

# QUERÉTARO MUNICIPAL ECONOMIC YEARBOOK



2022



 **Querétaro**  
La Ciudad que queremos



QUERÉTARO  
— MUNICIPIO —

# Municipal Economic Yearbook

Due to the Covid-19 pandemic, the city of Querétaro has gone through one of the most difficult periods in its recent history, and one of the most affected areas at the time was the economy. In this sense, if 2021 was the year in which the reactivation began, with the will of all the actors involved, from the private sector to the public, academic and social sectors, this 2022 was the year in which that effort demonstrated its scope and potential.

Faced with an uncertain economic context at the national and international level, the city of Querétaro has had sustained growth, with one of the highest levels of job creation, a continuous strengthening of the local economy with the creation and development of the micro, small and medium enterprises, and a constant flow of national and foreign investment.

This economic yearbook presents a detailed overview of said economic activity and its impact at the demographic and social level, thus becoming a source of information of the greatest relevance and utility for decision makers in the public, private and social sectors, for researchers and students, as well as for anyone interested in learning more about the socioeconomic characteristics of our municipality.

Therefore, we trust that this yearbook will be a significant contribution to understanding the reality we live in, the city we are, to continue building together the city we love and want so much.

Mayor of the Municipality of Querétaro





# CONTENTS



	GENERAL DEMOGRAPHIC INFORMATION	pg. 6
	PHYSICAL DESCRIPTION OF THE ENVIRONMENT	pg. 18
01	SAFE MUNICIPALITY	pg. 34
02	PROSPEROUS MUNICIPALITY	pg. 74
03	INCLUSIVE MUNICIPALITY	pg. 170
04	MUNICIPALITY WITH QUALITY OF LIFE AND FUTURE	pg. 226
05	OPEN GOVERNMENT AND RESULTS	pg. 260



# GENERAL DEMOGRAPHIC INFORMATION





## General demographic information

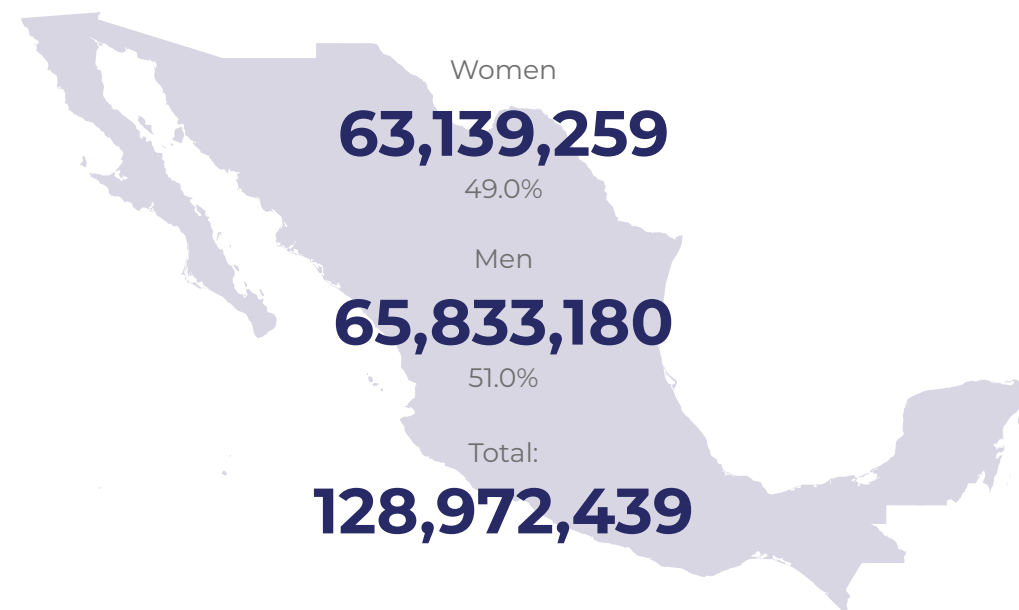
### BEHAVIOR OF THE POPULATION

The National Institute of Statistics and Geography (INEGI) provided information on the volume and composition of the population at the national, state and municipal levels of Querétaro based on projections from the National Population Council (CONAPO).

Knowing the population data provides essential elements for an adequate forecast of the needs and demands in terms of health, education, employment, housing, social security, and transportation, to name a few.

During 2021, the INEGI reported that based on the 2016-2050 Projections of the Population of Mexico and the Federative Entities issued by CONAPO, the total population at the national level was 128,912,439 people; of which 49.0% are women and 51.0% are men.

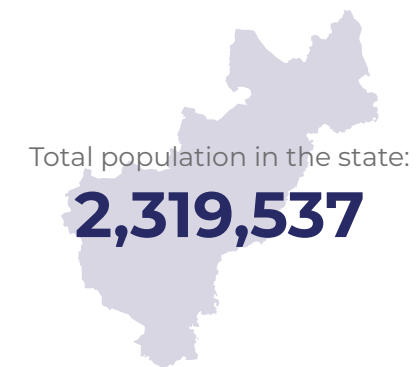
### TOTAL POPULATION AT THE NATIONAL LEVEL, 2021.



Source: CONAPO. Projections of the Population of Mexico and the Federal Entities 2016-2050. Projections published in January 2022.

According to the results of the 2021 Population and Housing Census, the INEGI reported that Mexico ranks 11th in population worldwide, and the average age in our country is 29 years. From 2010 to 2020, the population grew by 14.0 million people, with an annual growth rate in the last decade of 1.2%.

Querétaro has a population of 2,319,537 inhabitants, represented as follows by municipality:



MUNICIPAL POPULATION IN THE STATE OF QUERÉTARO, 2021.	
MUNICIPALITY	2021
Amealco de Bonfil	69,262
Arroyo Seco	15,014
Cadereyta de Montes	78,055
Colón	70,110
Corregidora	213,526
El Marqués	183,234
Ezequiel Montes	46,601
Huimilpan	42,916
Jalpan de Serra	30,075
Landa de Matamoros	20,500
Pedro Escobedo	77,600
Peñamiller	22,337
Pinal de Amoles	28,450
<b>Querétaro</b>	<b>992,423</b>
San Joaquín	10,475
San Juan del Río	306,881
Tequisquiapan	80,132
Tolimán	31,946
<b>TOTAL</b>	<b>2,319,537</b>

Source: CONAPO. Projections of the Population of Mexico and the Federal Entities 2016-2050. Published January 2022.



For the municipality of Querétaro, the total population during the year 2021 was projected by CONAPO with 992,423 people; with respect to the information from the 2020 Population and Housing Census, the growth rate was -5.5%.

**TOTAL POPULATION MUNICIPALITY OF QUERÉTARO, 2010-2021.**

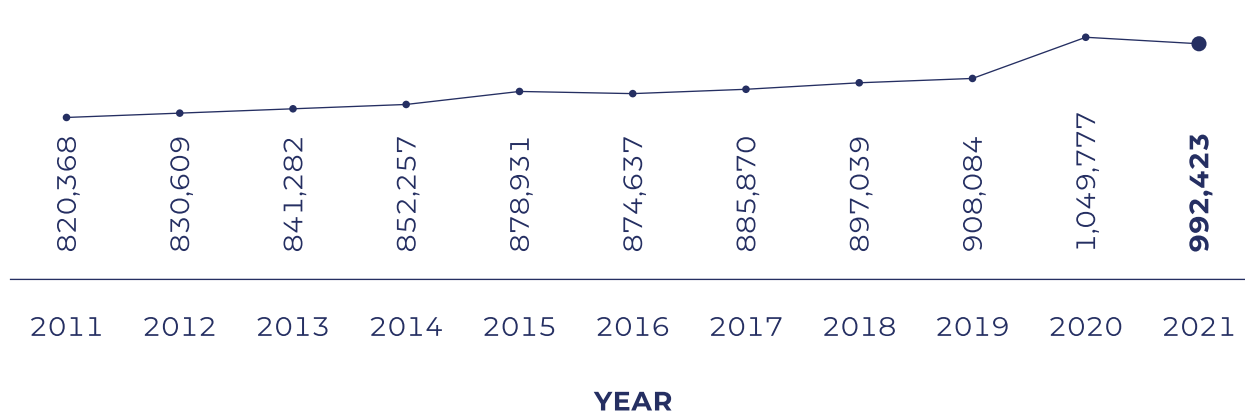
YEAR	MUNICIPALITY	ABSOLUTE GROWTH BETWEEN PERIODS	TCMA*
2011	820,368	18,428	2.3
2012	830,608	10,240	1.2
2013	841,282	10,674	1.3
2014	852,257	10,975	1.3
2015	878,931	26,674	1.9*
2016	874,637	-4,294	-0.50
2017	885,870	11,233	1.3
2018	897,039	11,169	1.3
2019	908,084	11,045	1.2
2020	1,049,777	141,693	2.8*
<b>2021</b>	<b>992,423</b>	<b>-57,354</b>	<b>-5.5</b>

**Source:** INEGI, Population and Housing Censuses 2010 and 2020, from 2011 to 2014 is based on CONAPO estimates, the year 2015 corresponds to the results of the INEGI Intersensal Survey; from 2016 to 2019 are based on CONAPO population projections (2010-2030, database) published in January 2021. CONAPO data. Projections of the Population of Mexico and the Federative Entities, 2016-2050. Published January 2022.

\*The Average Annual Growth Rate is based on the population of the immediately preceding period (except the 2020 rate which is a ten-year base and the 2015 rate which is a five-year basis).

Comparing the years 2011 and 2021, we can see that there was an increase of 172,055 people, that is, 20.9% more inhabitants than in 2011.

**TOTAL POPULATION MUNICIPALITY OF QUERÉTARO, 2010-2021.**

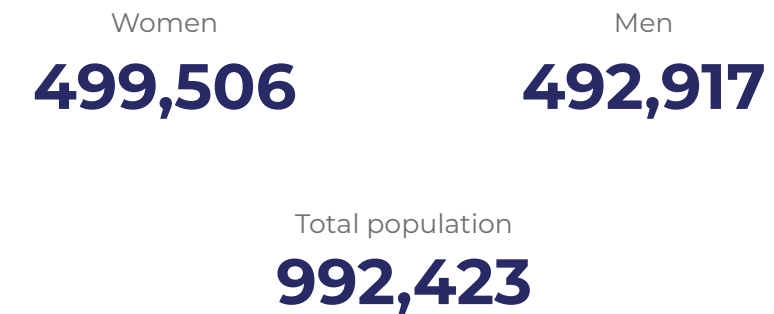


**Source:** INEGI, Population and Housing Censuses 2010 and 2020, from 2011 to 2014 is based on CONAPO estimates, the year 2015 corresponds to the results of the INEGI Intersensal Survey; from 2016 to 2019 are based on CONAPO population projections (2010-2030, database) published in January 2021. CONAPO data. Projections of the Population of Mexico and the Federative Entities, 2016-2050. Published January 2022.

# Demographic characteristics

## POPULATION BY AGE AND SEX

The structure of the municipal population is made up of 50.3% women and 49.7% men.



**Source:** INEGI, Population and Housing Census 2020. With information from the National Population Council (CONAPO), Projections of the Population of Mexico and the Federal Entities 2016-2050. Published January 2022.

The population distribution by age range goes from:

- 0 to 14 years at 23.0%
- 15 to 29 years at 26.7%
- 30 to 44 years represent 23.2%
- 45 to 64 years at 20.8%
- 6.3% for people aged 65 and over

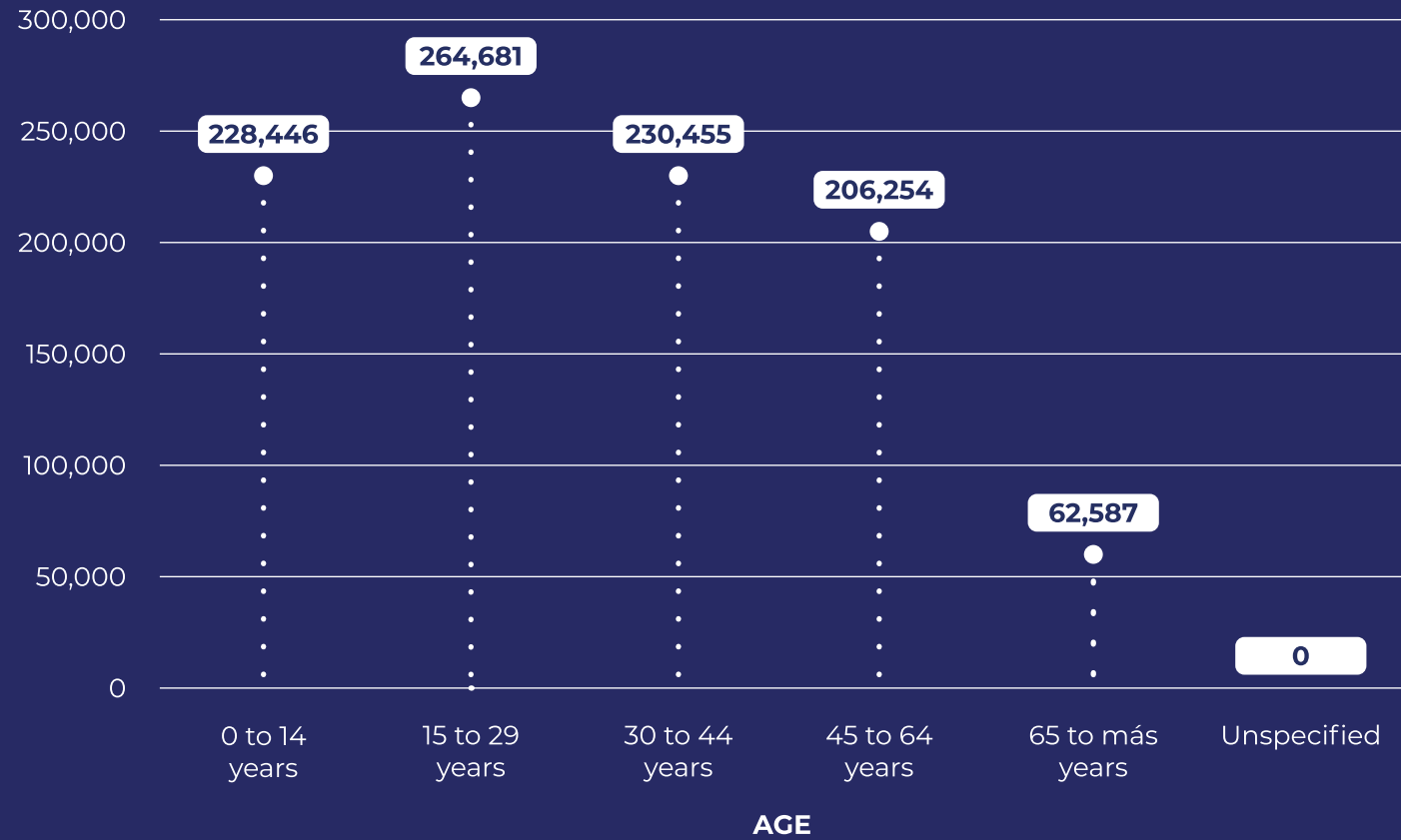
**TOTAL POPULATION BY AGE FOR THE MUNICIPALITY OF QUERÉTARO, 2021.**

AGE	POPULATION
0 to 14 years	228,446
15 to 29 years	264,681
30 to 44 years	230,455
45 a 64 años	206,254
65 years and older	62,587
Unspecified	NA
<b>TOTAL</b>	<b>992,423</b>

**Source:** INEGI, Population and Housing Census 2020. With information from the National Population Council (CONAPO), Projections of the Population of Mexico and the Federal Entities 2016-2050. Published January 2022.



TOTAL POPULATION BY AGE FOR THE MUNICIPALITY OF QUERÉTARO, 2021.



Total population:  
**992,423**

Source: INEGI, Population and Housing Census 2020. With information from the National Population Council (CONAPO). Projections of the Population of Mexico and the Federal Entities 2016-2050. Published January 2022.

According to information from CONAPO, the municipal dependency index was 41.4%, representing the labor force.

MUNICIPAL DEPENDENCY INDEX, 2010-2021.

YEAR	PERCENTAGE (%)
2011	47.5
2012	47.2
2013	46.9
2014	46.8
2015	44.8
2016	46.7
2017	46.7
2018	46.9
2019	47.0
2020	41.0
<b>2021</b>	<b>41.4</b>

Source: INEGI, Population and Housing Censuses 2010 and 2020. Data from 2011 to 2021 are based on CONAPO population projections, with the exception of 2015 which presents data from the 2015 Intercensal Survey. Data 2021, CONAPO. Projections of the Population of Mexico and the Federative Entities, 2016-2050. Published January 2022.



## BIRTH, MORBIDITY AND MORTALITY

Population phenomena refers to all those relevant events such as demographic growth, migration, birth rates, mortality and morbidity that affect a society and that in turn intervene in its socioeconomic development.

The Ministry of Health registered in the municipality of Querétaro during the year 2021 a birth rate of 9.6 births per thousand inhabitants, while the mortality rate for the same period was 7.0 deaths per thousand inhabitants.

It also reported that during the same year the morbidity rate (proportion of sick people in relation to the total population) was 128.7, the most frequent diseases being the following:

PATHOLOGIES REGISTERED IN THE MINISTRY OF HEALTH, 2021	
PATHOLOGY	CASES
COVID-19	11,958
Acute respiratory infections	10,567
Other diagnoses	2,144
Influenza	1,026
Intestinal infections by other organisms and ill-defined ones	895
Urinary tract infection	624
Ulcers, gastritis and duodenitis	346
Conjunctivitis	283
Motor Vehicle Transportation Accidents	177
Acute otitis media	104
Obesity	88
<b>TOTAL</b>	<b>28,212</b>

Source: Government of the State of Querétaro. Ministry of Health, 2022.

## OFFICE OF VITAL RECORDS

The Municipal Directorate of the Office of Vital Records has the function of documenting the data and facts that concern the civil status of citizens. Registry acts are carried out, certified copies, foreign certified copies, exhumation, construction, cremation of remains, proof of the non-existence of birth and marriage, notations, guardianship, stillbirth, and searches.

