center (CAM Norte)
10	Internal Control Body	Specific Improvement and Simplification Actions (1 procedure)
11	Ministry of Administration	Specific Improvement and Simplification Actions (23 procedures)
12	Ministry of Culture	Specific Improvement and Simplification Actions (1 procedure)
13	Ministry of Economic Development	Specific Improvement and Simplification Actions (3 procedures)
14	Ministry of Social Development	Specific Improvement and Simplification Actions (4 procedures)
15	Ministry of Urban Development	Specific Improvement and Simplification Actions (5 procedures)
16	Ministry of Public Security	Specific Improvement and Simplification Actions (19 procedures)
17	Ministry of Public Services	Specific Improvement and Simplification Actions (2 procedures)
18	Ministry of Sports	Specific Improvement and Simplification Actions (1 procedure)
19	Municipal DIF System	Specific Improvement and Simplification Actions (2 procedures)

Source: Municipal Commission for Regulatory Improvement, 2025.

Performance Evaluation System of the Municipality of Querétaro (SEDMQRO)

This is a set of methodological tools used to evaluate the execution of programs in accordance with the principles of goal and objective compliance verification, based on strategic and management indicators that help determine their social impact.

Its main responsibility is to evaluate and monitor the achievement of the objectives established in the 2021–2024 Municipal Development Plan (MDP) and its twelve budgetary programs, through the creation of a Results-Based Indicators Matrix (MIR) aligned with the MDP itself.

During 2024, three external evaluations included in the Annual Evaluation Program (PAE 2024) were completed, along with evaluations of all twelve budgetary programs within the MDP. This allowed for the monitoring of the performance, strategic, and management indicators defined in the MIR.

The reports for each of the evaluations corresponding to fiscal year 2024 can be found on the transparency portal of the Municipality of Querétaro's website: https://municipiodequeretaro.gob.mx/programa-anual-de-evaluaciones/.

Compliance Summary of the Municipal Development Plan (2021–2024)
Fiscal Year 2024 – Fourth Quarter

	Budgetary Programs	Program Progress		Pillar Progress	
Pillar 1. For you and your family	1. Comprehensive Human Development	94.4%	●	93.0%	●
	2. Inclusive Municipality	91.7%	●		
Pillar 2. For your peace of mind	3. Security for All	93.3%	●	93.7%	●
	4. Municipality with Justice and Peace	94.0%	●		
Pillar 3. For your income	5. Sustainable Economy	85.3%	●	92.6%	●
	6. Job Creation	100.0%	●		
Pillar 4. For the environment	7. Environmental Recovery and Conservation	85.6%	●	92.8%	●
	8. Responsible Water and Air Management	100.0%	●		
Pillar 5. For a better quality of life and future	9. Planned, Organized, and Functional Municipality	99.5%	●	98.2%	●
	10. Infrastructure and Urban Mobility	96.9%	●		
Pillar 6. For a government that listens and solves	11. Institutional Strengthening with Sound Finances	93.2%	●	95.0%	●
	12. Open and Results-Oriented Government	96.9%	●		

Source: Ministry of Finance, 2025.

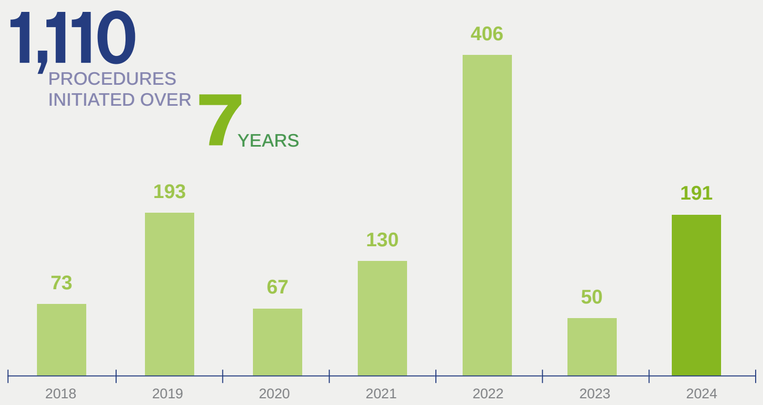
Municipal Prevention, Oversight, Control, Auditing, and Evaluation

In compliance with the Administrative Responsibilities Law of the State of Querétaro, the Municipality has an Internal Control Body (Órgano Interno de Control, OIC), established as a decentralized public agency of the City Council with technical autonomy.

The mission of the agency is to "promote, evaluate, and strengthen the proper functioning of internal control within the Municipality of Querétaro by implementing a municipal system of prevention, supervision, control, auditing, and evaluation, with the goal of ensuring that human, material, and financial resources are managed and utilized properly in accordance with approved plans, programs, and budgets, within its scope of authority". Among its responsibilities are:

- **Publication of agreements**: In 2024, a total of 4,425 agreements were published, representing an increase of 5.7% compared to the previous year. These agreements were distributed across 231 listings, with an average of 19 agreements per day.
- **Files on alleged administrative liability**: By the end of 2024, 158 files had been initiated for alleged liability, all related to disciplinary offenses.
- **Administrative liability procedures initiated:** The Investigation Department of the Internal Control Body reported that 191 administrative liability procedures were initiated during 2024, representing a 282.0% increase compared to the previous year.

Administrative Liability Procedures Initiated, 2018–2023



Source: Internal Control Body, 2025.

- **Administrative procedures by type of responsibility**: In the same year, 191 Administrative Liability Procedures were initiated against municipal public servants.