During the year 2021, 238,221 users were addressed and a total of 157,516 procedures were carried out. Among the most requested records 70% were certified copies, 18% were registration acts, 6.1% were foreign certified copies, and the remaining 5.5% corresponded to the rest of the descriptions.



CITIZENS ADDRESSED IN THE OFFICE OF VITAL RECORDS OF THE MUNICIPALITY, 2021.		
DESCRIPTION	NUMBER OF PROCEDURES	USERS
Registry Acts	28,685	109,390
Certified Copies <sup>1</sup>	110,637	110,637
Foreign Certified Copies	9,564	9,564
Exhumation	1,397	1,397
Construction	691	691
Cremation of Remains	1,175	1,175
Proof of Non-Existence of Birth	3,474	3,474
Proof of Non-Existence of Marriage	1,041	1,041
Annotations	621	621
Guardianship	6	6
Stillbirth	218	218
Searches	7	7
<b>TOTAL</b>	<b>157,516</b>	<b>238,221</b>

Source: Municipality of Querétaro. Municipal Directorate of the Civil Registry, 2022.

<sup>1</sup>Included at no cost for seniors and disabled adults.



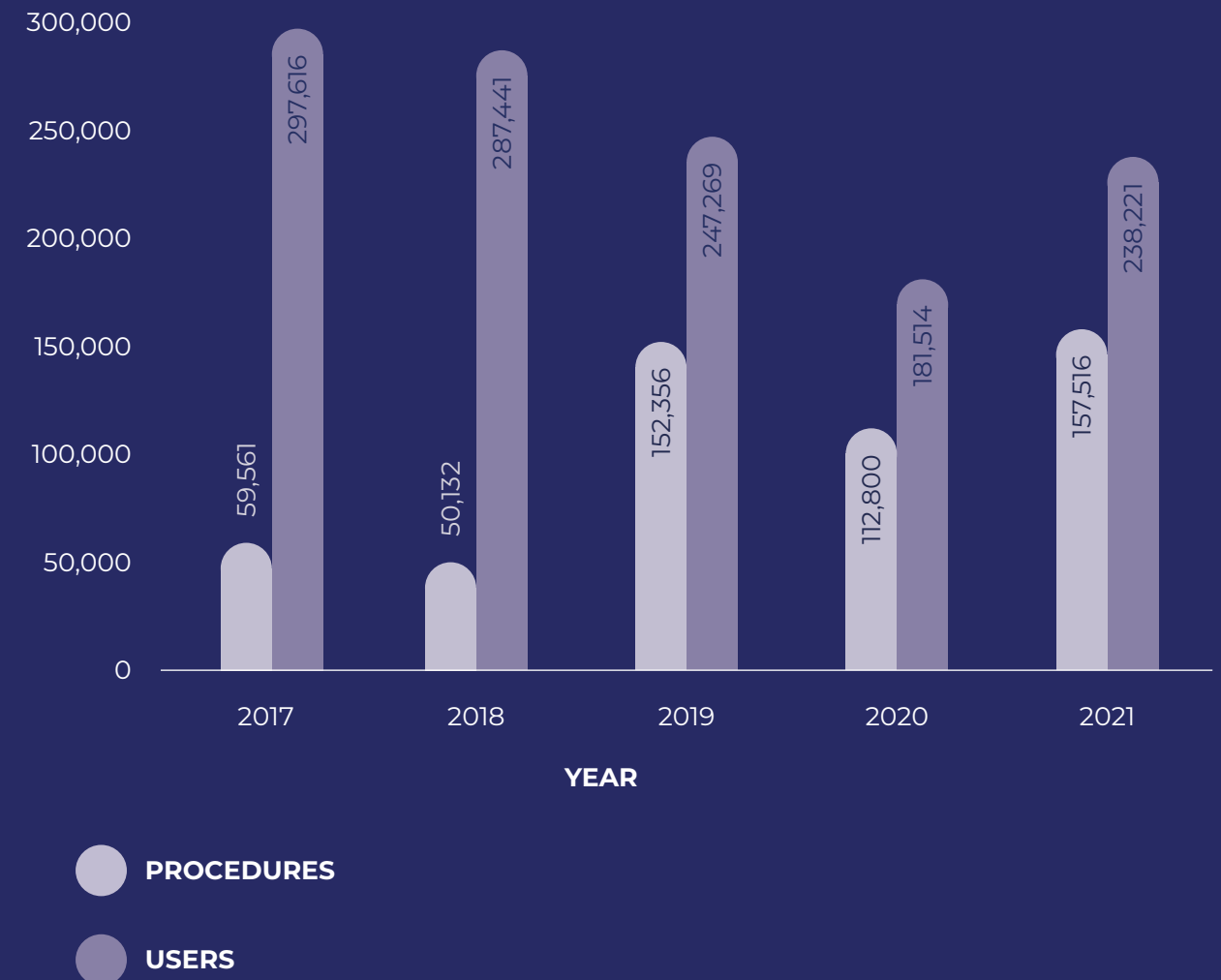
In 2021, the Municipal Directorate of the Office of Vital Records had 12 official offices, which were distributed as follows: 7 in the municipal districts, one at the Civic Center of Querétaro, one at the Hospital of Specialties for Children and Women, the Institute of Security and Social Services of State Workers (ISSSTE), the Mexican Institute of Social Security (IMSS) and at the San José de Querétaro Hospital.

**REGISTRATION ACTS BY DISTRICT AND HOSPITALS IN THE MUNICIPALITY, 2021.**

DISTRICTS	MARRIAGES	DIVORCES	DEATHS	BIRTHS	ADOPTIONS	RECOGNITIONS	REGISTRATION OF FOREIGN RECORDS	TOTAL
Centro Histórico	717	308	7,519	1,376	12	96	43	10,071
Epigmenio González Flores	556	169	92	2,081	2	56	14	2,970
Felipe Carrillo Puerto	574	190	100	1,634	2	43	11	2,554
Félix Osores Sotomayor	463	187	62	2,050	3	54	15	2,834
Josefa Vergara y Hernández	332	126	502	979	1	34	14	1,988
Santa Rosa Jáuregui	537	104	453	1,968	-	25	27	3,114
Villa Cayetano Rubio	176	120	262	387	-	14	16	975
<b>OTRAS</b>								
Oficialía Centro Cívico	10	28	71	652	2	11	12	786
<b>HOSPITALES</b>								
Hospital de Especialidades del Niño y la Mujer	-	-	87	1,658	1	2	-	1,748
IMSS	-	-	5	733	-	1	-	739
ISSSTE	-	-	3	201	-	-	-	204
Hospital San José de Querétaro	-	-	4	698	-	-	-	702
<b>TOTAL</b>	<b>3,365</b>	<b>1,232</b>	<b>9,160</b>	<b>14,417</b>	<b>23</b>	<b>336</b>	<b>152</b>	<b>28,685</b>

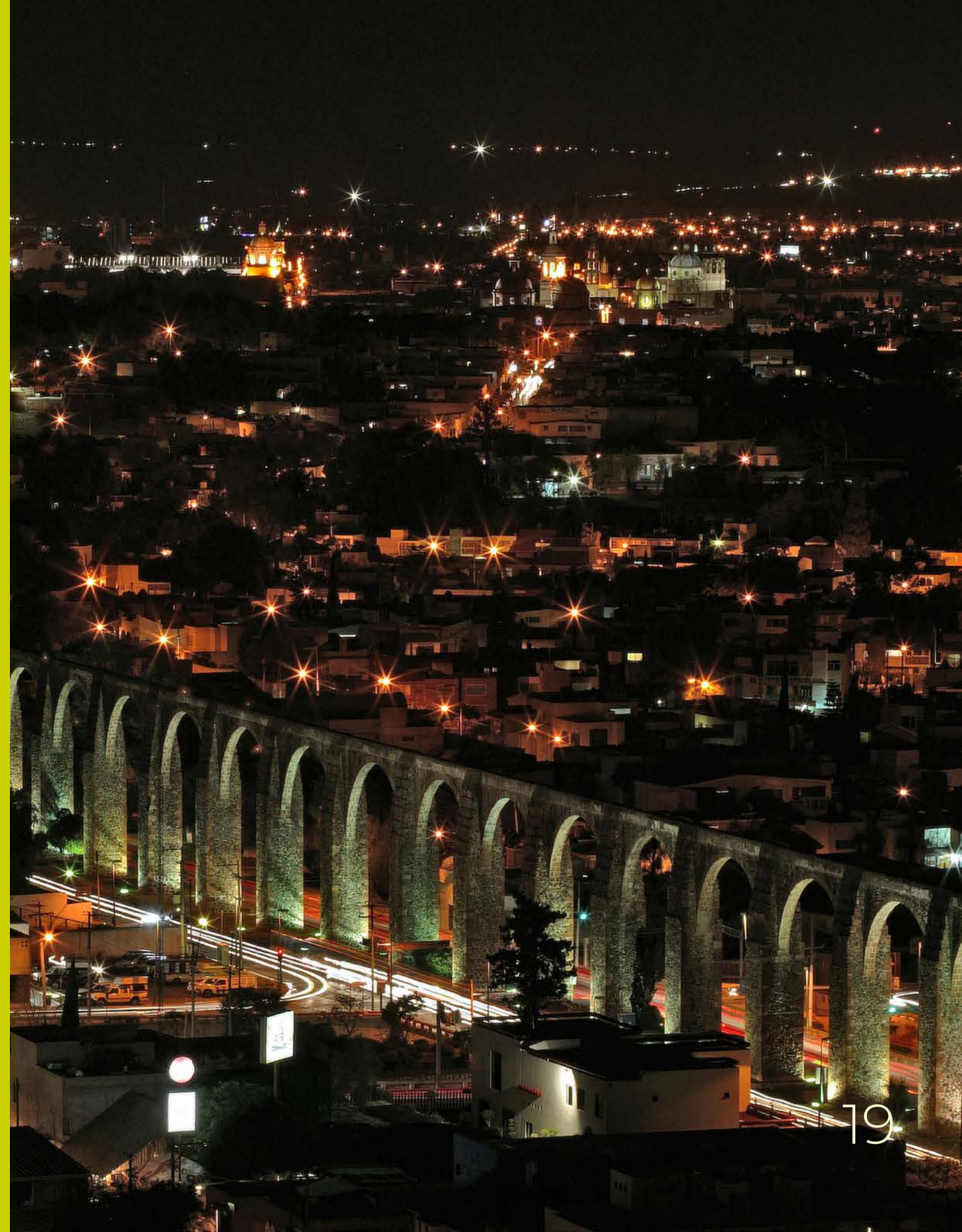
Source: Municipality of Querétaro. Municipal Directorate of the Civil Registry, 2022.

The following table reflects that in 2021 a total of 238,221 citizens were addressed. Looking back, we can see that by 2021 there was an increase of 164.5% compared to 2017; with a total of 954,445 people in the same five-year period.

**ADDRESSED CITIZENS AND NUMBER OF PROCEDURES IN THE CIVIL REGISTRY, 2017-2021.**


Source: Municipality of Querétaro. Municipal Directorate of the Civil Registry, 2022.

# PHYSICAL DESCRIPTION OF THE ENVIRONMENT





# Physical description of the environment

## LOCATION AND TERRITORIAL DIVISION

Mexico is made up of 32 states. One of them is the state of Querétaro, located in the center of the country in the Bajío Region, which has a territorial extension of 11,687.8 km<sup>2</sup>. The entity is divided into 18 municipalities and its capital is the municipality of Querétaro.

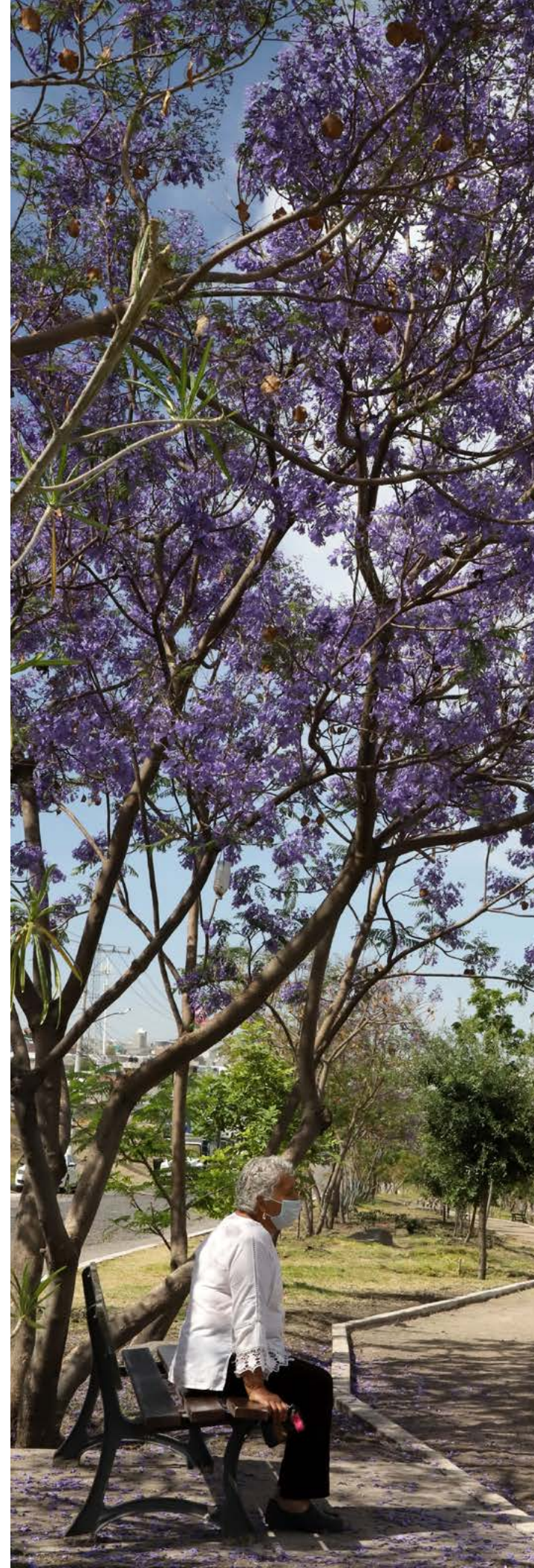
### MUNICIPALITIES OF THE STATE OF QUERÉTARO, 2021.

MUNICIPALITY	AREA (KM <sup>2</sup> )	PERCENTAGE (%)
Amealco de Bonfil	711.4	6.1
Arroyo Seco	731.2	6.3
Cadereyta de Montes	1,338.5	11.4
Colón	807.2	6.9
Corregidora	236.0	2.0
El Marqués	756.2	6.5
Ezequiel Montes	298.3	2.6
Huimilpan	388.4	3.3
Jalpan de Serra	1,185.1	10.1
Landa de Matamoros	696.8	6.0
Pedro Escobedo	322.9	2.8
Peñamiller	694.9	5.9
Pinal de Amoles	705.4	6.0
<b>Querétaro</b>	<b>690.0</b>	<b>5.9</b>
San Joaquín	275.9	2.4
San Juan del Río	796.7	6.8
Tequisquiapan	371.9	3.2
Tolimán	681.0	5.8
<b>TOTAL</b>	<b>11,687.8</b>	<b>100.0</b>

Source: National Institute of Statistics and Geography. INEGI, 2022.

Area (km<sup>2</sup>)  
State of Querétaro  
**11,687.8**

Area (km<sup>2</sup>)  
Querétaro municipality  
**690.0**



The municipality of Querétaro covers 5.9% of the total area of the entity and is made up of 7 districts:

### DISTRICTS OF THE MUNICIPALITY OF QUERÉTARO, 2021.

DISTRICT	AREA (KM <sup>2</sup> )	PERCENTAGE (%)
Centro Histórico	19.6	2.8
Epigmenio González Flores	66.5	9.6
Felipe Carrillo Puerto	146.0	21.2
Félix Osores Sotomayor	39.3	5.7
Josefa Vergara y Hernández	33.5	4.9
Santa Rosa Jáuregui	367.5	53.3
Villa Cayetano Rubio	17.4	2.5
<b>TOTAL</b>	<b>690.0</b>	<b>100.0</b>

Source: Municipality of Querétaro. Ministry of Sustainable Development, 2022.

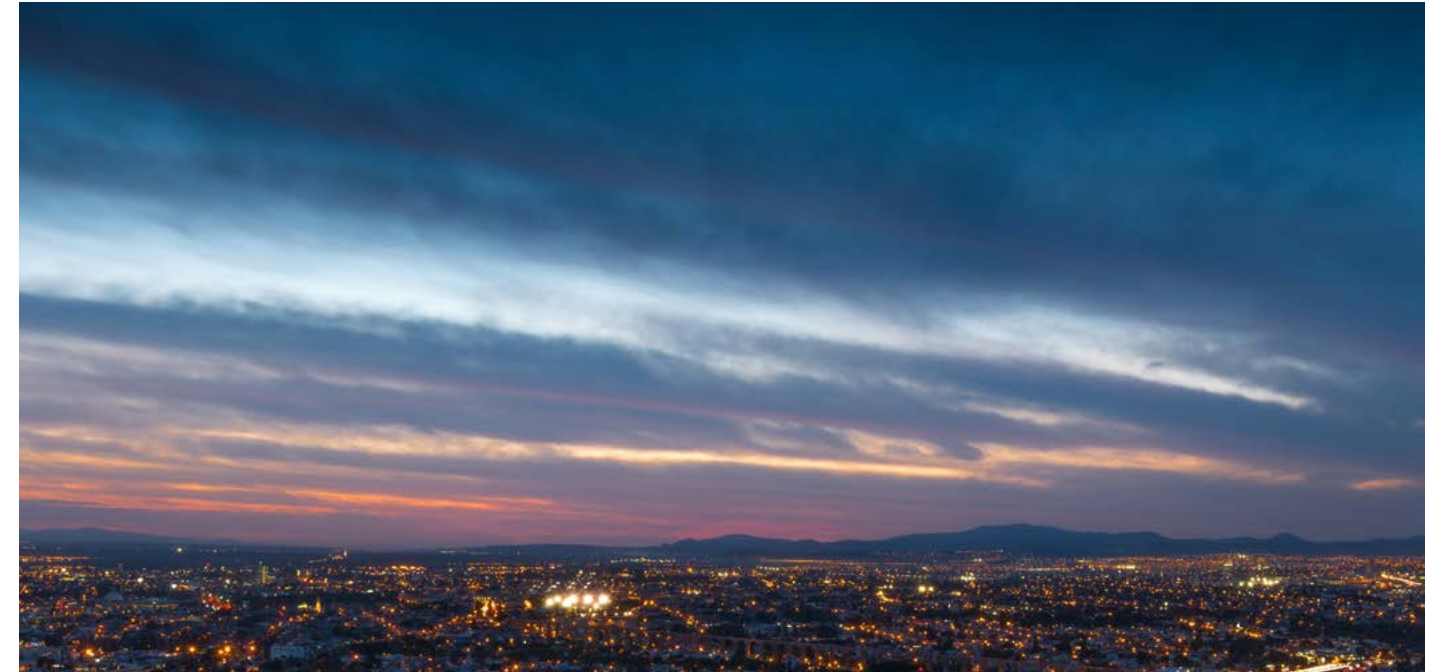


The municipality of Querétaro is located at the southwest of the state between parallels 20°30' and 20°55' north latitude and parallels 100°17' and 100°36' west longitude. Bordering with the Corregidora and Huimilpan municipalities to the south, with El Marqués to the east, and the state of Guanajuato shares its borders to the northwest of Querétaro.