The following table shows the types of sanctions issued.

Public Servants Subject to Administrative Procedures, 2024

Department	Number	Percentage
Coordination of District Offices	3	1.6
Chief of Staff's Office	2	1.0
Coordination of Decentralized Institutes	2	1.0
Office of the Mayor	2	1.0
Internal Control Body	2	1.0
Other Departments	5	2.6
Ministry of the City Council	6	3.1
Ministry of Culture	3	1.6
Ministry of Human and Social Development	8	4.2
Ministry of Sustainable Development	3	1.6
Ministry of Finance	13	6.8
Ministry of Government	9	4.7
Ministry for Women's Affairs	2	1.0
Ministry of Mobility	4	2.1
Ministry of Public Works	8	4.2
Ministry of Public Security	62	32.5
Ministry of Public Services	43	22.5
Ministry of Administration	10	5.2
DIF System	4	2.1
Total	**191**	**100.0**

Source: Internal Control Body, 2025.

- **Sanctions and Resolutions**: A total of 210 resolutions were issued for public servants, 52.9% of which corresponded to reprimand sanctions. Among the imposed measures, 19 disqualifications were recorded.

210 Sanctions Issued, 2024

Number	Type of Sanction
111	No Sanction Issued
68	Reprimand
19	No Liability Found
6	Disqualification
3	Dismissal of Case
3	Suspension

Source: Own elaboration based on information from the Internal Control Body, 2025.

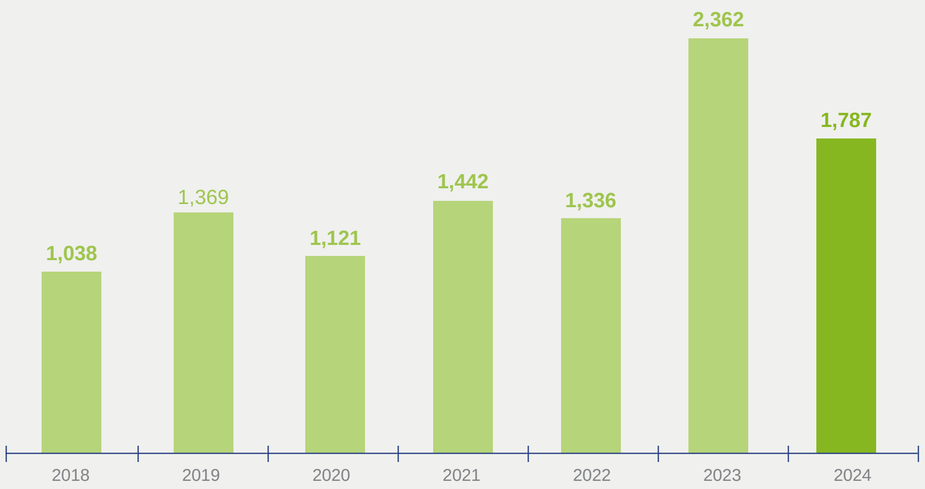
Transparency and Access to Public Information Unit

This entity is responsible for managing requests directed to government departments, notifying citizens, and responding to appeals submitted to the State Commission for Transparency and Access to Public Information of the State of Querétaro. In 2024, 24.3% fewer requests were recorded compared to the previous year.

The National Government Information Platform (INFOMEX) receives citizen requests and issues a unique tracking number for follow-up. The information must be delivered within a maximum of 20 business days.

The department that received the highest number of information requests from citizens was the Ministry of Sustainable Development, with 671 requests, followed by the Ministry of Government Affairs, which handled 415 requests. The following table provides a breakdown of the requests received.

Requests Received by the Municipal Transparency and Access to Public Information Unit (2018–2023)

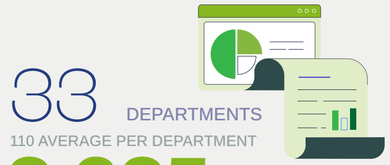


Source: Transparency and Access to Public Information Unit, 2024.

Requests for Information by Department, 2024

Departments	Number	Percentage
Legal Counsel's Office	31	0.9
Delegation Coordination	56	1.5
Office of the Chief of Staff to the Mayor	44	1.2
Ministry of Sustainable Development	671	18.5
Chief of Staff	37	1.0
Cabinet Coordination	49	1.3
Private Secretary's Office	43	1.2
Municipal Presidency Office Coordination	61	1.7
Internal Control Office	111	3.1
Ministry of Administration	379	10.4
Ministry of City Council Affairs	187	5.1
Ministry of Citizen Services	36	1.0
Ministry of Planning and Citizen Participation	36	1.0
Ministry of Sports	32	0.9
Ministry of Innovation and Technology	28	0.8
Ministry of Social Communication	29	0.8
Ministry of Delegation Management	44	1.2
Ministry of Culture	64	1.8
Ministry of Social Development	33	0.9
Ministry of Urban Development	120	3.3
Ministry of Economic Development	39	1.1
Ministry of Environment	30	0.8
Ministry of Animal Welfare	27	0.7
Historic Center Superintendent's Office	25	0.7
Ministry of Finance	211	5.8
Ministry of Women's Affairs	65	1.8
Ministry of Mobility	123	3.4
Ministry of Public Works	167	4.6
Ministry of Municipal Public Security	138	3.8
Ministry of Human and Social Development	75	2.1
Ministry of Municipal Public Services	170	4.7
Ministry of Tourism	59	1.6
Ministry of Government Affairs	415	11.4
Total	**3,635**	**100.0**

Source: Transparency and Access to Public Information Unit, 2025.
Note: The number of requests differs from the report of information requests received, as this record is by department, given that a single request may be forwarded to more than one department.



33 DEPARTMENTS
110 AVERAGE PER DEPARTMENT
3,635 INFORMATION REQUESTS

4 DEPARTMENTS WITH
MORE THAN 200 REQUESTS
1,676

7 DEPARTMENTS WITH
100 - 200 REQUESTS
1,016

22 DEPARTMENTS WITH
FEWER THAN 100 REQUESTS
943

STRATEGIC ALLIANCES

PRODENSA

STANDARD & POOR´S

INSTITUTO MEXICANO DE LA COMPETITIVIDAD A.C.

KPMG

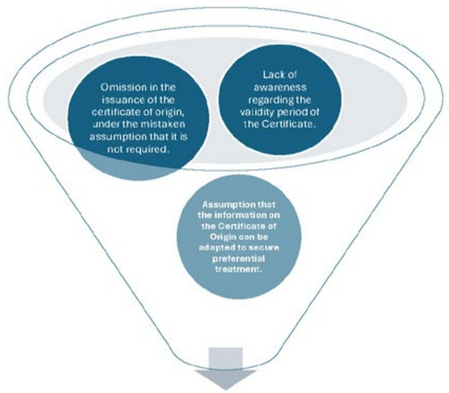
PRODENSA

Shielding Origin through Operations: The Key Lies in Compliance with Facilitation Programs

In an increasingly interconnected and highly regulated trade environment, closely monitored in both Mexico and the United States, full compliance with facilitation programs such as IMMEX and the VAT Certification (CIVA for its acronym in Spanish) has become a cornerstone for safeguarding the operations of companies that temporarily import inputs or components.

Compliance with these programs should not be understood merely as a legal requirement to maintain tax benefits or avoid penalties. It goes far beyond that: it represents a solid foundation to ensure the traceability, integrity, and consistency of the data supporting the origin of goods, a key element to access preferential tariff treatment under Free Trade Agreements such as the USMCA, among others.

Based on our experience advising companies across multiple sectors, we have identified a series of recurring origin-related questions, which are outlined below:



Beyond the loss of duty benefits, authorities may construe such omissions as negligence or, in serious cases, as fraudulent acts under customs law.

With the goal of strengthening compliance and preventing potential contingencies, we are sharing a guide with key recommended actions:

Compliance is not merely a checklist, but a strategic pillar of competitiveness. Origin, far from being an isolated topic, must be understood as part of the broader compliance ecosystem, one that ensures not only preferential market access but also long-term operational sustainability.

To achieve this objective, indicators are used to measure different variables, among them:

- **Extended Labor gap**: Indicator that measures the share of the labor force facing open unemployment, hidden unemployment, or underemployment. It covers both the economically active population and those available but inactive, while also accounting for job quality, specifically individuals working fewer hours than they are able to.

Extended Labor Gap in Querétaro, 2022- 2024

Quarter	City	Extended Labor Gap
2022-Q1	Querétaro	0.485335076
2022-Q2		0.491159165
2022-Q3		0.462073779
2022-Q4		0.435049046
2023-Q1		0.442726106
2023-Q2		0.435103006
2023-Q3		0.431610645
2023-Q4		0.439711081
2024-Q1		0.437005627
2024-Q2		0.428103435
2024-Q3		0.417819766

Source: Prodensa, 2025

PRODENSA

- **Future Talent.** Measures the number of people by age who will be part of the working-age population in 10 years, it is estimated based on the birth and death rates of the population.

Future talent 2035

City	Age	Talents
Querétaro	13	1,414
	14	2,676
	15	4,504
	16	8,345
	17	12,344
	18	16,458
	19	23,366
	20	25,826
	21	22,944
	22	32,056
	23	30,245
Total		**180,178**

Source: Prodensa, 2025

- **Economic Diversity** measures the breadth and balance with which a state distributes its productive activity across different sectors. A higher value indicates a more diversified economy, less dependent on any single sector, and generally more resilient to economic shocks.

Economic Diversity

State	Economic Diversity
México City	346.17
State of México	344.00
Jalisco	340.17
Nuevo León	329.67
Guanajuato	318.00
Puebla	315.25
Querétaro	**291.58**
Baja California	289.42
Veracruz	287.33
Coahuila	284.08

Source: Prodensa, 2025

- **Turnover and Absenteeism.** This table presents a classification of labor indicators divided into two main categories: turnover and absenteeism. Within turnover, two types are distinguished: voluntary, when the employee decides to leave, and involuntary, when driven by the employer. For absenteeism, the distinction is also made between absences with valid justification (such as medical reasons or authorized leave) and those without formal justification.

Turnover and Absenteeism

Category	Sub-category	Value
Turnover	Voluntary	4.7%
	Involuntary	2.8%
Absenteeism	Justified	2.2%
	Unjustified	2.5%

Source: Prodensa, 2025

- The percentage increase in wages compared to the previous year.

Salary Increase

State	Category	% Salary Increase
Querétaro	Blue Collar	6.3%
Querétaro	White Collar	5.9%

Source: Prodensa, 2025

- **Salary Comparison.** Uses Querétaro (QRO) as the baseline with a value of 100. Other values indicate how wages compare to QRO: above 100 means higher salaries, while below 100 means lower salaries.