### CLIMATE

The municipality of Querétaro has 3 types of climate

- **Semihumid Temperate C(wo).** Covering 38.8% of the territory and maintaining an average annual temperature of 17.8°C. Its most abundant rainfall is recorded in summer, particularly in the highest points to the north of the municipality.
- **Semidry-semi warm BS<sub>1</sub>hw(w).** It dominates the center of the city, the densest area of the urban sprawl. It presents rains in summer and registers an average annual temperature that ranges between 18.0°C and 22.0°C.
- **Semi-dry Temperate BS<sub>1</sub>kw(w).** Present at altitudes above 2,000 meters above sea level (masl), it covers 22.7% of the municipal territory. Its average annual temperature fluctuates between 16.0°C and 18.0°C and it rains in summer.



The following table shows the temperatures and precipitations each month of the year, as well as the averages during 2021:

CLIMATE INFORMATION OF THE MUNICIPALITY OF QUERÉTARO, 2021.				
MONTH	TEMPERATURE IN °C			PRECIPITATION <sup>1</sup>
	MAXIMUM	MINIMUM	MEDIUM	
January	24.7	9.7	17.2	10.5
February	26.9	9.5	18.2	0.0
March	30.1	12.6	21.4	0.0
April	30.5	15.2	22.9	7.0
May	15.8	30.3	23.1	89.3
June	15.6	27.1	21.4	115.1
July	27.2	15.9	21.6	67.0
August	27.7	15.8	21.8	143.1
September	26.4	15.4	20.9	223.9
October	26.2	14.5	20.4	95.1
November	25.5	9.6	17.6	1.1
December	25.4	9.4	17.4	1.1
<b>AVERAGE</b>	<b>25.2</b>	<b>15.4</b>	<b>20.3</b>	<b>62.8</b>

Source: National Water Commission (CONAGUA), 2022.

<sup>1</sup> Quantities expressed in millimetres.

Maximum temperature:  
**30.5 °C**

Annual average:  
**25.2 °C**



## OROGRAPHY

The municipality of Querétaro is made up of mountains, plains, and hilly regions, that appear as rounded hills with plains that extend from south to north, parallel to the Querétaro-San Luis Potosí highway. The altitude of the plains varies between 1,800 and 1,900 meters above sea level.

"PHYSIOGRAPHIC PROVINCES IN THE MUNICIPALITY OF QUERÉTARO, 2021.

PROVINCE	SUB-PROVINCE	SYSTEM OF TOPOGRAPHIC FORMS	MUNICIPAL SURFACE (%)
Mesa del Centro	Mountains and plains of the northern state of Guanajuato	Mountains	5.5
		Mountains with plains	53.0
Neovolcanic axis	Mountains and plains of the states of Querétaro and Hidalgo	Plain	9.2
		Mountains	8.9
		Mountains with hills	23.4

**Source:** Municipality of Querétaro. Ministry of Sustainable Development with information from the National Institute of Statistics and Geography (INEGI).

**Note:** Geographic data set of the Physiographic Chart 1:1,000,000.



The most important elevations are concentrated to the north of the municipal territory in the Santa Rosa Jáuregui and Felipe Carrillo Puerto districts. Santa Rosa Jáuregui houses the highest hills, including Cerro Grande with a height of 2,760 meters above sea level, and La Rochera and Pájaro Azul hills, both with 2,720 meters above sea level.

MAIN ELEVATIONS OF THE MUNICIPALITY OF QUERÉTARO, 2021.

ELEVATION	ALTITUDE (MSNM) <sup>1</sup>	DELEGATION
Ridge in the area of San Pablo	1,860	Centro Histórico
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	Félix Osores Sotomayor
Plot 97 of Ejido Jurica	1,925	
Cerro El Cimatarío	2,390	Josefa Vergara y Hernández
Cerro El Tángano	2,170	
Cerro Grande	2,760	Santa Rosa Jáuregui
Cerro La Rochera	2,720	
Cerro Pájaro Azul	2,720	
Cerro Támara	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	Villa Cayetano Rubio
El Campanario Ridge	1,985	

**Source:** Municipality of Querétaro. Institute of Ecology and Climate Change, 2022.

<sup>1</sup>Meters above sea level.

<sup>2</sup>The hill reaches 2,600 meters in the state of Guanajuato. The altitude shown constitutes the maximum range of that hill within the municipality of Querétaro.



## EDAPHOLOGY

The countryside is a resource base of great importance. Therefore, it is essential to study the soil and its physical and chemical attributes, as well as its limitations, composition, nature, and relationship with the environment.

In the municipality of Querétaro there are 5 types of soil with associations that belong to the physiological province of the Central Neovolcanic axis:

- 1. Kastanozem/calcium:** Posee una capa de más de 15 cm de espesor de color blanco en forma de polvo o caliche rico en cal. Sus suelos son de una subunidad de fertilidad moderada a alta. En esta misma clasificación se encuentran los chernozems.
- 2. Phaeozem and associations:** Son suelos porosos, oscuros y ricos en materia orgánica, utilizados intensivamente en la agricultura. Las sequías periódicas y la erosión eólica e hídrica son sus principales limitantes. Se utilizan para la producción de granos y hortalizas, se encuentran en climas templados y húmedos con vegetación natural.
- 3. Eutric Fluvisol:** Formados por sedimentos fluviales, se distinguen por sus materiales diferenciados por partículas mecánicas como arena, limo y arcilla o por presentar diferencias en el contenido orgánico en una profundidad menor a 25 cm desde la superficie.
- 4. Lithosol:** Son suelos muy delgados, de un espesor inferior a 25 cm. Antes de llegar a la capa pétreo pueden ser más profundos, con alto contenido de rocas o grava.
- 5. Vertisol :** Dependiendo del material parental y del clima, puede oscilar del gris o rojizo al negro que es más familiar. Tiene un alto contenido de minerales de arcilla expansiva que producen profundas grietas en las estaciones secas.

"SOIL TYPES IN THE MUNICIPALITY OF QUERÉTARO, 2021.		
SOIL UNIT	AREA IN HECTARES	MUNICIPAL AREA (%)
<b>Calcic kastanozem</b>	<b>1,947</b>	<b>2.8</b>
<b>Phaeozem and associations</b>	<b>6,354</b>	<b>9.2</b>
<i>Haplic phaeozem</i>	141	0.2
<i>Haplic phaeozem / Lithosol</i>	3,238	4.7
<i>Haplic Phaeozem / Pelic Vertisol</i>	459	0.7
<i>Luvic phaeozem</i>	2,073	3.0
<i>Feozem lúvico / litosol</i>	233	0.3
<i>Luvic phaeozem/lithosol</i>	210	0.3
<b>Eutric fluvisol</b>	<b>411</b>	<b>0.6</b>
<b>Lithosol and associations</b>	<b>12,908</b>	<b>18.7</b>
<i>Lithosol</i>	1,013	1.4
<i>Lithosol / vertic cambisol</i>	254	0.4
<i>Litosol / haplic phaeozem</i>	8,395	12.2
<i>Lithosol / eutric regosol</i>	270	0.4
<i>Lithosol / rendzine</i>	615	0.9
<i>Lithosol / pelic vertisol</i>	2,361	3.4
<b>Vertisol and associations</b>	<b>47,387</b>	<b>68.7</b>
<i>Pelic vertisol</i>	41,782	60.6
<i>Vertisol pelic / lithosol</i>	5,605	8.1
<b>TOTAL</b>	<b>69,007</b>	<b>100.0</b>

Source: Municipality of Querétaro. Institute of Ecology and Climate Change, 2022.





## HYDROGRAPHY

The hydrological region in the municipality is called "Lerma-Santiago" and is located within the Querétaro river basin, draining the waters of the southwest of the entity towards the Lerma river, to later pour its waters into the Pacific Ocean.

The "Pánuco" region drains the waters from the southwest and center towards the Moctezuma River and those from the north towards the Santa María River, finally reaching the Pánuco River and discharging its waters into the Gulf of Mexico.

The headwater of the Santa María River is in San Luis Potosí. It crosses through Guanajuato and Querétaro and returns to its native entity to take the name of Tampaón or Tamuín River. It further joins the Moctezuma River on the border with Veracruz, where it joins the Pánuco River.

The headwater of the The Moctezuma River is in the Zimapán dam where the waters of the San Juan River and the Tula River merge, coming from Querétaro and Hidalgo, respectively.

Zimapán, Constitución de 1917, San Idelfonso, Centenario, Santa Catarina, La Llave, Jalpan, Alfredo Vladimir Bonfil, El Capulín de Amealco, El Batán, and San Pedro Huimilpan water dams make up a good part of the Queretaro's hydraulic diagram.

The National Water Commission (CONAGUA) acknowledges 11 aquifers in the state, 2 of them located in the municipal capital:

- **Querétaro Valley Aquifer.** Located southwest of the state, occupying part of the municipalities of Querétaro, Corregidora, and El Marqués. It covers an area of 563 km<sup>2</sup>, has a concession volume of 129.41 mm<sup>3</sup>/year, a natural discharge of 4.0 mm<sup>3</sup>/year and a recharge of just 70.0 mm<sup>3</sup>/year. It presents a deficit of 63.72 mm<sup>3</sup>/year due to overexploitation.
- **Buenavista Valley Aquifer.** It occupies 319 km<sup>2</sup> to the west of the state, covering mainly the municipality of Querétaro. It borders to the north and west by the Guanajuato aquifers, to the south by the Valle de Querétaro, and to the east by the Amazcala aquifer. It has a natural discharge of 0.10 mm<sup>3</sup>/year, a recharge of 11.00 mm<sup>3</sup>/year and a volume of 22.61 mm<sup>3</sup>/year, which presents a deficit of 12.44 mm<sup>3</sup>/year.

**AQUIFERS IN THE MUNICIPALITY OF QUERÉTARO, 2021.**  
(MILLION CUBIC METERS PER YEAR).

AQUIFER	RECHARGE	NATURAL DISCHARGE	EXTRACTION VOLUME	DEFICIT
Querétaro Valley	70.0	4.0	129.4	-63.7
Buenavista Valley	11.0	0.1	22.6	-12.4

Source: National Water Commission (CONAGUA), 2022.

CONAGUA acknowledges 5 dams in the municipality of Querétaro, with a total infrastructure capable of storing 13.1 million cubic meters of water. The complete information is shown in the following table:

**MAIN STORAGE DAMS IN THE MUNICIPALITY OF QUERÉTARO, 2021.**

DISTRICT	DAM	TOTAL STORAGE CAPACITY <sup>1</sup>	USEFUL STORAGE CAPACITY <sup>1</sup>
Felipe Carrillo Puerto	Los Ángeles de Mompaní	0.7	0.7
	El Zapote	2.0	1.9
Santa Rosa Jáuregui	Santa Catarina	8.8	8.8
	La Tinaja de la Estancia	0.6	0.6
	El Cajón	1.0	0.6
<b>TOTAL</b>		<b>13.1</b>	<b>12.6</b>

Source: National Water Commission (CONAGUA), 2022.

<sup>1</sup>Millions of cubic meters.

The State Water Commission (CEA) has registered 11 waterfronts in municipal territory. Together they have a storage capacity of 3.01 million cubic meters. The breakdown of information is shown in the following table:

**MAIN WATER STORAGE BANKS IN THE MUNICIPALITY OF QUERÉTARO, 2021.**

DISTRICT	WATER BANK	STORAGE CAPACITY <sup>1</sup>
Epigmenio González Flores	El Refugio	0.37
	Benito Juárez	0.78
Felipe Carrillo Puerto	Los Jazmines	0.50
Félix Osores Sotomayor	El Nabo	0.24
	Argentina	0.23
	Tángano I	0.20
	Tángano II	0.16
Josefa Vergara Hernández	Ciudad de las Artes (Bordo 1)	0.15
	Bolaños	0.10
Villa Cayetano Rubio	Cuesta China I	0.08
	Cuesta China II	0.21
<b>TOTAL</b>		<b>3.01</b>

Source: State Water Commission (CEA), 2022.

<sup>1</sup>Millions of cubic meters.

## VEGETATION

The state of Querétaro has a vegetation area made up of 48.7% agricultural zones, 18.4% forests, 15.4% scrub, 7.7% jungles, 6.9% grasslands, and the remaining 2.9% by other types of vegetation, bodies of water, and urban areas.

The vegetation in the municipal territory is made up of oak forest, tropical dry forest, shrub lands, chrysanthemums scrub, subtropical scrub, induced grassland which is derived from excessive cattle feed, natural grassland, and aquatic and riparian vegetation.

Oak and coniferous forests predominate in the mountainous systems. The main usable species present are common pine (wood), Chinese pine (wood), pinyon pine (edible), dark oak (wood) and táscate (wood).

Shrub lands mainly occupy the semi-desert region, with a predominance of xeric scrub. The main usable species present are garambullo (edible), mesquite (forage), cactus (edible), chaparro prieto (forage) and izote (fibers).

The forests are found mainly in the Sierra Gorda region, with a predominance of the deciduous type. The main usable species present are ojite (fodder), chaca (medicinal) and tepehuaje (edible).

The grasslands are found throughout the state, predominating the induced type. The main species found, used as fodder, are the red grass, navajita velluda and navajita.

## FLORA

As a result of an inventory work in the metropolitan area of Querétaro, the National Commission for the Knowledge and Use of Biodiversity (CONABIO) registered around 400 representative species in '77 plant families' classification, including *Acanthaceae*, *Agavaceae*, *Asteraceae*, *Cactaceae*, *Compositae*, *Gramineae*, *Fabaceae*, *Poaceae* and *Solanaceae*.

The state of Querétaro has endemic species that require attention and conservation, such as the garambullo (*Myrtillocactus geometrizans*), pitayo (*Stenocereus dumortieri*), organ cactus (*Pachycereus marginatus*), mesquite (*Prosopis laevigata*), xixote stick (*Bursera fagaroides*), white stick (*Celtis caudata*), tepeguaje (*Lysiloma microphylla*), huizache (*Acacia farnesiana*) and cactus (*Opuntia sp.*).

The municipality has a deployment of crops consisting of different agricultural products. Among the main ones are corn (*Zea mays*), beans (*Phaseolus vulgaris*) and, to a lesser extent, sorghum (*Sorghum vulgare*), barley (*Hordeum sativum*) and alfalfa (*Medicago sativa*).



SPECIES OF FLORA WITH SOME CATEGORY IN THE NOM-059-SEMARNAT-2010.

CATEGORY	COMMON NAME	SCIENTIFIC NAME	COMMUNITIES OR SITES WHERE IT CAN BE LOCATED	DISTRICT
Threatened species	Colorín	<i>Erythrina Coralloides</i>	El Tángano	Josefa Vergara y Hernández
	Palo Blanco	<i>Hesperalbizia Occidentalis</i>	El Nabo, Mompaní y Peña Colorada	Felipe Carrillo Puerto
Species with special protection	Biznaga de Huamiche	<i>Ferocactus Histrix</i>	La Joya, Peña Colorada	Santa Rosa Jáuregui y Epímenio González Flores
	Biznaga de La Cañada	<i>Mammillaria Microhelia</i>	Jurica-Los Cajones	Santa Rosa Jáuregui y Félix Osoreo Sotomayor
Endangered species	Walnut or Cedar	<i>Cedrela Odorata</i>	La Carbonera	Santa Rosa Jáuregui
	Biznaguita	<i>Mammillaria Mathildae</i>	Jurica-Los Cajones	

Source: Municipality of Querétaro. Institute of Ecology and Climate Change, 2022.



**FAUNA**

The municipality of Querétaro has a great variety of wild macrofauna located in the La Joya volcano, the El Tángano and El Cimatario escarpments, the Mompaní, San Miguelito, Cerro Grande, Peña Colorada and Rancho Raspiño-Charape de Los Pelones ravines, where small animals live and take refuge.

The predominant animals of the macrofauna are the rattlesnake (*Crotalus sp.*), birds such as the cardinal (*Pyrocephalus rubinus*), the rufous-tailed hawk (*Buteo jamaicensis*) and mammals such as the gray fox (*Urocyon cinereoargenteus*), skunk (*Conepatus mesoleucus*), cacomixtle (*Bassariscus astutus*), coyote (*Canis latrans*) and bobcat (*Lynx rufus*).

CONABIO registers almost 200 different animal species in the municipality of Querétaro, the complete information is shown in the following table



FAUNAL INVENTORY 2021			
FAUNA	FAMILY	GENDER	SPECIES
Amphibians	6	7	15
Poultry	37	86	104
Mammals	15	49	57
Fishes	4	6	6
Reptiles	9	10	17
<b>TOTAL</b>	<b>71</b>	<b>158</b>	<b>199</b>

Source: Municipality of Querétaro. Institute of Ecology and Climate Change, 2022.