Salary Comparison

City	Salary Comparison
Querétaro	**100.0**
Torreón	96.46
Saltillo	101.42
Monterrey	103.6
Guanajuato	94.7

Source: Prodensa, 2025

https://www.prodensa.com/insights/usnxaandgender-equity

S&P Global

S&P Global
Ratings

Research

City of Querétaro

March 11, 2025

This report does not constitute a rating action.

Ratings Score Snapshot

Institutional framework	Individual credit profile	Issuer credit rating
Extremely predictable and supportive Very predictable and well-balanced Evolving but balanced Evolving but unbalanced **Volatile and unbalanced** Very volatile and underfunded	Economy Financial management Budgetary performance Liquidity Debt burden 1 Strongest 2 3 4 5 6 Weakest	**BBB/Stable/--** National scale rating **mxAAA/Stable/--**

Credit Highlights

Overview

Credit context and assumptions	Base-case expectations
Prosperous socioeconomic indicators although affected by limited economic growth prospects, as is the case for the sovereign.	Very strong expected budgetary results will allow for the execution of smaller infrastructure projects financed with both municipal revenue and ample cash reserves.
A long history of very prudent fiscal policies and very sophisticated financial policies.	Stronger budgetary flexibility than its peers given its large own-source revenue collection and high execution of capital expenditure.
A volatile and unbalanced institutional framework for Mexican municipalities, with limited capacity to oppose decisions from higher tiers of government.	No outstanding debt and no expected new borrowings, as cash reserves are sufficient to finance capex.

Strong fundamentals allow the City of Querétaro to be rated at the level of the sovereign, Mexico (foreign currency: BBB/Stable/A-2). The city's resilient economy, sophisticated financial management, and political stability are key credit strengths that support our 'BBB' global scale issuer credit rating. Furthermore, the City of Querétaro is one of the few local and regional governments (LRGs) in Mexico that is assigned the highest national scale rating, 'mxAAA'. The others are the State of Querétaro (global scale: BBB/Stable/--; national scale: mxAAA/Stable/--) and the State of Guanajuato (global scale: BBB/Stable/--; national scale: mxAAA/Stable/--).

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We expect the City of Querétaro to maintain its very prudent financial policies throughout this administration. Querétaro has a long track record of sound budgetary policies thanks to its sophisticated financial management, which was maintained during the change in administration last year. This should allow the city to navigate potential negative external shocks in the coming years.

The city will continue to post strong financial results and maintain ample cash reserves. The administration plans to execute relatively smaller projects following the conclusion of an ambitious infrastructure plan over the past few years. The city currently has no outstanding debt. We expect it to continue to consistently post high operating surpluses and carry out infrastructure projects using its accumulated cash reserves, without resorting to new borrowings.

Outlook

The stable outlook on the global scale ratings mirrors the outlook on the sovereign credit rating. In our opinion, the weak institutional framework for Mexican LRGs prevents those entities from being rated above the sovereign.

On the other hand, the stable outlook on the national scale rating on the City of Querétaro reflects our opinion that its budgetary performance will remain solid over the next 12-24 months, with stronger budgetary flexibility than its local peers given its higher share of own-source revenue.

Downside scenario

We could downgrade the City of Querétaro over the next 12-24 months if we were to lower the sovereign credit ratings or if substantial, unexpected economic deterioration were to erode the city's fiscal results and liquidity, potentially limiting its budgetary flexibility.

Upside scenario

We would raise the global scale rating in the next 12-24 months only if we were to upgrade the sovereign.

Rationale

A history of sophisticated financial management has translated into prosperous socioeconomic indicators and sound public finances, which should work as buffers for potential external shocks

Querétaro has a long track record of prudent fiscal policies and sophisticated technical teams, which should allow for the continuation of strong financial policies in the coming years. Mayor Felipe Fernando Macías won the municipal elections in June 2024, and political party PAN has remained in office. Despite a favorable result in the election, a more divided local congress could lead to more difficulties in passing and implementing legislation.

However, we believe different financial administrations have worked on comprehensive tools and mechanisms to continuously monitor revenue and expenditure balances, increase the city's own-source revenue, and execute infrastructure projects without resorting to debt. Furthermore, the current technical team is aware of emerging cyber risk, and it has established procedures to identify and respond to such incidents.

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Querétaro's diversified and prosperous economy has translated into better social indicators than local peers. The city has a history of development in a wide array of sectors, which has also attracted workers and led to a rapid increase in its population. The city's per capita GDP--estimated at $20,200 in 2023--is much better than the national average ($13,500) while a poverty level of 24% in 2020 (last available data) is also lower than the country's average of 44%.

We believe that more uncertainty in trade policies between Mexico and the U.S. could somewhat slow investment and economic growth in the city, since investors might take a wait-and-see approach to new developments. Having said that, the city's competitive economy will continue to benefit from good infrastructure, better security prospects than Mexican peers, skilled workers, and political stability.

Querétaro operates under a volatile and unbalanced institutional framework for Mexican municipalities. This framework reflects the entities' limited capacity to oppose decisions from higher tiers of government, the relatively short time frame for financial planning, and the low level of institutionalization of financial management decisions and budgeting practices.

Strong own-source revenue and ample cash reserves will allow the city to execute smaller infrastructure works without resorting to new borrowing

We expect that Querétaro will maintain very strong fiscal performance, with strong operating surpluses of about 25% of revenue over the next three years, thanks to its capacity to consistently increase its own-source revenue. Different financial administrations have elaborated their plans to make tax collection more efficient, such as by doing regular cadastral value updates, recovering overdue taxes, and digitalization. The administration recently approved a cadastral value update, which will translate into higher tax collection from the city's main revenue sources. Moreover, the finance team constantly monitors its budget execution, especially to detect any potential pressures.

Consistent efforts to boost tax collection have increased the city's share of own-source revenue to 62% from 50% a decade ago, which gives it more fiscal flexibility than most Mexican LRGs. For rated municipalities, the average share of own-source revenue is approximately 35%, while for states it's barely 10%. For the City of Querétaro, all of this should offset increasing pressure from the provision of basic services, such as garbage collection and other urban needs.

We expect that the city will keep using its available resources to maintain a high level of capital expenditure (capex), at close to Mexican peso (MXN) 2 billion annually over the next three years, or about 26% of total spending. Following years of very high capex execution, we expect the administration to focus on maintenance of public spaces and basic infrastructure, rather than embark on big construction projects. As a result, the city will post low deficits after capex in 2026-2027.

Although pension payments are relatively low (3.2% of operating revenue in 2024) and do not pose a significant burden to the city's budgetary performance, the absence of a formal pension system could pose a long-term risk.

Queretaro's very high cash reserves have given it ample room to maneuver during severe economic shocks. We think the city will maintain a high level of cash; it had approximately MXN1.4 billion in 2024, or 18% of operating revenue. The administration plans to use these reserves for capex while also maintaining a strong liquidity position as a cushion ahead of potential shocks. Querétaro has no debt outstanding, and given the availability of cash reserves, it will be able to execute its smaller capex projects without new borrowing over the next three years.

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City of Queretaro Selected Indicators

Mil. MXN	2022	2023	2024	2025bc	2026bc	2027bc
Operating revenue	7,009	7,617	7,715	8,082	8,550	8,903
Operating expenditure	4,930	5,215	5,200	6,022	6,406	6,603
Operating balance	2,079	2,402	2,514	2,060	2,145	2,301
Operating balance (% of operating revenue)	29.7	31.5	32.6	25.5	25.1	25.8
Capital revenue	16	36	58	30	30	30
Capital expenditure	1,752	2,765	2,607	2,000	2,250	2,500
Balance after capital accounts	343	(327)	(35)	90	(75)	(169)
Balance after capital accounts (% of total revenue)	4.9	(4.3)	(0.5)	1.1	(0.9)	(1.9)
Debt repaid	0	0	--	0	0	0
Gross borrowings	0	0	--	0	0	0
Balance after borrowings	343	(327)	(35)	90	(75)	(169)
Direct debt (outstanding at year-end)	0	0	0	0	0	0
Direct debt (% of operating revenue)	0.0	0.0	0.0	0.0	0.0	0.0
Tax-supported debt (outstanding at year-end)	0	0	0	0	0	0
Tax-supported debt (% of consolidated operating revenue)	0.0	0.0	0.0	0.0	0.0	0.0
Interest (% of operating revenue)	0.0	0.0	0.0	0.0	0.0	0.0
Local GDP per capita ($)	18,278.6	22,205.3	--	--	--	--
National GDP per capita ($)	11,113.3	13,467.3	13,697.6	13,084.7	13,340.6	13,708.7

The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario. MXN--Mexican peso. $--U.S. dollar.

Rating Component Scores

Key rating factors	Scores
Institutional framework	5
Economy	4
Financial management	3
Budgetary performance	1
Liquidity	1
Debt burden	1
Stand-alone credit profile	bbb+
Issuer credit rating	BBB
National scale issuer credit rating	mxAAA

S&P Global Ratings bases its ratings on non-U.S. local and regional governments (LRGs) on the six main rating factors in this table. In the "Methodology For Rating Local And Regional Governments Outside Of The U.S.," published on July 15, 2019, we explain the steps we follow to derive the global scale foreign currency rating on each LRG. The institutional framework

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Rating Component Scores

Key rating factors	Scores
is assessed on a six-point scale: 1 is the strongest and 6 the weakest score. Our assessments of economy, financial management, budgetary performance, liquidity, and debt burden are on a five-point scale, with 1 being the strongest score and 5 the weakest.	

Key Sovereign Statistics

- Mexico 'BBB' Foreign Currency And 'BBB+' Local Currency Long-Term Ratings Affirmed; Outlook Remains Stable, Dec. 13, 2024

Related Criteria

- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Oct. 10, 2021
- Criteria | Governments | International Public Finance: Methodology For Rating Local And Regional Governments Outside Of The U.S., July 15, 2019
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- General Criteria: Ratings Above The Sovereign--Corporate And Government Ratings: Methodology And Assumptions, Nov. 19, 2013
- General Criteria: Principles Of Credit Ratings, Feb. 16, 2011

Related Research

- Some Mexican States Could Be Vulnerable To A Potential Tariff On U.S. Exports, Feb. 27, 2025
- Low Infrastructure Spending Despite Generally Balanced Fiscal Results And Low Debt Levels Among Mexican Municipalities, July 15, 2024
- City of Queretaro, Feb. 20, 2024

Ratings Detail (as of March 10, 2025)*		
Queretaro (City of)		
Issuer Credit Rating		BBB/Stable/--
CaVal (Mexico) National Scale		mxAAA/Stable/--
Issuer Credit Ratings History		
07-Jul-2022		BBB/Stable/--
27-Mar-2020		BBB/Negative/--
15-Mar-2016		BBB/Stable/--
15-Feb-2022	*CaVal (Mexico) National Scale*	mxAAA/Stable/--
16-Mar-2016		mxAA+/Stable/--
18-Mar-2015		mxAA+/Positive/--

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Ratings Detail (as of March 10, 2025)*
*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings credit ratings on the global scale are comparable across countries. S&P Global Ratings credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

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City of Querétaro

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IMCO

ÍNDICE DE COMPETITIVIDAD **URBANA 2024**

Querétaro

Querétaro ocupa la **posición 6 de 20 ciudades** de más de un millón de habitantes en el Índice de Competitividad Urbana (ICU) 2024 del Instituto Mexicano para la Competitividad (IMCO).