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# AXIS 01 SAFE MUNICIPALITY

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# AXIS 01 SAFE MUNICIPALITY

## 1.1 Municipal public security

The municipality of Querétaro has formed a first-rate police system, well trained and with the best working conditions. The programs of the Axis 1 Safe Municipality: Reliable Police, Prevention and Alert establish comprehensive security strategies that involve the use of technologies for the timely monitoring of activities in public spaces and the promotion of actions aimed at recreation, culture and sport, with the certainty that these strengthen social cohesion.

The security programs described below establish objectives and specific strategies for joint work and synergy between society and the 3 levels of government to build a culture of crime prevention, thus reducing risk factors and criminal actions.

### 1.1 PROGRAM FOR RELIABLE POLICE

1,040 evaluations were carried out on municipal police personnel, which were broken down as follows:

EVALUATIONS APPLIED TO POLICE PERSONNEL, 2021.	
EVALUATION	NUMBER OF POLICE OFFICERS
Basic competencies of the role	366
Trust control	294
Performance	380
<b>TOTAL</b>	<b>1,040</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

On September 7, 2020, the Command, Control, Communication and Computing Center (C4) began the actions of attention of the 911 Emergency telephone system, highlighting the following data:

CALL SERVICE, 2021.		
CALLS	QUANTITY	PERCENTAGE (%)
Non-Applicable	442,905	52.8
Orientation	37,125	4.4
Applicable	359,814	42.8
<b>TOTAL</b>	<b>839,844</b>	<b>100.0</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.



Among the main causes of contact with the telephone system were:

CALLS TO THE EMERGENCY LINE 911, 2021.		
REASON FOR REPORT	QUANTITY	PERCENTAGE (%)
Dishonest Abuse	355	0.5
Transfer Support	439	0.7
Nervous breakdowns	14	0.0
Deaths	1,215	1.9
Missing Person	961	1.5
Homicide	2	0.0
Suicide attempt	898	1.4
Minor at risk	495	0.8
Omissions in childcare	624	1.0
Orientation	37,125	57.3
Robbery with violence	3,556	5.5
Suicides	128	0.2
Child abduction	29	0.0
Rape	79	0.1
Family violence	18,886	29.1
<b>TOTAL</b>	<b>64,806</b>	<b>100.0</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

## 1.2 PREVIENE PROGRAM (meaning Prevent)

Its objective is to contribute to the reduction of the incidence of crime in the municipality through social, situational, community and psychosocial prevention mechanisms. Working very closely with citizens and carrying out educational, community, sports, artistic-cultural, psychosocial and socio-productive activities, it strengthens the cohesion of the social fabric to reduce violence and crime.

The municipality has four Comprehensive Social Prevention Centers (CIPRES, for its Spanish acronym) that work under the approach of strengthening social cohesion, promoted through 4,099 workshops, courses and trainings that benefited 29,018 residents in 50 neighborhoods. The activities were carried out with the support of 43 community promoters together with 50 institutions. It is important to mention that 25,233 citizens attended the CIPRES centers.

PREVIENE PROGRAM RESULTS, 2021.							
CIPRES	DISTRICT	INFLUX	BENEFICIARIES	SERVED NEIGHBORHOODS	SESSIONS DEVELOPED	COMMUNITY PROMOTERS	RELATED INSTITUTIONS
I	Félix Osores Sotomayor	5,547	7,256	45	1,121	12	5
II	Epímenio González Flores	3,421	5,556	45	782	14	6
III	Josefa Vergara y Hernández	9,325	9,952	43	1,299	17	17
IV	Felipe Carrillo Puerto	6,940	6,254	29	897	7	15
<b>TOTAL</b>		<b>25,233</b>	<b>29,018</b>	<b>162</b>	<b>4,099</b>	<b>50</b>	<b>43</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.



Municipal and state agencies participated in activities aimed at the prevention of risk behaviors and guiding citizens on the services provided by each of the instances.

The Department of Citizen Participation integrated 56 social interaction networks to promote activities focused on crime prevention and the promotion of a culture of legality.

In 2021, 2 Regular Sessions and 1 Special Session of the Municipal Council for the Social Prevention of Violence and Crime were held, as well as 3 Regular Sessions and 1 Special Session of the Municipal Coordination for the Social Prevention of Violence and Crime.

The AcciónES Prevenir Program, in connection with 11 institutions, carried out 16,719 activities in the 7 districts of the municipality for the benefit of 193,090 people, having a direct impact on 89 neighborhoods and 321 indirectly.

CITIZEN PARTICIPATION, 2021.									
PHASES	ACTIVITIES	FIRST STAGE		SECOND STAGE		THIRD STAGE		TOTAL PEOPLE SERVED IN THE 3 STAGES	
		NUMBER OF ACTIVITIES	PEOPLE SERVED	NUMBER OF ACTIVITIES	PEOPLE SERVED	NUMBER OF ACTIVITIES	PEOPLE SERVED		
1	Marketing Campaigns	Marketing Campaigns	399	65,914	657	81,491	173	16,328	163,733
2	Presentation of the program	Presentation of the program	2	5	8	57	43	799	861
3	Focus groups	Focus groups	1	7	7	44	22	210	261
4	Surveys	Surveys	2,822	2,822	2,778	2,778	5,015	5,015	10,615
		Red spots	13	158	9	85	680	390	633
5	Improvement activities	Citizen networks	12	116	23	213	21	154	483
		Cleaning days, condominium management sessions, condominium management workshops and recovery of public spaces, identification of needs and approach to tenants	67	461	1,061	4,292	144	835	5,588
6	Improvement activities	Improvement activities	-	-	-	-	21	272	272
7	Socialization and implementation of the Action Plan	Socialization of the Action Plan, training, guided visits to the road park, guided visits to the C4, follow-up meetings and activities of other dependencies	985	3,319	1,085	4,674	211	864	8,857
8	All phases	Extra activities	149	350	288	1,229	23	208	1,787
<b>TOTAL</b>			<b>4,450</b>	<b>73,152</b>	<b>5,916</b>	<b>94,863</b>	<b>6,353</b>	<b>25,075</b>	<b>193,090</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

### SCHOOL PATROLLING PROGRAM

Focused on benefiting the younger population of the municipality of Querétaro, its most important activities include:

#### SCHOOL PATROLLING PROGRAM, 2021.

SCHOOL PATROLLING	ACTIVITIES	BENEFICIARIES
Instrument application to students of the School Patrolling Program	6	839
Training for members of school patrols	189	345
Intervention strategy with commercial establishments	77	299
Presentation of the School Patrol Program	94	229
Follow-up of activities of the School Patrol Program	39	129
Informative session on topics of Prevention, Culture of Legality and Peace	8	59
Workshops on Prevention, Culture of Legality and Peace	2	23
<b>TOTAL</b>	<b>415</b>	<b>1,923</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.





With the inauguration of the new facilities of the C4, and the expansion of the Institute of the Professional Service of Police Career on calle Tláloc 102, Desarrollo San Pablo, 391 guided tours were carried out with the aim of promoting the culture of legality in society, reinforcing the values of legitimacy, respect, solidarity, and freedom to guarantee the harmonious coexistence of individuals in society, benefitting 2,934 people.



**POLICE STATIONS (ESPOL) OF THE MUNICIPAL GUARD, 2021.**

Nº	ESPOL	LOCATION	DISTRICT
1	1	Av. Porvenir s/n. Col. Las Peñitas	
2	3	Manuel Gutiérrez Nájera No. 24. Col. Centro Histórico	
3	7	Av. Popocatepetl s/n. Col. Las Palmas	Centro Histórico
4	8	Av. Constituyentes and Calle Fray Pedro de Córdoba. Fracc. Quintas del Marqués	
5	10	Calle Palenque s/n. Fracc. El Laurel	
6	18	Calle Manuel Gómez Morín s/n on the corner of Paseo Constitución. Fracc. El Parque	Epigmenio González Flores
7		Northeast Sub Command of Police and Civic Courts Calle Río Candelaria. Col. Menchaca	
8	19	Calle Alfonso Reyes s/n esquina Salvador Novo. Col. El Tintero	Felipe Carrillo Puerto
9	20	Calle Pames s/n esquina Tarahumaras. Col. Cerrito Colorado	Félix Osores Sotomayor
10		Sub Command Peña Flor Av. Peña Flor. Col. Real del Marqués	
11	12	Calle Hacienda Grande s/n. Col. Jardines de la Hacienda	
12	13	Prolongación Corregidora Sur on the corner of Cerro Viejo. Fracc. Habitacional Vista Alegre	Josefa Vergara y Hernández
13		South Sub Command Calle Lorenzo de Medicis s/non the corner of Raphael Sanzio. Col. Campestre Italiana	
14	23	Calle 20 de Noviembre No. 420. Col. Continental	Santa Rosa Jáuregui
15	5	Calle Loma de la Cañada and Paseo Loma Dorada. Col. Loma Dorada	Villa Cayetano Rubio

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.





The Municipal Guard Directorate in cooperation with the Ministry of Municipal Public Security implemented the Preventive Road Device Take Life Seriously, with the objective of providing greater security to the citizens and preventing traffic accidents caused by drivers driving under the influence of intoxicating beverages, obtaining the following results:

RESULTS FROM THE TAKE LIFE SERIOUSLY OPERATION, 2021.	
CONCEPT	QUANTITY
Suitable	447
Devices	241
Offenses	1
Civic Court	1,695
Not suitable	1,695
Tests performed	27,302
Vehicles sent to the car deposit for offense	1
Vehicles at the disposal of the Prosecutor's Office	-
Vehicles available to the Civic Court	1,604
Checked vehicles	23,364

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.



### 1.3 ALERT PROGRAM

As part of the preventive and security actions, the Ministry of Municipal Public Security of Querétaro (SSPMQ for its Spanish abbreviation), through the Municipal Guard Directorate performed the following actions:

PEOPLE DETAINED DUE TO ADMINISTRATIVE OFFENSES, 2021.		
REFERRALS TO CIVIC COURT	TOTAL	PERCENTAGE (%)
Administrative Offenses	8,529	83.5
Breathalyzer	1,690	16.5
<b>TOTAL</b>	<b>10,219</b>	<b>100.0</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

PEOPLE DETAINED FOR COMMITTING CRIMES, 2021.		
JURISDICTION	TOTAL	PERCENTAGE (%)
Common	4,021	97.0
Federal	128	3.0
<b>TOTAL</b>	<b>4,149</b>	<b>100.0</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

Regarding infractions related to vehicular traffic, the figures reached the following totals:

OFFENSES UNDER THE LEGAL SYSTEM NAMED TRAFFIC LAW REGULATIONS FOR THE STATE OF QUERÉTARO, 2021.	
OFFENSES	QUANTITY
Private service	40,365
Public service	1,129
<b>TOTAL</b>	<b>41,494</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.



Traffic accidents, their resolutions and consequences, are broken down in the following table:

REGISTRY OF TRAFFIC INCIDENTS , 2021.	
TRAFFIC INCIDENTS	QUANTITY
Traffic incidents	5,210
Agreements	2,337
Prosecutors	136
Injured	338
Deceased	37
Crimes against the safety of vehicular traffic	99

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.



During 2021, almost 45 thousand road support services were provided, including public works and diverse events.

ROAD SERVICE, 2021.	
TYPE OF SERVICE	QUANTITY
On the road	25,704
In flagging of public works	5,489
In support of other authorities	5,960
In security to educational institutions	992
At sporting events	137
At religious events	116
At cultural events	720
On disk device	11
On market devices	2,435
In extraordinary events	3,375
<b>TOTAL</b>	<b>44,939</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

### THE DIRECTORATE FOR THE ATTENTION TO VICTIMS OF DOMESTIC AND GENDER VIOLENCE (DAVVFG FOR ITS SPANISH ABBREVIATION)

Is a multidisciplinary group made up of 65 public officials, including administrative and police personnel. It operates from 3 departments with specific functions, aimed at providing comprehensive support to victims of domestic and gender-based violence as a first contact.

The DAVVFG has a Department of Protection Measures which is responsible for executing and following up on the provisions for protection issued by the judicial authorities in their different standings.

During 2021, 2,481 protection measures were received, out of which 1,742 were issued by the Prosecutor's Office and 739 by Family Courts. These actions benefited 2,830 people from the municipality of Querétaro, of whom 2,155 were women, 573 men and 102 citizens who reserved their identity. In the same period, 426 relevant reports were issued, 303 of which were addressed to the Attorney General's Office of the State of Querétaro, 121 to family courts and 2 to other authorities.

In response to the Protection Mechanism for Human Rights Defenders and Journalists, 8 reports were received by the authority, benefiting 9 people, all of them male.

### PEOPLE SEARCH

The DAVVFG has created a department that, in coordination with the Attorney-General's Office of the State of Querétaro, the Local Commission for the Search of People of the State of Querétaro, and other competent authorities, acts to find disappeared individuals, or to collect evidence and objective information to help find them.

The Alba Protocol, dedicated to the search of women of all ages, was activated 517 times in 2021. Out of all the cases, 496 were cancelled, 21 are ongoing and 49 people were located. 287 response reports were issued 24 h after activation, 183 were issued 48 h after activation, and 145 were issued 72 h after activation.

Of the 84 activations issued by the Attorney General's Office of the State of Querétaro, 19 were cancelled and 65 remain active.

For its part, the Local Commission for the Search of People initiated 432 reports on the subject matter. Of the 62 cases directed at the search for women, 26 were cancelled, and from the 370 directed at men, 248 were cancelled. A total of 48 people were located.

In the case of other occurrences, 40 requests were received, 22 of them focused on finding women (with 13 cancellations) and 18 on men (with 9 recissions).

### INTERDISCIPLINARY CARE

The Directorate of this area, in its role of first responder, provided support and emergency services to victims of psychological violence on 447 occasions, benefiting 710 people, including 526 women and 184 men. To protect and guarantee the rights of the interested parties, the institutional channeling of 60 citizens was managed to provide them with comprehensive care and protect their rights in other instances to resolve the situations of risk or vulnerability presented.

Follow-up was given to 525 cases of family violence to identify whether the attacks continued, in which case the competent authorities were informed. Likewise, assistance and legal advice were provided in matters of social and legal work on 1,276 occasions.

### OPERATIONAL SUPERVISION

Police interventions assisted 3,278 direct and indirect victims, 2,329 of them being female, providing specialized and sensitive support, from a comprehensive perspective, to 271 girls, 207 adolescents, 1,737 adult women and 114 senior women. The remaining 949 cases corresponded to males, 274 boys, 86 adolescents, 492 adult men and 97 senior men. The total of neighborhoods served in the municipality of Querétaro was 396.

Derived from the need to provide protection in a timely, immediate and urgent manner to citizens, the police personnel assigned to the Directorate of Attention to Victims, in their capacity as assistants in the follow-up of the measures and orders of protection to victims, has carried out 2,591 follow-ups in the field, thus guaranteeing the safety and personal and psycho-emotional integrity of the people involved, improving the living conditions and coexistence of the families of the municipality of Querétaro.

Among the actions carried out by the organization, the follow-up tasks, the cases of family violence and the interventions of the Alba Protocol stand out, as shown in the following table:





**CLASSIFICATION OF INTERVENTIONS, 2021.**
**DISTRICT**

TYPE OF INTERVENTION	DISTRICT							QUANTITY	PERCENTAGE (%)
	CENTRO HISTÓRICO	FÉLIX OSORES SOTO MAYOR	EPIGMENIO GONZÁLEZ FLORES	JOSEFA VERGARA Y HERNÁNDEZ	VILLA CAYETANO RUBIO	FELIPE CARRILLO PUERTO	SANTA ROSA JÁUREGUI		
Sexual abuse	6	24	18	6	1	13	10	78	1.9
Transfers Support	10	10	10	76	-	8	8	122	2.9
Nervous breakdowns	6	3	5	3	1	3	3	24	0.6
Decesased	6	7	6	11	-	10	2	42	1.0
Homicides	3	9	5	2	2	1	5	27	0.6
Suicide attempts	19	28	15	13	9	32	10	126	3.0
Minor at risk	-	-	-	-	-	-	-	0	0.0
Omission in care of adults	-	1	-	2	-	1	1	5	0.1
Omission in care of minors	4	10	3	2	-	3	-	22	0.5
Orientation	1	1	2	1	-	2	2	9	0.2
Sick person	-	-	-	-	-	-	-	0	0.0
Missing person	37	40	37	14	2	25	22	177	4.2
Loss of freedom	2	-	1	1	-	2	1	7	0.2
Alba Protocol	23	34	70	53	7	62	26	275	6.6
Robbery with violence	8	7	6	6	-	2	4	33	0.8
Follow-ups	297	618	591	290	68	380	347	2,591	62.0
Suicides	4	15	7	6	3	13	10	58	1.4
Rape	13	8	13	6	3	11	11	65	1.6
Family violence	54	129	123	32	6	108	65	517	12.4
<b>TOTAL</b>	<b>493</b>	<b>944</b>	<b>912</b>	<b>524</b>	<b>102</b>	<b>676</b>	<b>527</b>	<b>4,178</b>	<b>100.0</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

**INTERVENTIONS ATTENDED, 2021.**

CATEGORY	WOMEN	MEN	TOTAL
Children	381	320	701
Adolescents	340	126	466
Adult	3,063	706	3,769
Seniors	208	120	328
<b>GRAND TOTAL</b>			<b>5,264</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

**FOLLOW-UPS, 2021.**

NUMBER OF VISITS	TOTAL	GENERAL
1	1,671	1,671
2	817	817
3	57	57
4	46	46
<b>TOTAL</b>	<b>2,591</b>	<b>2,591</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

**OFFICIAL LETTERS OF COLLABORATION, 2021**

TOTAL OFFICIAL LETTERS RECEIVED	FOLLOW-UPS	OTHER JURISDICTION	CANCELLATIONS	WITHOUT ADDRESS
3,065	1,073	462	953	577

Source: Municipality of Querétaro. Ministry of Municipal Public Security, 2022.