Ranking general:
6

Nivel de competitividad:
Media alta

Oportunidades estratégicas

¿Cómo puede mejorar Querétaro su capacidad para generar, atraer y retener inversiones y talento?

La zona metropolitana de Querétaro se encuentra entre las más competitivas del país: tiene una economía diversificada y dinámica, presencia de empresas grandes, altos niveles de productividad, existencia de centros de investigación e ingresos públicos altos. No obstante, tiene importantes áreas de mejora en indicadores como: alto robo de vehículos (7.2 por cada mil registrados), pocas viviendas nuevas dentro de los dos perímetros de contención (3.8% de las viviendas nuevas), pocas camas de hospital (6 por cada 10 mil habitantes), además de los rezagos señalados en el subíndice de Sociedad y Medio Ambiente. Estos resultados limitan su capacidad de brindar mejores condiciones de vida para sus habitantes y, por lo tanto, para atraer y retener el talento que necesita. Por ello es importante fortalecer la seguridad, ampliar la infraestructura hospitalaria, promover la disponibilidad de viviendas en zonas urbanas y diseñar acciones para mejorar la gestión del agua.

Principales fortalezas

Sistema Político y Gobiernos - La ciudad de Querétaro fue el primer lugar en este subíndice. Destaca por tener la menor percepción de corrupción gubernamental, con un 68.4% de la población adulta que considera que las prácticas corruptas son frecuentes. Asimismo, es el cuarto municipio con más ingresos propios como porcentaje del total de sus recursos (61.7% del total).

Innovación y Economía – Querétaro se posicionó como la segunda localidad mejor evaluada en este subíndice. Sus ventajas son el tamaño del mercado inmobiliario (55.7 créditos por cada mil adultos) y la diversificación económica (812 sectores presentes).

Derecho: La ciudad de Querétaro se ubicó en el 7° lugar en el subíndice de Derecho. Es la localidad con menos agresiones a periodistas (0) y una percepción de seguridad relativamente alta (49% de los encuestados se sienten seguros en la ciudad). No obstante, es de los peor evaluados en robo de vehículos (7.2 por cada mil registrados).

Infraestructura: Obtuvo la posición 7 en este subíndice. Sus mejores indicadores fueron hogares con computadora e internet (46.2% de los hogares) y el costo de electricidad ($1,027 por megawatt-hora). No obstante, mostró rezagos en camas de hospital (6 por cada 10 mil habitantes) y un bajo nivel en nuevas viviendas intraurbanas (3.8% de las viviendas nuevas).

Principales desafíos

Mercado de Trabajo – La localidad se posicionó en el lugar 8 de este subíndice. Si bien destaca en el indicador de empresas con más de 50 empleados (2.5% de las empresas en el municipio), su peor desempeño fue en el indicador de jornadas laborales mayores a 48 horas a la semana, con 27.5% de la población ocupada que trabaja más que eso.

Sociedad y Medio Ambiente – Querétaro se ubicó en la posición 13 de este subíndice. Los indicadores más bajos fueron el personal de salud (34.8 por cada 10 mil habitantes) y capacidad de tratamiento de agua en operación (1 L/s por cada mil habitantes).

IMCO

INSTITUTO MEXICANO PARA LA COMPETITIVIDAD

Ciudades de más de un millón de habitantes (20 ciudades)

QUERÉTARO — POSICIÓN: 6

NIVEL DE COMPETITIVIDAD: MUY ALTA | ALTA | MEDIA ALTA | MEDIA BAJA | BAJA | MUY BAJA

DERECHO — Posición 7

Indicador	Cifra	Posición (de 66)	Desempeño
Robo de vehículos (Por cada mil vehículos registrados)	7.2	65	
Tasa de homicidios (Por cada 100 mil habitantes)	7.7	19	
Percepción de seguridad (Porcentaje de encuestados que reportan sentirse seguros)	49.0	17	
Agresiones a periodistas (Agresiones contra la prensa por millón de habitantes)	0.0	1	

MERCADO DE TRABAJO — Posición 8

Indicador	Cifra	Posición (de 66)	Desempeño
Brecha de ingresos por género (Diferencia absoluta entre el ingreso promedio de las mujeres y de los hombres)	13.6	24	
Salario mensual para trabajadores de tiempo completo (Pesos corrientes)	10,624	32	
Producto medio del trabajo (Pesos por hora trabajada)	370	10	
Jornadas laborales de más de 48 horas (Porcentaje de población ocupada que trabaja más de 48 horas)	27.5	43	
Empresas con más de 50 empleados (Porcentaje de empresas)	2.5	6	
Informalidad laboral (Porcentaje de la población ocupada que se encuentra en condiciones de informalidad laboral)	39.4	21	

SOCIEDAD Y MEDIO AMBIENTE — Posición 13

Indicador	Cifra	Posición (de 66)	Desempeño
Residuos sólidos (Kg diarios por habitante)	0.7	11	
Consumo de agua (Metros cúbicos per cápita)	63.7	18	
Capacidad de tratamiento de agua en operación (L/s por cada mil habitantes)	1.0	53	
Cobertura educativa (Porcentaje de la población menor a 15 años con cobertura)	74.1	34	
Grado de escolaridad (Años promedio de escolaridad en población de 25 años o más)	10.7	27	
Personal de salud (Por cada 10 mil habitantes)	34.8	53	

SISTEMA POLÍTICO Y GOBIERNOS — Posición 1

Indicador	Cifra	Posición (de 66)	Desempeño
Percepción de corrupción estatal en las zonas urbanas (Porcentaje de la población mayor de 18 años que considera que las prácticas corruptas son frecuentes y muy frecuentes)	68.4	1	
Ingresos propios (Porcentaje de los ingresos totales)	61.7	4	
Nuevas viviendas verticales (Porcentaje de las viviendas vigentes)	42.1	18	
Densidad poblacional (Personas por hectárea)	68.3	13	
Mortalidad infantil (Defunciones de menores de un año por cada mil nacidos vivos)	12.0	26	

RESULTADOS CIUDADES DE MÁS DE UN MILLÓN DE HABITANTES

QUERÉTARO — POSICIÓN: 6

NIVEL DE COMPETITIVIDAD: MUY ALTA | ALTA | MEDIA ALTA | MEDIA BAJA | BAJA | MUY BAJA

INNOVACIÓN Y ECONOMÍA — Posición 2

Indicador	Cifra	Posición (de 66)	Desempeño
Intensidad energética de la economía (KWh al año por cada millón de actividad económica)	5,433	16	
Tamaño del mercado hipotecario (Créditos por cada mil adultos)	55.7	2	
Crecimiento del PIB (Tasa de crecimiento real promedio de los últimos 3 años)	3.7	30	
Diversificación económica (Número de sectores económicos presentes)	812	5	
Ocupación hotelera (Porcentaje de la oferta total)	56.8	22	
Centros de investigación (Por cada 100 mil de la PEA)	2.6	11	
Patentes (Por cada 100 mil de la PEA)	1.7	19	

INFRAESTRUCTURA — Posición 7

Indicador	Cifra	Posición (de 66)	Desempeño
Camas de hospital (Camas censables por cada 10 mil habitantes)	6.0	56	
Agua surtida por pipas (Porcentaje de viviendas)	0.8	40	
Nuevas viviendas intraurbanas (Viviendas en U1 y U2 como porcentaje de las viviendas vigentes)	3.8	61	
Costo de electricidad (Pesos por megawatt-hora)	1,027	16	
Hogares con computadora e internet (Porcentaje de los hogares)	46.2	1	
Victimas en accidentes relacionados con transporte (Por cada 100 mil habitantes)	57.7	22	
Uso de servicios financieros (Número de tarjetas de débito y crédito por cada adulto)	2.2	38	

RESULTADOS CIUDADES DE MÁS DE UN MILLÓN DE HABITANTES

Introduction

Organizations are relocating parts of their value chain closer to their headquarters, suppliers, and customers to achieve more profitable and efficient operations.Advantages of Mexico

Advantages of Mexico

Mexico offers several benefits, such as competitive labor costs, a strategic geographical location, numerous trade and tax agreements with various countries worldwide, shorter transportation times to the U.S., and connection to Latin America.

Advantages of Queretaro

#6 *State ranking according to IMCO competitiveness index (2025), out of a total of 32 states*

#11 *State ranking according to the World Bank's ease of doing business index (2020), out of a total of 32 states*

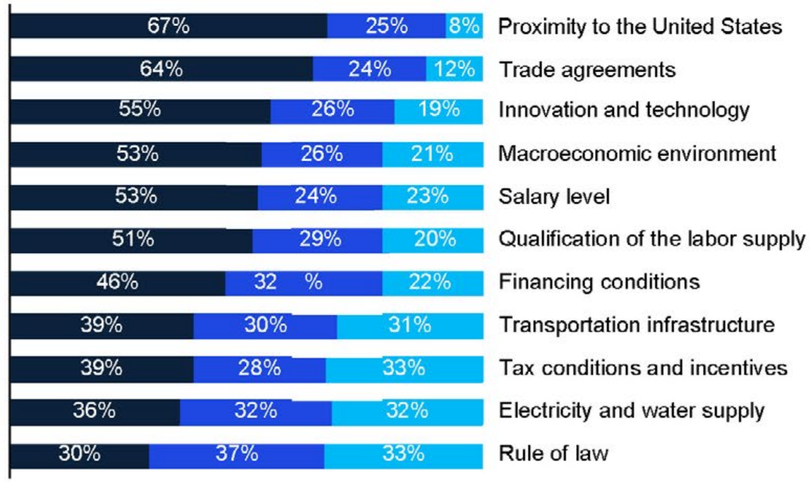
#11 *Ranking according to the best place to live in Mexico according to Livingcost.org (2025)*

91/100 High ***Municipal Infrastructure Index of the Federal Institute of Telecommunications (2022):*** Municipality of Queretaro in 191st place out of 2,478 Mexican municipalities

Foreign companies invest in Mexico, motivated by **nearshoring**, moving operations or part of their operations from their countries of origin or other countries. When choosing where to invest, they evaluate risks, infrastructure, available talent, cost competitiveness, and quality of life, among others:

Influence of different factors in the relocation process as a growth opportunity for Mexico

Distribution of responses by factor



Source(s): KPMG Analysis with information from El Economista, Banxico, Proyectos México, and the Ministry of Economy

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State Level of Queretaro

Foreign companies interested in establishing operations in Mexico often analyze and compare various indicators between states and regions. This page summarizes relevant information about the state of Queretaro.