**ACTIONS IMPLEMENTED DURING THE SANITARY CONTINGENCY DUE TO COVID-19 IN THE SSPMQ THROUGH THE DAVVFG**

**1. STATE DATA AND INFORMATION BANK ON CASES OF VIOLENCE AGAINST WOMEN (BAESVIM Querétaro for its Spanish acronym)**

In compliance with the "Agreement establishing measures and guidelines for the prevention of the phenomenon of violence, having safe mechanisms for direct and immediate reporting and strengthening support for victims during the public health emergency due to the SARS-COV2 virus (COVID-19)", published on May 26, 2020, the SSPMQ, through the Police Intelligence and Analysis Unit for the Prevention and Fight against Crime and the DAVVFG, registered 634 cases of women in 2021 in the BAESVIM Querétaro, which enabled follow-up and comprehensive support by the corresponding units.

**2. ASSISTANCE PROGRAM FOR DOMESTIC VIOLENCE REPORTS TO THE 911 EMERGENCY LINE.**

This program made it possible to follow up on 525 cases of women victims of this type of violence. Its goal is to regulate the actions of the personnel of the DAVVFG of the SSPMQ, to identify the cases of victims of sustained assault (even after they have reported the event to 911) and generate actions that favor their protection, with a statewide scope.

**3. BY YOUR HAND FOR YOUR SAFETY PROGRAM**

The program was launched on January 29, 2021, with the objective of assigning an identification mechanism to seniors in the municipality of Querétaro reported as missing and/or disoriented, through a technological device that operates through a mobile application and a QR code. In this easy, fast and effective way, the person's data is obtained, facilitating the protection of their integrity and security without risks, to reintegrate them into their support network or family. From its beginning and until December 31, 2021, 606 bracelets have been delivered to the elderly, benefiting 351 women and 255 men.

**4. AUDIOVISUAL CAMPAIGN FOR VULNERABLE GROUPS**

In coordination with the United Nations Office on Drugs and Crime (UNODC) the campaign was implemented through 23 animated videos addressing several topics such as the correct washing of hands, waste management, institutional actions implemented against violence, responsible use of the 911 emergency line, management of stress due to confinement, as well as preventive actions for the care of the seniors.



## 1.2 Civil protection

The main purpose of the Municipal Civil Protection Coordination (CMPC for its Spanish abbreviation) is to guarantee compliance with security measures in commercial, industrial and service establishments.

In 2021, the CMPC implemented 43 special projects through 246 courses and 14,422 trainings given in its own facilities, the following table specifies the topics that were covered:



### "COURSES AND TRAINING GIVEN BY THE MUNICIPAL COORDINATION OF CIVIL PROTECTION, 2021.

THEME	COURSES	PEOPLE TRAINED
911 Activation	1	3,703
911 Activation + CPR	5	156
Pre-hospital care update	1	11
Mexican Sign Language Approach	3	72
Scene securing	1	47
Casualty birth care	1	25
Choking and its handling	1	26
Animal welfare	1	7
NEXUS Criteria	1	26
Evacuation of buildings	27	366
Patient Assessment	1	25
Brigade formation	1	21
Identifying a heart attack	1	5,518
Implementation of drills	1	38
PC Induction	1	33
Comprehensive PC	31	481
Proper waste management	1	13
Wound and bleeding management	2	36
Airway management and oxygen therapy	1	25
Burn Management	1	26
Shock management	1	26
Managing stress during the pandemic	2	70
Hazardous Materials and use of the GRE	22	381
Seasonal preventive measures	1	48
Vital signs monitoring	1	26
Family Civil Protection Plan	4	119
Fire prevention	32	432
Adult First Aid	39	570
Pediatric First Aid	2	53
Psychological first aid	3	101
What to do in case of bites or stings of animals or insects?	1	25
CPR and AED use	29	1,166
Regularization of businesses	1	31
Incident Command System	2	72
Basic Life Support	3	107
Basic Pediatric Life Support	1	73
Triage	2	35
Environmental emergencies	1	26
Common Medical Emergencies	1	26
Use and management of fire extinguishers	8	201
Use and management of LP and natural gas	2	70
Bandages and immobilization of patients	1	25
Visit Querépolis theme park	4	84
<b>TOTAL</b>	<b>246</b>	<b>14,422</b>

Source: Municipality of Querétaro. Municipal Coordination of Civil Protection, 2022.



The most requested topic throughout the courses that were taught, was “adult first aid” representing 15.9% of the total and involving 570 participants. The theme "identifying a heart attack" was the one that reached the largest number of trainees with 5,518 people, a figure that represented 38.3% of the total.

The coordination handled more than 10 thousand procedures in 2021, the most recurring being "granted approvals" and those related to "prior to construction". The detail is shown below:

**PROCEDURES CARRIED OUT BY THE MUNICIPAL COORDINATION OF CIVIL PROTECTION, 2021.**

PROCEDURE	NUMBER
No inconvenience	76
Permits for mechanical rides	17
Permits for burning pyrotechnics	5
Prior to construction	541
Termination of construction	314
Granted approvals	9,630
Approvals for mass events	111
<b>TOTAL</b>	<b>10,694</b>

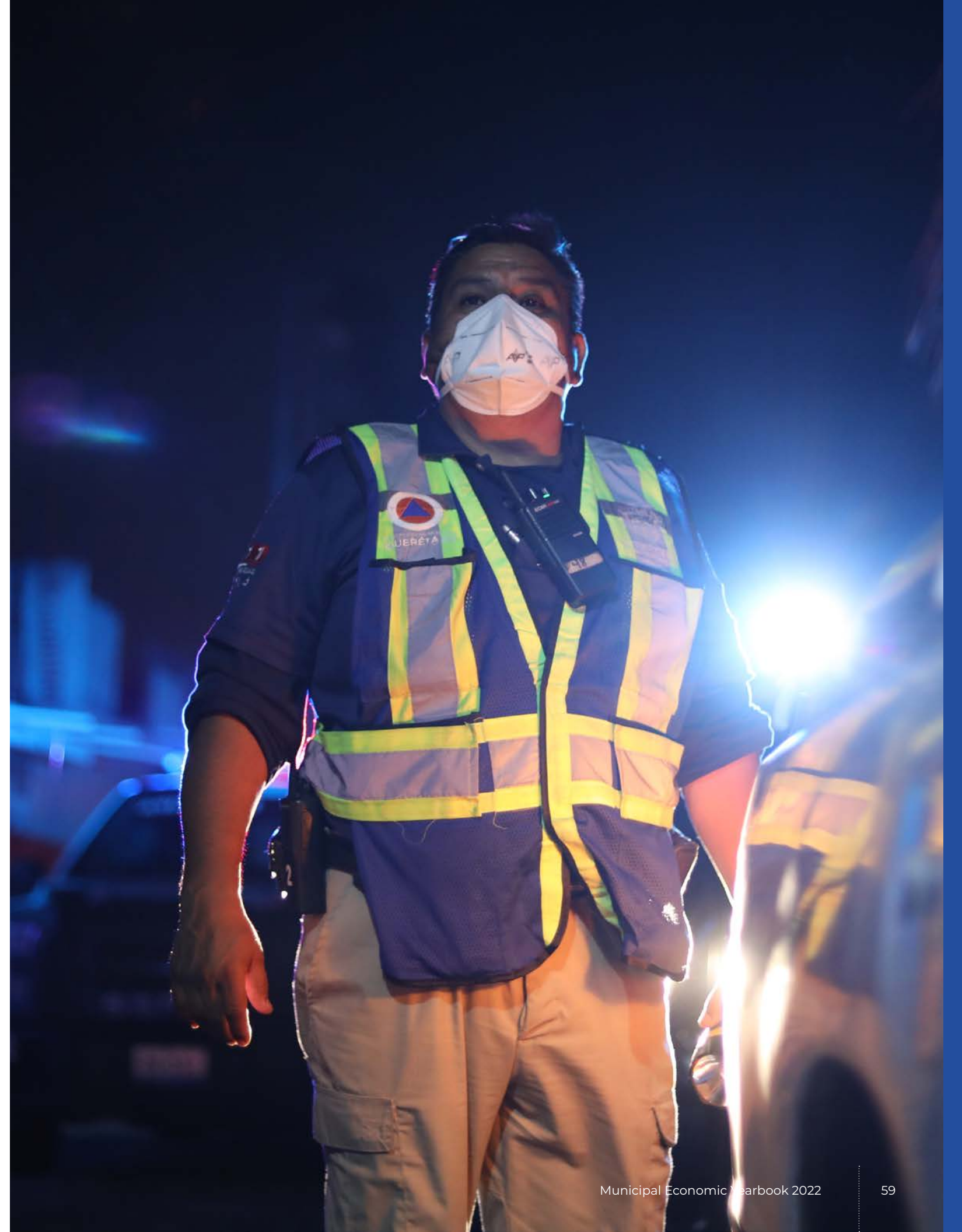
Source: Municipality of Querétaro. Municipal Coordination of Civil Protection, 2022.

The CMPC is part of a working group established by the State Commission for Regulatory Improvement for the review and amendment of the State Civil Protection Law, as a result of this it confiscated a total of 610 kg of pyrotechnics in the municipality, 238.9% higher than the previous year.

**CONFISCATION OF HAZARDOUS MATERIAL, 2021.**

MATERIAL	QUANTITY (KG)
Pyrotechnics	610

Source: Municipality of Querétaro. Municipal Coordination of Civil Protection, 2022.





### CMPC EMERGENCY ATTENTION

It is the area where 911 reports are received from the emergency line, or via private reports when different agencies and institutions intervene.

In 2021, the number of emergencies attended in the municipality was almost 50 thousand, a figure that represented an increase of 51% compared to the previous year. The complete information is found in the following table:

BREAKDOWN OF EMERGENCIES ATTENDED IN THE MUNICIPALITY, 2021.	
TYPE OF EMERGENCY	ATTENDED
Land accidents	1,151
Pre-hospital care	715
Fallen trees	278
Fallen wires	114
Fallen posts	126
Air pollution	4
Spills	18
Mass events	83
Explosion of homes	43
Failure of basic services	373
Gas leaks (natural and LP)	753
Sinkholes and landslides	105
Fires	1,588
Visits for detecting homeless people	Matutino: 365 Vespertino: 365
Homeless people attended	42,747
Pests, bee swarms, wasp	40
Verifications	0
Police Operations	26
Others <sup>1</sup>	758
<b>TOTAL</b>	<b>49,652</b>

Source: Municipality of Querétaro. Municipal Coordination of Civil Protection, 2022.

<sup>1</sup>Falling fence, animal rescue, risk assessments, COVID-19 care, toxic gases, suspicious objects, dangerous objects, foul odors, other rescues, rain monitoring, monitoring of boards, dams and bodies of water.

## 1.3 Culture, sports and recreation

### CULTURE

Culture promotes the common good and well-being in a constant, inclusive and democratic manner, encouraging citizen participation. In these practices we find the collective possibilities of transformation and progress of a society.

The Ministry of Culture of the municipality of Querétaro guarantees its inhabitants the exercise of ancestral richness, strengthening cultural and artistic practices through the activation of their historical memory through libraries, preserving traditions and generating a sense of belonging among the inhabitants of the seven districts.

In 2021, the recount of cultural venues, public libraries, exhibition spaces, and artistic practices scheduled for the benefit of the population of Querétaro, showed the following data:



**CULTURAL VENUES OF THE MUNICIPALITY OF QUERÉTARO, 2021.**

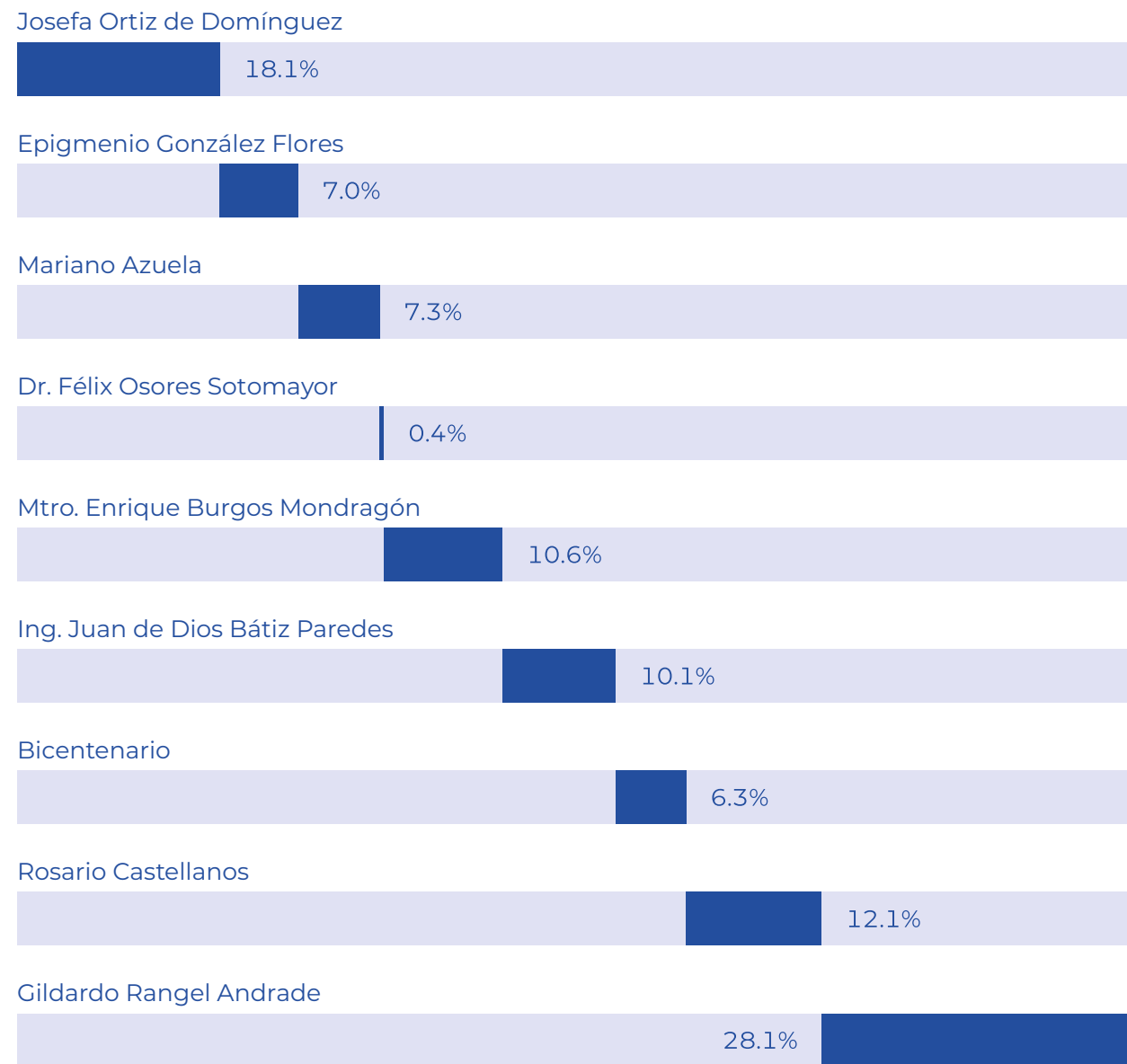
Nº	CULTURE VENUE	ADDRESS	TELEPHONE
<b>MUNICIPAL PUBLIC LIBRARIES</b>			
1	Bicentenario	Calle Melchor Ocampo N° 3-B. Col. Centro. Santa Rosa Jáuregui	442 291 10 84
2	Dr. Félix Osoreo Sotomayor	Calle Totonacas N° 400. Col. Cerrito Colorado	442 218 50 27
3	Epigmenio González Flores	Calle Centéotl N° 122. Col. Desarrollo San Pablo	442 195 93 63
4	Gildardo Rangel Andrade	Av. Emeterio González N° 400. Col. Hércules	442 234 71 91
5	Josefa Ortiz de Domínguez	Filomeno Mata N° 12. Col. Centro	442 212 56 91
6	Ing. Juan de Dios Bátiz Paredes	Calle Antonio Carranza N° 100. Col. Reforma Lomas	442 222 28 45
7	Mariano Azuela	Calle Capulín N° 51. Col. Felipe Carrillo Puerto	442 210 19 70
8	Mtro. Enrique Burgos Mondragón	Av. Lago N° 212. Col. El Rocío	442 257 18 09
9	Rosario Castellanos	Calle Emiliano Zapata s/n on the corner of calle Vicente Guerrero. Col. Centro. Santa Rosa Jáuregui	442 291 04 66
<b>CULTURAL SPACES</b>			
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 Osoreo Sotomayor	Calle Zacapoaxtla N° 83. Col. Cerrito Colorado	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 esquina Av. 24. Col. Presidentes	442 262 01 33
<b>CULTURAL CENTERS</b>			
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 Nacoziari s/n on the corner of 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 on the corner of calle Alberto Terrones. Col. Constituyentes	442 215 13 70
<b>ARTISTIC GROUPS</b>			
1	Folkloric Ballet of Santiago de Querétaro		
2	Youth Symphonic Band of Santiago de Querétaro		
3	Children's Choir of Santiago de Querétaro		
4	Choir of Santiago de Querétaro	Av. 16 de septiembre N° 44	442 212 07 53
5	Camerata Santiago de Querétaro		
6	Children's and Youth Orchestras of Santiago de Querétaro		
<b>MUSEUMS</b>			
1	Old Railway Station	Calle Héroes de Nacoziari s/n Col. Centro	442 340 27 80
2	Chapel of Maximilian		
3	Cerro de las Campanas Museum and Chapel of Maximilian	Circuito Cerro de las Campanas s/n Parque Nacional Cerro de las Campanas. Col. Centro Histórico	442 215 90 31
<b>THEATRES AND GALLERIES</b>			
1	Alameda Hidalgo Perimeter Gallery	Av. Constituyentes s/n Col. Centro Histórico	
2	Theater of the City of Querétaro	Calle 16 de Septiembre Pte. N° 44. Col. Centro Histórico	
3	Rosalío Solano	Calle 16 de Septiembre Pte. N° 44. Col. Centro Histórico	442 214 27 83
4	Rosario Sánchez de Lozada	Calle 16 de Septiembre Pte. N° 44-A. Col. Centro Histórico	

Fuente: Municipio de Querétaro, Secretaría de Cultura, 2022.



The 9 municipal libraries served 14,941 users, provided book loan services at home to 784 people, held 564 actions to promote reading and 241 external activities, in addition to providing internet services to their visitors.

**PERCENTAGE OF USERS OF PUBLIC LIBRARIES, 2021.**



Source: Municipality of Querétaro, Ministry of Culture, 2022.



The different cultural venues developed 384 workshops throughout the municipality. Those with the highest demand were dance with 27.0%; music and singing, 21.3%; human development, 17.8%; plastic and visual arts, 15.5%; and the remaining 18.4% corresponded to other activities.

**WORKSHOPS HELD IN THE MUNICIPALITY OF QUERÉTARO, 2021.**

DISTRICT	VENUES	PERFORMING ARTS	PLASTIC AND VISUAL ARTS	DANCE	HUMAN DEVELOPMENT	DISCIPLINE AND PHYSICAL ACTIVATION	MUSIC AND SINGING	CRAFTS WORKSHOPS	OTHER WORKSHOPS	TOTAL	TOTAL
Centro Histórico	Cultural Venue Casa de Cultura Dr. Ignacio Mena Rosales	4		21	13	16	4	-	-	3	<b>61</b>
	Cultural Center Ignacio Padilla	-		1	5	2	2	2	2	-	<b>14</b>
	Old Railway Station	1		1	2	-	0	2	3	-	<b>9</b>
Epigmenio González Flores	Cultural Venue Casa de Cultura Epigmenio González Flores	-		3	4	6	6	-	-	2	<b>21</b>
	Epigmenio González Flores Community Cultural Center	1		2	6	6	10	-	4	-	<b>29</b>
Felipe Carrillo Puerto	Cultural Venue Casa de Cultura Felipe Carrillo Puerto	-		2	10	7	5	3	-	4	<b>31</b>
	Cultural Center Felipe Carrillo Puerto	-		2	5	7	5	3	-	3	<b>25</b>
Félix Osores Sotomayor	Cultural Venue Casa de la Cultura Dr. Félix Osores Sotomayor	-		4	6	5	8	-	-	-	<b>23</b>
	Cultural Center Mtro. Enrique Burgos Mondragón	-		4	11	10	8	2	-	-	<b>35</b>
Josefa Vergara y Hernández	Cultural Venue Casa de Cultura Josefa Vergara y Hernández	-		3	12	10	2	1	5	9	<b>42</b>
Santa Rosa Jáuregui	Cultural Venue Casa de Cultura Bicentenario	-		9	6	2	10	-	-	1	<b>28</b>
Villa Cayetano Rubio	Cultural Venue Casa de Cultura Villa Cayetano Rubio	-		2	14	3	2	-	1	8	<b>30</b>
<b>TOTAL</b>		<b>6</b>		<b>54</b>	<b>94</b>	<b>74</b>	<b>62</b>	<b>13</b>	<b>15</b>	<b>30</b>	<b>348</b>

Source: Municipality of Querétaro, Ministry of Culture, 2022.



## SPORTS AND RECREATION

The municipality of Querétaro, through the Sports and Recreation Institute, adapted its operations during 2021 due to sanitary restrictions due to COVID-19. It contributed inter-institutionally to the Temporary Employment Program, employing 115 people from February to March, 25 of them as collaborators in administrative activities typical of sports venues, and the remaining 90 in preventive and corrective maintenance tasks for the sports venues.

Physical activities did not stop during the contingency. On March 2021, the annual "Querétaro Night Race" was held in virtual mode, with the participation of 2,396 women and 2,064 men. Other tasks that supported the activities included the donation of uniforms for 599 representatives of leagues, academies and sports clubs.

The Institute kept its social networks active to carry out remote training and physical activities, generating 44 videos and achieving a total of 20,000 virtual contacts.

The list and information of the 220 facilities located within the 23 sports venues of the demarcation is detailed below:



## SPORTS FACILITIES MANAGED BY THE SPORTS AND RECREATION INSTITUTE, 2021.

Nº	VENUES	INFRASTRUCTURE	NUMBER OF SPACES
1	Cerrito Colorado Community Development Center	Soccer fields, five-a-side football field, seven-a-side football field, basketball court, jogging track, outdoor gym, skateboard rink, play area and auditorium.	12
2	Reforma-Lomas Community Development Center	Soccer fields, running track, multipurpose court (CUM, for its Spanish abbreviation), basketball court, seven-a-side football field, skateboard rink, play area, jogging track, indoor gym, outdoor gym and multipurpose rooms.	28
3	Santa Rosa Jáuregui Community Development Center	Soccer fields, CUM, synthetic grass five-a-side football field, jogging court, outdoor gym, skateboard rink, multipurpose rooms, play area and auditorium	14
4	Bicentenario Stadium	Soccer field, running track, outdoor gym and dressing rooms area.	6
5	Ara Park	CUM, jogging court, outdoor gym, playground and play area.	6
6	El Pantano Park	CUM, seven-a-side football field, jogging circuit, play area and outdoor gym.	6
7	Holland Park	CUM, jogging court, outdoor gym, playground and play area.	6
8	La Joya Park	Seven-a-side football field, tennis court, CUM, outdoor gym and play area.	6
9	Rubén Jaramillo Park	Seven-a-side football field, CUM, outdoor gym and play area.	5
10	Solidaridad Park	CUM and outdoor gym.	5
11	Venustiano Carranza Park	Five-a-side football field, seven-a-side football field, CUM, beach volleyball court, jogging track, roller skating track, outdoor gym and play area.	10
12	Villas de Santiago Park	Seven-a-side football field, CUM, outdoor gym and play area.	4
13	Belén Sports Unit	Seven-a-side football field, CUM, fronton tennis, tennis court, squash courts, jogging court, indoor gym, outdoor gym, playground and play area.	11
14	El Sol Sports Unit	Seven-a-side football field, CUM, tennis court, squash courts, outdoor gym, jogging track, multipurpose rooms and play area.	15
15	José María Truchuelo Sports Unit	Seven-a-side football field, CUM, fronton tennis courts, squash courts, outdoor gym and play area.	14
16	Josefa Ortiz de Domínguez Sports Unit	Seven-a-side football field, CUM, tennis court, fronton tennis tennis courts, baseball field, outdoor gym, playground and play area.	17
17	Jurica Sports Unit	Soccer field, CUM, baseball field, jogging track, outdoor gym and play area.	8
18	Juriquilla Sports Unit	Soccer field, CUM, baseball field, jogging track, outdoor gym and play area.	7
19	La Estación Sports Unit	Seven-a-side football field, CUM, outdoor gym and play area.	5
20	Las Américas Sports Unit	Five-a-side football field, CUM, outdoor gym and play area.	5
21	Maxeí Sports Unit	Seven-a-side football field, CUM, outdoor gym and play area.	11
22	Paseos de San Miguel Sports Unit	Seven-a-side football field, CUM, jogging track, outdoor gym, play area and multipurpose rooms.	11
23	San Pablo Sports Unit	Soccer field, CUM, baseball field, jogging track, outdoor gym, skateboard rink and play area.	8
<b>TOTAL</b>			<b>220</b>

Source: Municipality of Querétaro. Sports and Recreation Institute, 2022.



## 1.4 Institute to prevent risk behaviors

To encourage citizen participation in creating healthy habits and lifestyles, the municipality of Querétaro has created an institute that seeks to propose, implement, and develop public policies to protect the fundamental right to physical and mental health of the population who is in vulnerable circumstances due to ignorance and the inability to notice the risk of engaging in certain behaviors.



During 2021, the institute carried out the following programs:

### 1. Social Reintegration for the Homeless:

A temporary space is offered through the “Changing Lives” Transition Home for homeless people. Through accompanying strategies and actions that promote and improve their social situation and encouraging actions of social reintegration and health care, the institute promotes socialization processes among beneficiaries, organizations, and public and private institutions, to contribute to the development of a life project for the homeless.

During the year 2021, a total of 74 beneficiaries were served, 14 were women and 60 men, providing 1,050 food services, supporting the generation of 54 documentation procedures (birth certificates, voter’s credential and personal identification number), 12 assisted returns, 10 links with family networks, 34 job reinsertions and 35 social reintegrations.

### 2. 070 Psychological Hotline:

Service was provided via telephone by dialing 070 in Psychological Care, providing guidance and psychological support aimed at the entire population interested in emotional health care, both for themselves and for their relatives and the environment around them.

The service was overseen by psychology professionals committed to the ethical exercise of their discipline, through the critical and responsible use of techniques, tools and practices of psychotherapeutic support. Its mission is to provide quality service and human treatment capable of guiding the user through doubts and concerns that they might express regarding the field of mental and emotional health, enabling forms of short-term therapeutic intervention and limited objectives focused on the preventive resolution of psychological disorganization from a Psychological First Aid (PAP) approach, its objective is to provide psychological support, detect and mitigate risk factors in users in order to reduce mortality and emotional suffering through timely linking to helpful resources.

During 2021, 2,715 calls were answered, of which 79.7% were made by women and 20.3% by men. The calls were classified by risk level, with 1,346 calls in green (low risk), 1,167 in yellow (medium risk) and 202 in red (high risk). Of the total number of calls received, attention and follow-up were given to a total of 1,168 people.



**CAPACITACIONES PARA EL FORTALECIMIENTO DE LOS CENTROS DE REHABILITACIÓN, 2021.**

TEMA	ASISTENTES
Diplomado: "Certificación Internacional de Consejeros Terapéuticos en Adicciones"	71
Psicodrama como técnica de elaboración psíquica: "Resolución de Conflictos"	32
Ciclo de videoconferencias: "Comunidad Terapéutica, Políticas de Drogas y Covid-19 y Contingencia Sanitaria Covid-19 y Adicciones"	42
Covid-19, Implicaciones para la Salud Mental	21
Manejo de Covid-19	40
Programa de Prevención del Consumo de Sustancias	42
Enfermedad Covid-19 producida por el virus SARS-CoV2	35
El Cuidado de los que Cuidan	30
El Cuidado de la Salud Mental y Apoyo Psicosocial en el Contexto de la Actual Emergencia Sanitaria por Covid-19	42
Estrés, Prevención y Manejo de Pánico	40
Consideraciones en el Tratamiento Ambulatorio de Personas con Consumos Problemáticos de Sustancias	41
Seminario web con motivo al día internacional de la lucha contra el uso indebido y tráfico ilícito de drogas: "Consumo de Drogas y Covid-19"	46
Conversatorio: "Covid-19 y el Trastorno por el Uso de Sustancias Psicoactivas"	40
Conservatorio: "Comunidad Terapéutica" una metodología para el cambio en el tratamiento de las adicciones	60
Tratamiento de drogas de niños, niñas y adolescentes: "Experiencias Compartidas" de comunidades terapéuticas, programas ambulatorios y dispositivos territoriales	30
Las intervenciones grupales y comunitarias en el tratamiento a las adicciones	558
<b>TOTAL</b>	<b>1,170</b>

Fuente: Municipio de Querétaro. Instituto para Prevenir Conductas de Riesgo, 2022.

### 3. Psychological First Aid:

The Psychological First Aid (PAP for its Spanish abbreviation) program was carried out virtually through the web page [www.primerosauxiliospsicologicos.com](http://www.primerosauxiliospsicologicos.com), as a digital platform for containment and emotional support, aimed at all the inhabitants of the municipality of Querétaro, mainly the educational community, whose objective is to promote through educational material factors that contribute to the improvement of personal development and the social fabric.

Different visual and auditory resources aimed at each educational sector (teachers, students, mothers and fathers) were presented, as well as a psychological care chat. With this program, 29 schools assigned by USEBEQ were served, 18 elementary and 11 middle schools, having an impact on a total of 4,726 beneficiaries.

### 4. Strengthening of Rehabilitation Centers:

The Institute to Prevent Risk Behaviors of the Municipality of Querétaro is promoting municipal regulations and the outline of procedures to achieve the professionalization of Residential Treatment Centers (CTR for its Spanish abbreviation), through accompaniment, training and supervision, to provide users with accessibility and the right to comprehensive health. In 2021, a group meeting showing 88 attendance records was provided as a space for study and bibliographic review on clinical addictions and the correlation of theory to practice.



# AXIS 02 PROSPEROUS MUNICIPALITY





# AXIS 02 PROSPEROUS MUNICIPALITY

## 2.1 Urban development and housing

### URBAN PLANNING AND INFRASTRUCTURE

The successful way to promote the equitable, economically viable and environmentally sustainable social development of cities is through the formation and responsible transformation of the urban space, and the geographical, demographic, sociological, cultural, and economic dimensions.

The Ministry of Public Works and the Directorate of Urban Development (belonging to the Ministry of Sustainable Development) work together in the municipality of Querétaro to maintain the balance between exponential growth and the impacts of urbanization.

Urban growth during 2021 was reflected in the execution of 138 public infrastructure works at the municipal level with an invested budget of more than 1,467 million pesos. The districts that benefited the most were Santa Rosa Jáuregui and Epigmenio González Flores, with 42.8% of the total works executed.

PUBLIC WORKS EXECUTED PER DISTRICT, 2021.

DISTRICT	NUMBER OF WORKS	INVESTMENT (PESOS)
Centro Histórico	16	331,207,473.8
Epigmenio González Flores	26	99,354,286.7
Felipe Carrillo Puerto	12	146,462,521.5
Félix Osores Sotomayor	7	52,377,433.7
Josefa Vergara y Hernández	5	44,480,885.1
Santa Rosa Jáuregui	33	87,328,983.6
Villa Cayetano Rubio	4	69,093,034.5
Other <sup>1</sup>	35	636,831,478.1
<b>TOTAL</b>	<b>138</b>	<b>1,467,136,096.9</b>

Source: Municipality of Querétaro, Ministry of Public Works, 2022.

<sup>1</sup> Refers to works covering different DISTRICTS.

### MUNICIPAL PLANNING INSTITUTE (IMPLAN).

On March 6, 2021, The Querétaro 2050 Plan was unanimously approved in a Special Session held in City Hall and was published in the Municipal Gazette. It is a proposal for actions in accordance with the initiatives of the Q500 Strategy.

To publicize the content and scope of the program, campaigns were carried out on social networks during the third semester of the year, as well as on the official IMPLAN (for its Spanish acronym) website <http://implanqueretaro.gob.mx>.

The Querétaro 2050 Plan is integrated by 5 axes:

1. Urban
2. Environmental
3. Social
4. Economic
5. Governance

During the fourth quarter of 2021, the plan was monitored through meetings with the Cabinet Coordination for the formation of the 2021-2024 Municipal Development Plan (PMD for its Spanish acronym) integrating the lines of action of the Querétaro 2050 Plan to the newly created programs.

Based on the most recent information (Municipal Economic Yearbook 2021, Territorialization Strategy Q500 and Plan Querétaro 2050) the preparation of the diagnosis of the municipality of Querétaro for the PMD began.

Given the constant growth that the municipality and the metropolitan area of Querétaro maintain, IMPLAN generated statistical information on the 7 municipal districts through triptychs, maps (one showing the evolution and growth of the metropolitan area from 1970 to 2020 and another of the socioeconomic levels of 2020), and infographics-summary of the Statistical Yearbook of the municipality of Querétaro 2020.

### HOUSING

The municipality of Querétaro is recognized as one of the most attractive places to establish residence thanks to its privileged geographical location in the center of the country that favors economic growth. Its history generates a tourist attraction that is reflected in its growing surplus value. This means an important challenge in terms of control and urbanization so as not to detract from the quality of life of its citizens.

In 2021, the Urban Development Department carried out actions to regulate land use and civil administration, managing more than 27,000 procedures in the municipality, increasing the figure by 0.38% compared to the previous year.



### AUTHORIZATION OF URBAN PROCEDURES IN THE MUNICIPALITY, 2020 Y 2021.

PROCEDURE	2020	2021
Billboards	1,355	1,322
Ruling on land use	2,170	2,457
Ruling on land use and/or feasibility for opening businesses	1,346	1,445
Feasibility of line of business	4,750	5,158
Land use report	1,187	1,059
Construction license	2,560	3,271
Express construction license	12	1
Breaking of pavement license	111	115
Official number	11,528	10,345
Conclusion of works	1,926	1,877
<b>TOTAL</b>	<b>26,945</b>	<b>27,050</b>

Source: Municipality of Querétaro. Department of Urban Development, 2022.

For its part, the Land Use Department handled more than 10,000 procedures related to municipal urban development; in this case, the increase for the same period was of 666 requests.

### LAND USE PROCEDURES OF MUNICIPAL URBAN DEVELOPMENT, 2021.

PROCEDURES	QUANTITY
Ruling on land use	2,457
Ruling on land use and/or feasibility for opening businesses	1,445
Feasibility of line of business	5,158
Land use report	1,059
<b>TOTAL</b>	<b>10,119</b>

Source: Municipality of Querétaro. Department of Urban Development, 2022.



Construction licenses authorize owners and public or private entities to build, expand, modify, repair, or demolish a building or facility on land located in municipal territory.

During 2021, 3,272 construction licenses were issued, of which 82.7% corresponded to housing, 15.7% to commerce and services, and 1.6% to industry.



MUNICIPAL CONSTRUCTION LICENSES, 2021.	
LICENSE	QUANTITY
Residential	1,875
Popular housing	672
Commerce and services	514
Countryside residential housing	159
Industrial	52
<b>TOTAL</b>	<b>3,272</b>

Source: Municipality of Querétaro. Department of Urban Development, 2022.

The Municipality of Querétaro, through the Urban Development Directorate and as part of the real estate development, authorized in 2021 the integration of 5 housing developments in the Felipe Carrillo Puerto, Félix Osoreo Sotomayor and Santa Rosa Jáuregui districts, increasing the used surface area by 49.0% compared to the previous year.