Population and employment

2.6 M Inhabitants (2024)
Rank #20 of 32 states

1.2 M Economically active population (Q1, 2025)

Labor force participation rate :
▲ Queretaro 61.2% vs. Mexico 59.2%

Infrastructure and Costs

28 Industrial parks (2024)
5.5% of the total industrial parks in Mexico

3% Percentage of local payroll taxes (2024)
Ranges from 1% to 4% nationally

Macroeconomic Indicators

Gross Domestic Product (billions of USD, 2023)	$44.0
Value of exports (billions of USD, 2024)	$17.6
Foreign direct investment (billions of USD, 2024)	1.1

▲ *Rank #9 of 32 states in terms of annual growth compared to 2022 (Queretaro: 4.2%)*

▲ *Rank #12 of 32 states*

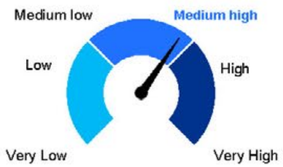
3% of total FDI in Mexico

Main economic activities
Share of total state income (2019)

34% Manufacturing industries
17% Retail trade
16% Wholesale trade

State Competitiveness Level

Competitiveness level (2025)
According to variables such as innovation, economy, infrastructure, labor market, Rule of Law, social welfare.



▲ *State ranking according to competitiveness index (2025)*

6 Out of a total of 32 states

Quality of Life

Amenities and Attractions

Number of amenities and attractions (2024)

Museums	54
Libraries	19
Cultural centers	63
Galleries	39

Servicios de salud

	Public	Private
Number of medical personnel	5,413 (2023)	1,939 (2023)
Number of beds	1,296 (2021)	883 (2023)
Number of establishments	309 (2020)	62 (2023)

Rank #16 out of 32 states in terms of number of private hospitals

Source(s): KPMG Analysis with information from INEGI, BBVA, AMPIP, IMCO, Ministry of Economy, Ministry of Culture, and Mexico ¿Cómo vamos?

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Municipality Level of Queretaro

Foreign companies interested in establishing operations in Mexico often analyze and compare various indicators between states and regions. This page summarizes relevant information about the municipality of Queretaro.

Talent Availability and Attraction

591,620 Economically active and employed population (Q1, 2025)

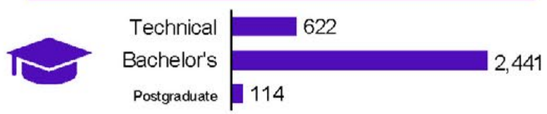
2.4% ▲ Vs. National average of 2.8%

Unemployment rate (Q1, 2025)

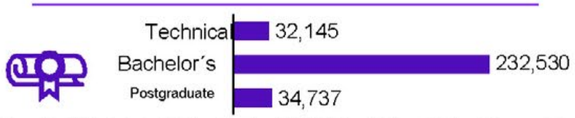
49 ▲ 8ª city with the highest number of universities in Mexico

Number of universities (2024)

Number of Graduates (2023-2024 Cycle)



Number of People by Educational Level (2024)



Risks and Threats for Businesses

Ease of Doing Business Index (2020)

77/100

State Ranking according to Ease of Doing Business Index (2020)

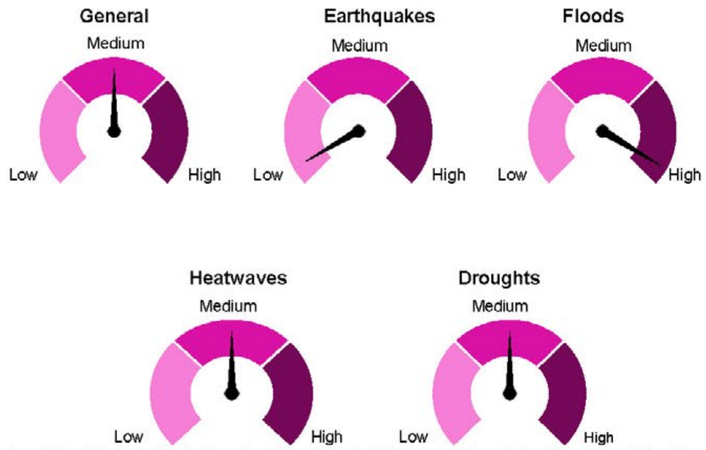
11 ▲

Out of a total of 32 localities

Construction Permit Management Index (2020)

75/100

Natural Disasters – Risk Levels (2022)



Accessibility and Infrastructure

Municipal Infrastructure Index (2022)

91/100 High

▲ #191 of the 2,478 Mexican municipalities with high classification

Municipal Digital Development Index (2022)

78/100 High

▲ #489 of the 2,478 Mexican municipalities with high or very high classification

Quality of Life

$1,122 Average monthly cost of living for one person, in USD (2025)

11º ▲ Ranking place for the best place to live in Mexico (2025)

Source(s): KPMG Analysis with information from INEGI, Ministry of Culture, Ministry of Economy, Doing Business, National Center for Disaster Prevention, Federal Institute of Telecommunications, National Association of Universities and Higher Education Institutions, and Living Cost.

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