CREATION OF NEW HOUSING DEVELOPMENTS AND/OR EXTENSION DURING THEIR DEVELOPMENT STAGES 2020 Y 2021.				
DISTRICT	2020		2021	
	HOUSING DEVELOPMENTS	"SURFACE AREA (SQURE METERS)"	HOUSING DEVELOPMENTS	"SURFACE AREA (SQURE METERS)"
Epigmenio González Flores	1	951,538	1	211,450
Felipe Carrillo Puerto	-	-	1	82,256
Josefa Vergara y Hernández	1	32,517	-	-
Santa Rosa Jáuregui	1	9,925	3	1,656,424
<b>TOTAL</b>	<b>3</b>	<b>993,980</b>	<b>5</b>	<b>1,950,130</b>

Fuente: Municipio de Querétaro. Dirección de Desarrollo Urbano, 2022.

M²: Metros cuadrados.

The authorized condominium developments also presented an increase in 2021 compared to the previous year, in this case of 20.6%.

CREATION OF NEW CONDOMINIUMS AUTHORIZED IN THE MUNICIPALITY 2020 Y 2021.		
DISTRICT	2020	2021
Centro Histórico	3	3
Epigmenio González Flores	11	7
Felipe Carrillo Puerto	17	21
Félix Osoreo Sotomayor	8	22
Josefa Vergara y Hernández	5	2
Santa Rosa Jáuregui	8	8
Villa Cayetano Rubio	11	13
<b>TOTAL</b>	<b>63</b>	<b>76</b>

Source: Municipality of Querétaro. Department of Urban Development, 2022.

### FUNDING FOR HOUSING

Housing is a fundamental right for the well-being of families, providing security, a sense of belonging and identity. The policies of habitability and urban development aim not only at the construction of houses, but also at the consolidation of decent environments and cities.

The Institute of the National Housing Fund for Workers (INFONAVIT for its Spanish acronym) is an organization that aims to satisfy the right of workers to have a home, as established by the Political Constitution of Mexico. Its regional district in Querétaro reported that in 2021, 5,423 loans were authorized to benefit that same number of families. The authorized financial resources amounted to 3 million 756.6 thousand pesos.

Of the 425,355 beneficiaries registered in the municipality of Querétaro, the potential demand, that is, those already qualified for an INFONAVIT loan, was of 149,057 as of the fifth bimonthly period of 2021.

## 2.2 City mobility

The increase in the demand for mobility in the municipality of Querétaro is one of the main challenges and objectives to be addressed. The Regulation for Mobility and Transit for the Municipality of Querétaro guarantees transfers in conditions of safety, equality, accessibility, functionality, agility and reduction of times, as a fundamental right of citizens.

The Strategic Mobility Plan promotes the competitiveness of the municipality of Querétaro due to the fact that the hours invested in traffic decrease and the harmful impact on health and the environment has been reduced.

During 2021, 2 actions were carried out in support of citizens to combat COVID 19:

:

**1. Bringing You Closer Program (Acercándote):** Brindando servicio colectivo gratuito desde el 14 de diciembre de 2020 y durante todo 2021 mediante 4, millones 280 mil 489 traslados en 10 rutas establecidas en el municipio, beneficiando a 47 mil 454 personas.

**2. Route for Health Program (Ruta por la Salud):** Traslado de manera gratuita al personal médico a través de 13 rutas, desde el 1 de enero hasta el 8 de septiembre de 2021, alcanzando un total de 133 mil 439 viajes.



### FREE UNIVERSITY TRANSPORTATION PROGRAM AND FREE SCHOOL TRANSPORTATION PROGRAM

The university transportation program began in October 2021 and provided 67 transfers. On the other hand, the school transportation program began in August of the same year and provided 13,917 transportation services. This year, the programs were updated, adding 19 organizations:

1. Centenaria y Benemérita Escuela Normal del Estado de Querétaro Andrés Balvanera (CBENEQ).
2. Centro de Estudios Tecnológicos Industrial y de Servicios No. 105 (CETis 105).
3. Centro Educativo Grupo CEDVA.
4. EDUCEM; Instituto Universitario del Centro de México.
5. Escuela de Bachilleres Plantel Norte (UAQ).
6. Escuela de Bachilleres Plantel Sur (UAQ).
7. Grupo ISIMA, Campus Querétaro.
8. Instituto Tecnológico de Querétaro (ITQ).
9. Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM).
10. Universidad Autónoma de Querétaro (UAQ).
11. Universidad Central de Querétaro (UNICEQ).
12. Universidad de Estudios Avanzados (UNEA).
13. Universidad del Valle de México, Campus Querétaro (UVM).
14. Universidad Internacional de Querétaro (UNIQ).
15. Universidad Marista de Querétaro.
16. Universidad Pedagógica Nacional, Campus Querétaro (UPN).
17. Universidad Politécnica de Santa Rosa Jáuregui (UPSTRJ).
18. Universidad Tecnológica de México (UNITEC) Campus Querétaro.
19. Universidad Tecnológica de Querétaro (UTEQ).





## 2.3 Competitiveness

### ECONOMIC INDICATORS

The economic performance of nations and subnational entities is usually understood as a function of the success of their productivity. However, there are other factors that must also be considered in the equation: good treasury management, job stability and diversification of financial activities, among others.

According to the 2016 World Economic Forum, these factors make up the level of competitiveness, understanding it as "the set of institutions, policies and factors that determine the level of productivity of a country".

Because of the complexity of evaluating the competitiveness of economies at macro and micro scales, various public and private agencies and institutions aim to analyze the information and publish measurements and rankings that help simplify their understanding.

The Mexican Institute for Competitiveness (IMCO) has designed investigations that make it possible to establish analysis parameters both at the state level and at the metropolitan level.

The State Competitiveness Index (ICE) is the study that analyzes the 32 states of the country through 72 indicators categorized into 10 sub-indexes. Unlike the 2020 edition, in the 2021 version, a gold, silver and bronze medal allocation system was not used to grade the performance of the states, but rather the 32 federative entities were grouped into 6 different categories of competitiveness, according to each of the sub-indexes.

The 6 categories to grade the level of competitiveness were: high, adequate, medium high, medium low, low and very low. According to the qualified points, Querétaro is one of the 5 most competitive entities, ranking third.

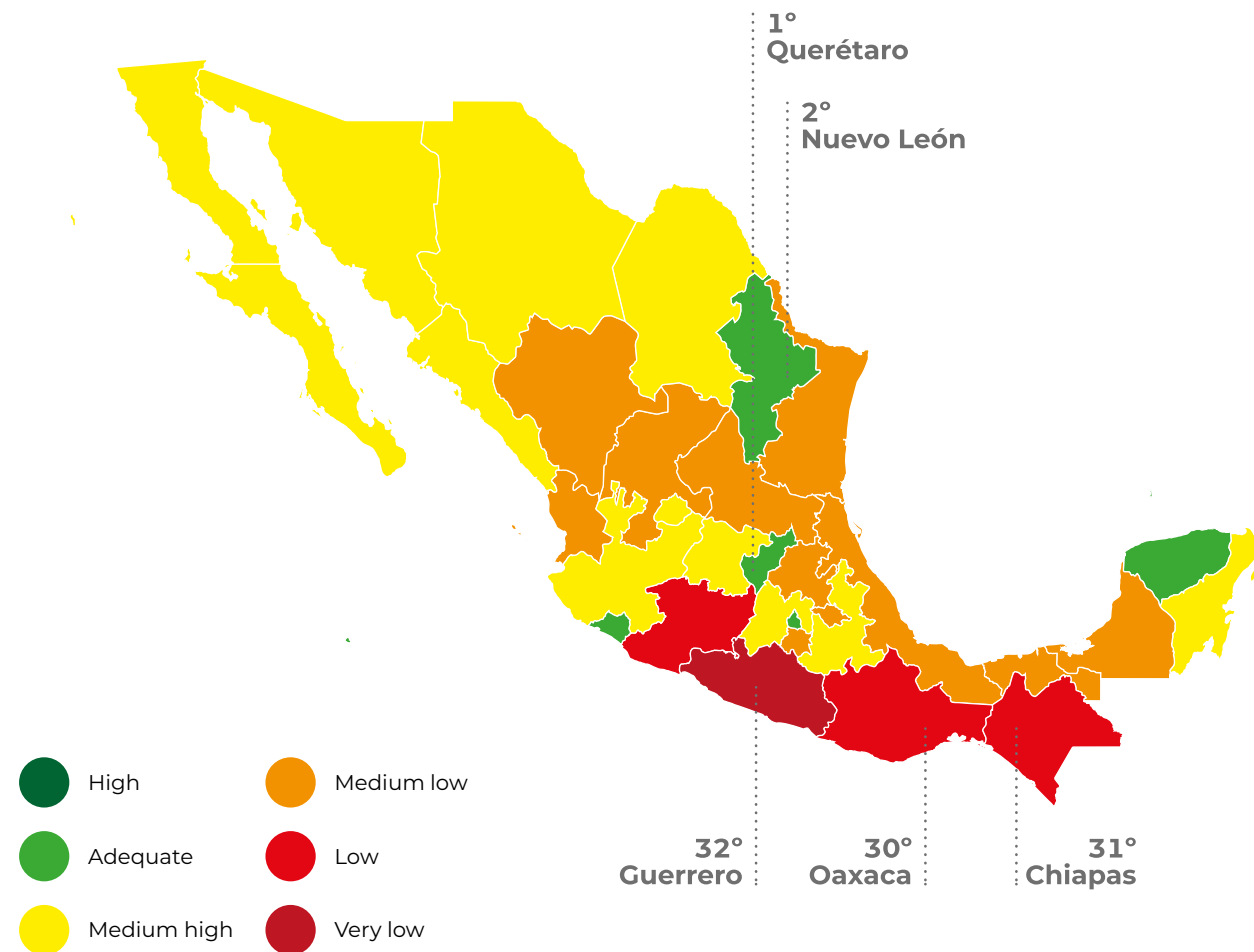
### STATE COMPETITIVENESS INDEX, 2021.

POSITION	ENTITY	LEVEL OF COMPETITIVENESS
1	 Ciudad de México	High
2	 Nuevo León	Adequate
3	 Querétaro	Adequate
4	 Coahuila	Adequate
5	 Jalisco	Adequate

Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022. Retrieved from: [www.imco.org.mx](http://www.imco.org.mx).

Regarding the "Efficient and Effective Governments" sub-index, which measures "the way in which state governments are capable of positively influencing the competitiveness of their entities", Querétaro obtained the first national position for the third consecutive time with a score of 78.1 out of 100.

**MAP OF THE SUBINDEX OF "EFFICIENT AND EFFECTIVE GOVERNMENTS".**



Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022.

An inclusive and democratic political system encourages investment through stable, healthy competition environments, with greater citizen participation and accountability. The sub-index "Political, Stable and Functional System" placed Querétaro in second place at the national level, with a score of 70.0 out of 100.

**MAP OF THE "POLITICAL, STABLE AND FUNCTIONAL SYSTEM" SUB-INDEX.**

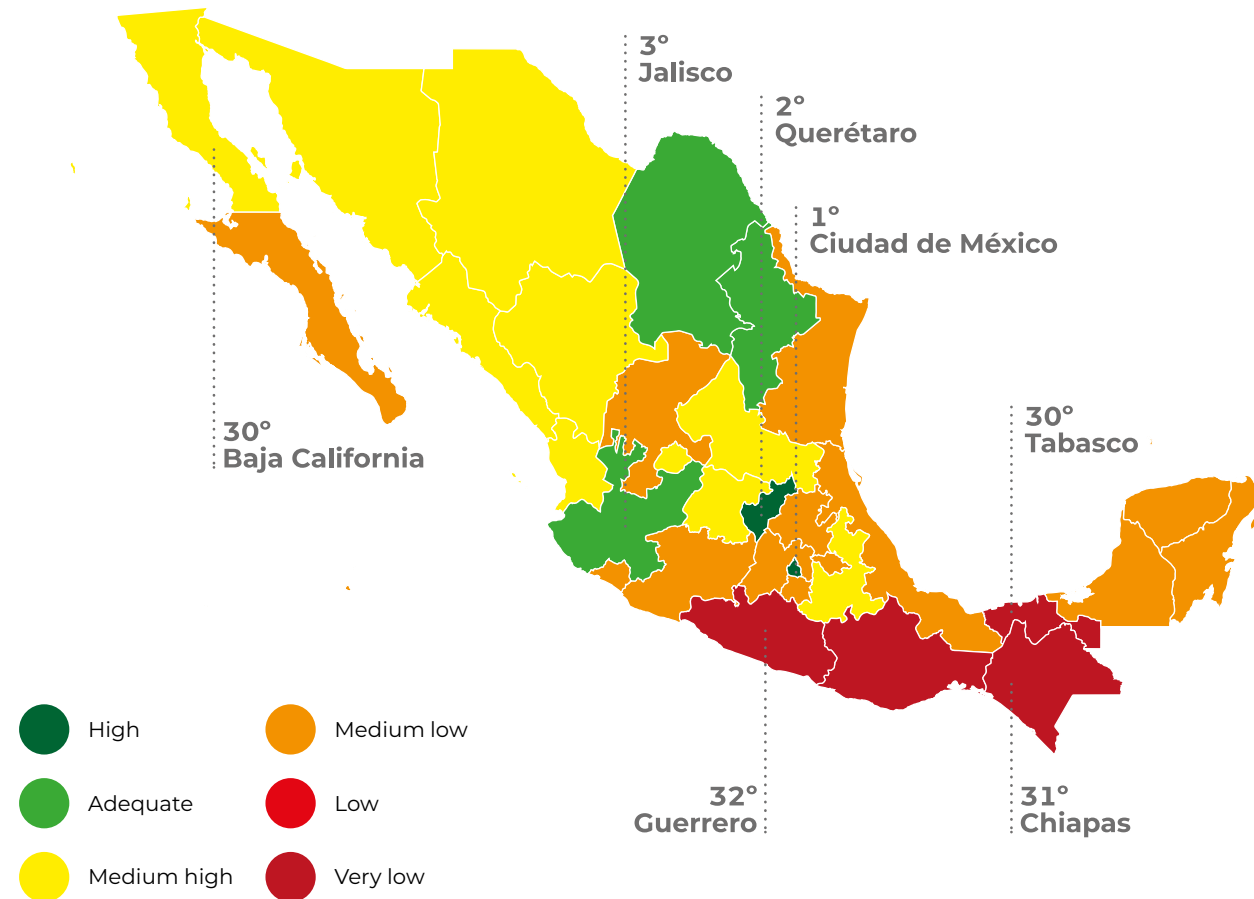


Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022.



The "Innovation of the Economic Sectors" sub-index evaluates the ability to generate and apply new knowledge, including indicators related to the characteristics of the companies, the research context and the generation of patents. The grade obtained was 90.0 out of 100, reaching the second position at the national level.

**MAP OF THE SUB-INDEX OF "INNOVATION OF ECONOMIC SECTORS".**



Source: Mexican Institute for Competitiveness. State Competitiveness Index, 2022.

The IMCO calculates the Urban Competitiveness Index (ICU) that measures the ability of Mexican cities to attract and retain talent and investment. The factor is made up of 10 sub-indexes that group 69 indicators aimed at evaluating the performance of 69 cities in 370 municipalities of the Mexican Republic that concentrate 63.0% of the total population of the country, 86.0% of the Gross Domestic Product (GDP) and 88.0% of gross fixed investment.

In 2021, the ICU placed Querétaro in the third position, within the group of cities with more than one million inhabitants, three levels above what was established in the 2020 report.

For this study's purposes, the municipalities of Querétaro, Corregidora, El Marqués and Huimilpan, belonging to the entity, and Apaseo el Alto, belonging to Guanajuato were added, together amounting for 1,594,212 inhabitants. The mentioned demarcations of Queretaro concentrate 64.6% of the total population of the state.

The sub-indexes analyzed for this classification and the position of the city of Querétaro in each of them were:

**URBAN COMPETITIVENESS INDEX, 2021.  
(Cities with more than one million inhabitants).**

SUB-INDEX	POSITION
Taking advantage of international relations	7
Stable economy	3
Efficient and effective governments	6
Innovation and sophistication in economic sectors	2
Sustainable management of the environment	10
Factor market	8
World-class precursor sectors	7
Reliable and objective system of law	5
Stable and functional political system	1
Inclusive, educated and healthy society	13

Source: Mexican Institute for Competitiveness. Urban Competitiveness Index, 2022. Retrieved from: [www.imco.org.mx](http://www.imco.org.mx).

Another important factor in measuring a city's competitiveness is a credit rating endorsed by agencies of international relevance. The municipality of Querétaro is distinguished by maintaining excellent evaluations in credit ratings endorsed by international rating agencies.

For the first time in 2004, the firm Moody's Investors Services granted the municipality of Querétaro the ratings "Aa1.mx" on a national scale and "Baa1" on a global level. Since then, it has ratified them in 2014 and from 2016 to 2021, that is, on the 8 occasions that it has evaluated the demarcation, it has stood out for its stable government administration, with very low levels of debt, considered as the economic and financial center of the state.

Likewise, Standard&Poor's also ratified the credit ratings of the municipality of Querétaro receiving a "mxAA+" rating on a national scale and "BBB" on a global scale. This shows how attractive the demarcation is, both nationally and internationally speaking.

The Dutch consulting firm KPMG conducts a survey each year among executives of companies established in Mexico, and the results are published in the Perspectives of Senior Management in Mexico report. For the 2021 edition, 1,307 leaders from different organizations were interviewed. The city of Querétaro ranked fourth among the preferences of those surveyed with 33.0%. The following table shows the complete information:

**PERSPECTIVES OF SENIOR MANAGEMENT IN MEXICO, 2021.**

CITY	2021	2020
	PERCENTAGE %	
Plan to expand operations	49.0	45.0
Nuevo León	40.0	24.0
Ciudad de México	40.0	22.0
Jalisco	36.0	24.0
<b>Querétaro</b>	<b>33.0</b>	<b>29.0</b>
Estado de México	31.0	N.A.

Source: Dutch Consultancy KPMG, Perspectives of Senior Management in Mexico, 2022.

N.A.: Not available





Querétaro has been recognized worldwide thanks to its growing economic activity and the strength of its economic sectors. This is reflected in the positions obtained in the various rankings published by the intelligence area of the Financial Times newspaper. The *fDi's Global Cities of the Future 2021/22* study recognizes Querétaro as the eighth city with the highest economic potential in the world, within the category of fewer than 2 million inhabitants. For the previous study, 129 locations around the world were analyzed.

"FDI'S GLOBAL CITIES OF THE FUTURE 2021/22. "ECONOMIC POTENTIAL.		
POSITION	CITY	COUNTRY
1	Luxembourg	Luxembourg
2	Zohar	Oman
3	Gurgaon	India
4	Zurich	Switzerland
5	San Luis Potosí	México
6	Wrocław	Poland
7	Antwerp	Belgium
<b>8</b>	<b>Querétaro</b>	<b>Mexico</b>
9	Düsseldorf	Germany
10	Edinburgh	Scotland

Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.



Querétaro was ranked fifth as the best Latin American city of the future in the *fDi American Cities of the Future 2021/22* study, for which 210 cities on the American continent were analyzed.



FDI'S AMERICAN CITIES OF THE FUTURE 2021/22. "BEST LATIN AMERICAN CITIES.		
POSITION	CITY	COUNTRY
1	Mexico City	Mexico
2	Bogotá	Colombia
3	São Paulo	Brazil
4	Santiago	Chile
<b>5</b>	<b>Querétaro</b>	<b>Mexico</b>
6	Silao	Mexico
7	San Luis Potosí	Mexico
8	Buenos Aires	Argentina
9	San José	Costa Rica
10	Guadalajara	Mexico

Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.

The study classifies cities as *Major, Large, Mid, Small, and Micro*. Querétaro is located within the second category, that is, those with a direct population greater than 500,000 inhabitants and a metropolitan extension between 1 and 2 million inhabitants, obtaining a ninth place in the general analysis of the Best Large Cities in America and fourth in Economic Potential of Large Cities.

BEST LARGE CITIES IN AMERICA (OVERALL).		
POSITION	CITY	COUNTRY
1	Vancouver	Canada
2	Seattle	USA
3	San José	USA
4	Denver	USA
5	Orlando	USA
6	Portland	USA
7	Minneapolis	USA
8	Cincinnati	USA
<b>9</b>	<b>Querétaro</b>	<b>Mexico</b>
10	St. Louis	USA

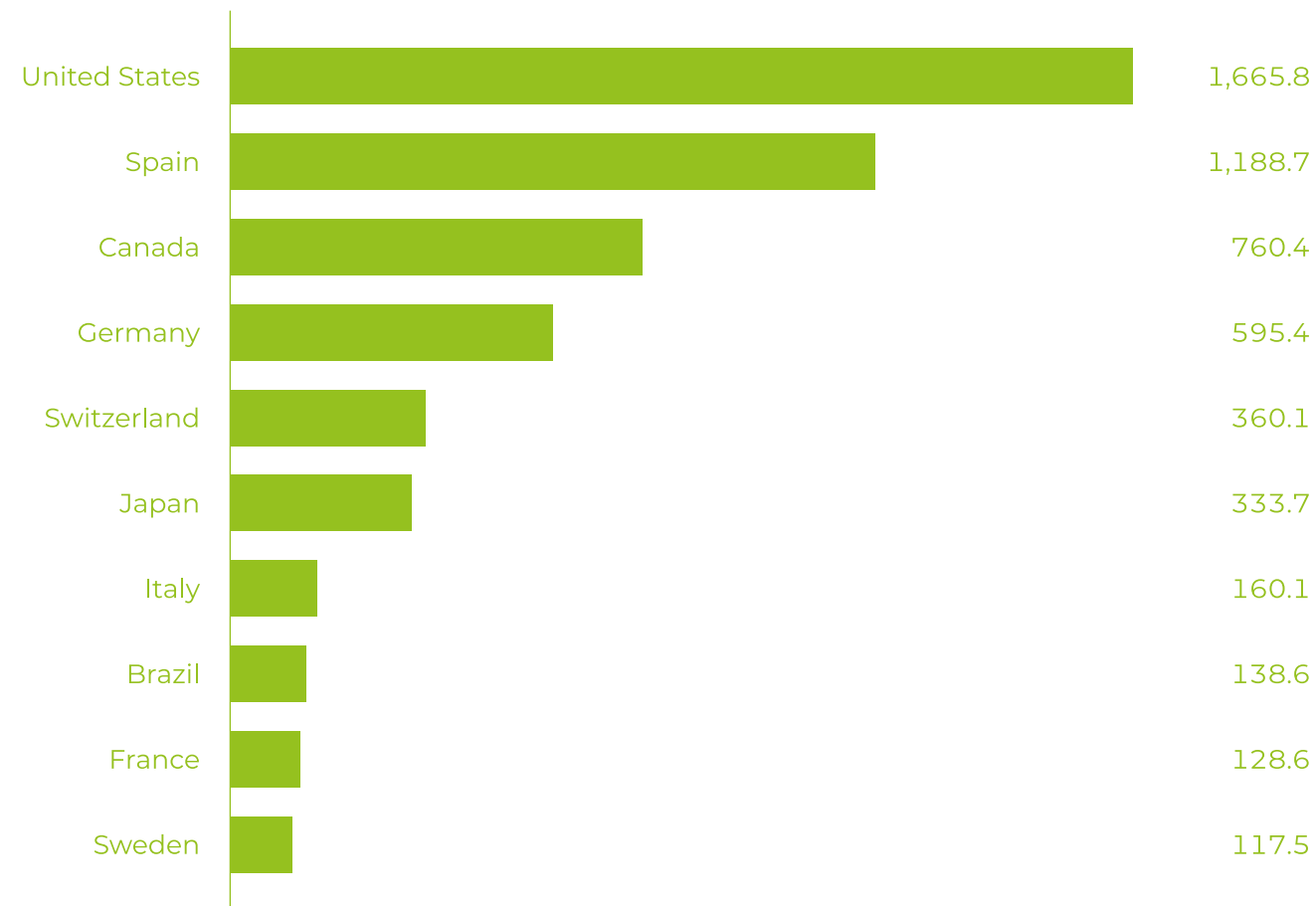
Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.

ECONOMIC POTENTIAL OF LARGE CITIES.		
POSITION	CITY	COUNTRY
1	Seattle	USA
2	Vancouver	Canada
3	San José	USA
<b>4</b>	<b>Querétaro</b>	<b>Mexico</b>
5	San Luis Potosí	Mexico
6	Denver	USA
7	Portland	USA
8	St. Louis	USA
9	Aguascalientes	Mexico
10	Ciudad Juárez	Mexico

Source: fDi's Intelligence, fDi's Global Cities of the Future, 2021/22.

Foreign direct investment (FDI) in the last 6 years has been of 6,121.5 million dollars, the main participants being the United States with 27.2% and Spain with 19.4%. The complete information is shown in the following table:

**FDI IN QUERÉTARO BY COUNTRY OF ORIGIN (2016-2021).**

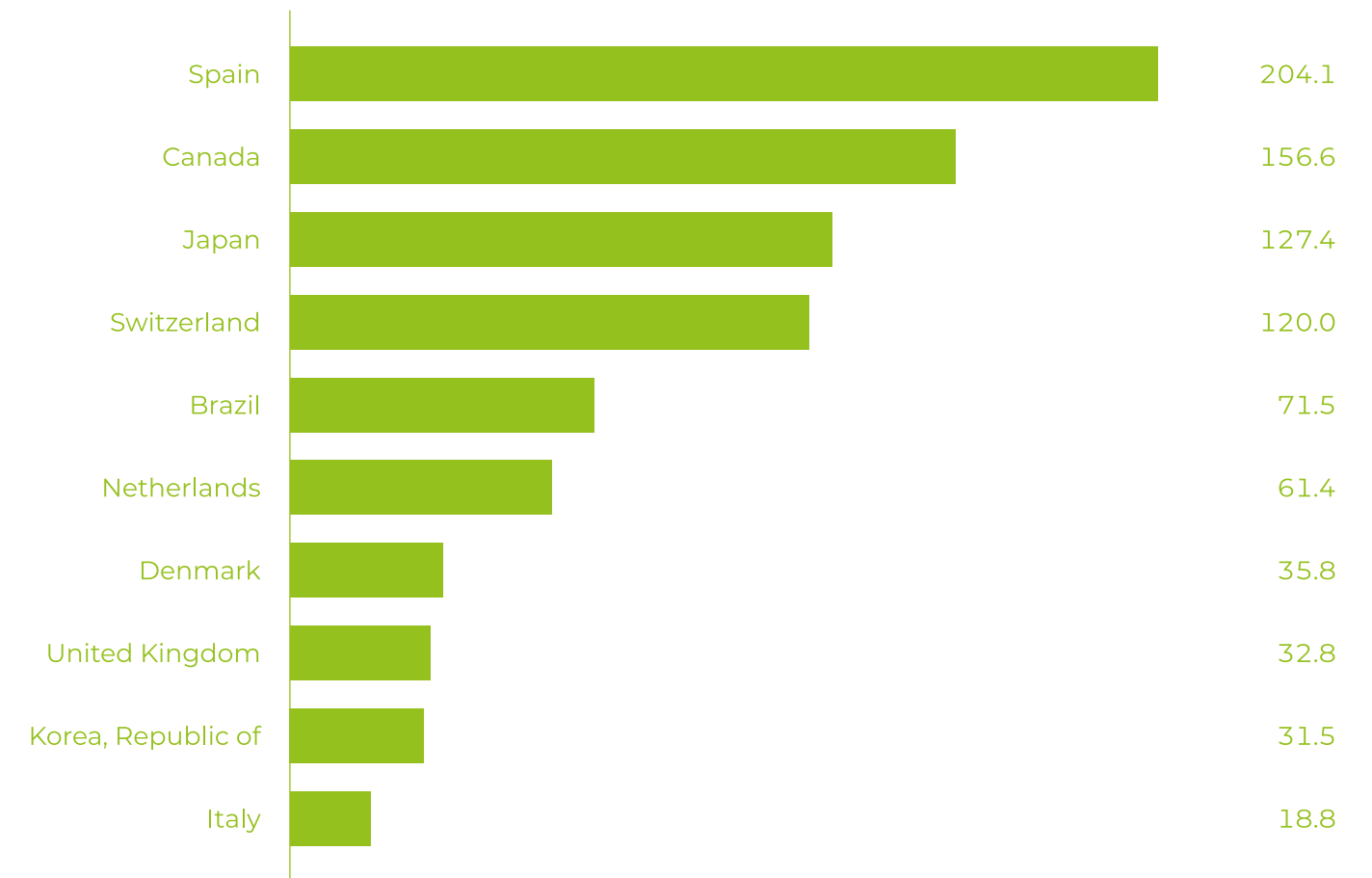


Total: **6,121.5**

Source: Ministry of Economy, 2022. Figures in millions of dollars.

In 2021, the state FDI showed a slight economic recovery, receiving 817.4 million dollars, highlighting investments from Spain, Canada, Japan, and Switzerland, which together accumulated 74.4% of the total.

**FDI IN QUERÉTARO BY COUNTRY OF ORIGIN (2021).**



Total: **817.4**

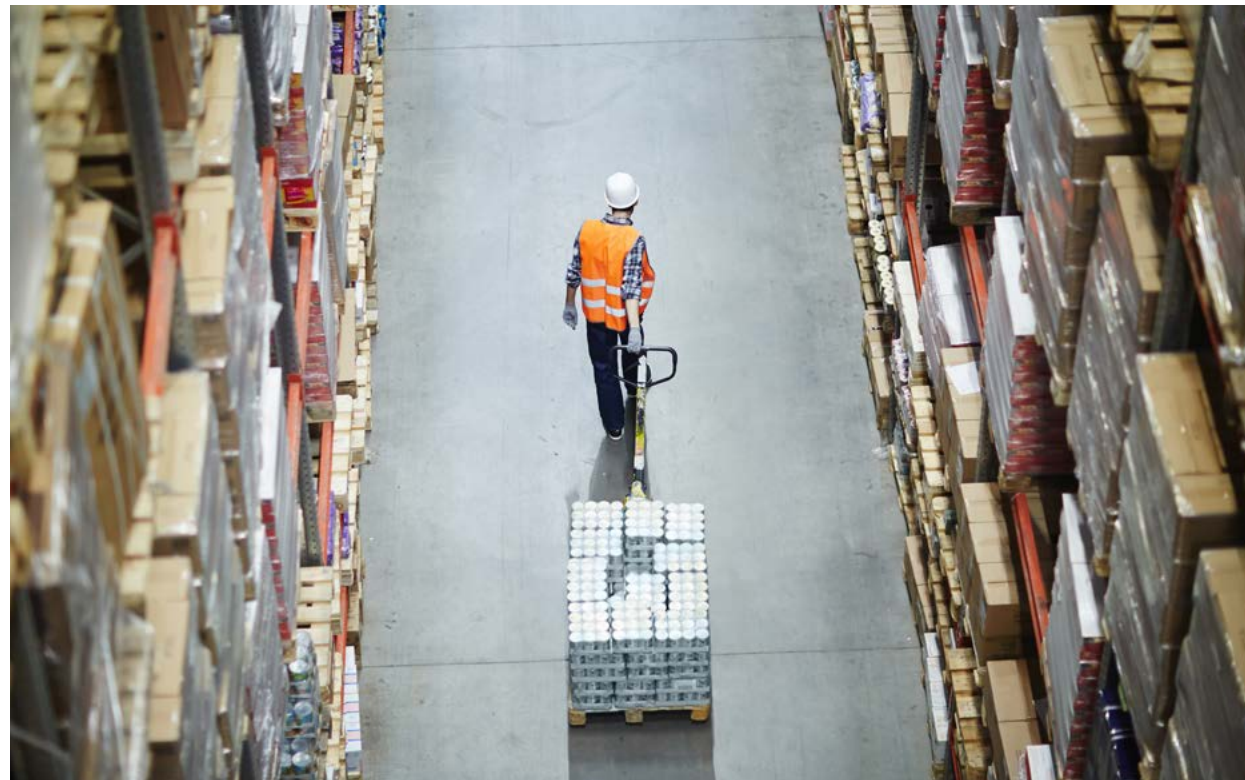
Source: Ministry of Economy, 2022. Figures in millions of dollars.



## INDUSTRIAL PARKS

Industrial activity in Querétaro has been a historical benchmark for more than 50 years. Responding to this need, the city has developed infrastructure and equipment that allow the installation of more and better companies.

In the municipality of Querétaro, 24 parks and industrial zones have been registered, located mainly in 5 of the 7 municipal districts that host 808 national and international companies.



### INDUSTRIAL PARKS BY MUNICIPAL DISTRICT.

DISTRICT	QUANTITY	PERCENTAGE (%)
Centro Histórico	2	8.3
Epigmenio González Flores	3	12.5
Felipe Carrillo Puerto	4	16.7
Félix Osores Sotomayor	10	41.7
Santa Rosa Jáuregui	5	20.8
<b>TOTAL</b>	<b>24</b>	<b>100.0</b>

Source: Municipality of Querétaro, Directorate of Economic Development and Entrepreneurship, 2022.

### COMPANIES IN THE MAIN INDUSTRIAL PARKS, 2021.

DISTRICT	PARK OR INDUSTRIAL ZONE	COMPANIES
Centro Histórico	Industrial Division La Montaña	25
	Industrial Park Tecnológico	41
Epigmenio González Flores	Industrial Set Sotavento	30
	Querétaro Park <sup>1</sup>	22
	Industrial Zone San Pedrito Peñuelas	27
Felipe Carrillo Puerto	Industrial Set San Antonio de la Punta	11
	Park Vía Verte	4
	Querétaro Park III	13
	Querétaro Park IV	1
Félix Osores Sotomayor	Industrial Division Benito Juárez	130
	Industrial Park Conjunto Santa Lucía <sup>2</sup>	12
	Entrepreneur Micropark	-
	Industrial Micropark Many <sup>2</sup>	12
	Industrial Micropark Piti Luxt <sup>2</sup>	17
	Industrial Micropark Santiago <sup>2</sup>	64
	Industrial Micropark Victoria I <sup>2</sup>	5
	Industrial Micropark Victoria II <sup>2</sup>	15
	Industrial Micropark Zentrum <sup>2</sup>	13
	Industrial Park Jurica	52
Santa Rosa Jáuregui	Conjunto Industrial Luxar	20
	Industrial Set La Presa	21
	Industrial Park Querétaro	165
	Business Estate Santa Rosa	100
	Querétaro Park II	8
<b>TOTAL</b>		<b>808</b>

Source: Municipality of Querétaro, Directorate of Economic Development and Entrepreneurship, 2022.

<sup>1</sup>They are located in the San Pedrito Peñuelas industrial zone.

<sup>2</sup>They are located in the Benito Juárez Industrial Zone.

## 2.4 Work environment and job placement services

The work environment integrates factors that influence people's physical and mental well-being. An adequate organizational culture guarantees that values and work habits are focused on people's mutual and healthy well-being.

Pursuant to article 15 of the Social Security Law, employers are obliged to notify the Mexican Institute of Social Security (IMSS for its Spanish abbreviation) of the registrations and dismissals of their employees, changes in their salaries and other data.

In 2021, 770,887 insured workers were registered in the state, a figure that represented a growth of 5.3% compared to 2020. The amount corresponds to 68.0% permanently insured, 13.5% temporary and 18.5% special.

"INSURED WORKERS IN THE STATE AND IN THE MUNICIPALITY, 2020 AND 2021."

CATEGORY	DECEMBER		VARIATION	
	2020	2021	ABSOLUTE <sup>1</sup> (ANNUAL)	PERCENTAGE <sup>2</sup> (%)
<b>"Total Insured state of Querétaro"</b>	737,411	731,913	-5,498	-0.7
Permanent	500,326	488,183	-12,143	-2.4
Temporary	107,593	107,313	-280	-0.3
Special	129,492	136,417	6,925	5.3
<b>Insured workers state of Querétaro</b>	607,919	595,496	-12,423	-2.0
<b>Insured workers municipality of Querétaro</b>	401,712	388,974	-12,738	-3.2

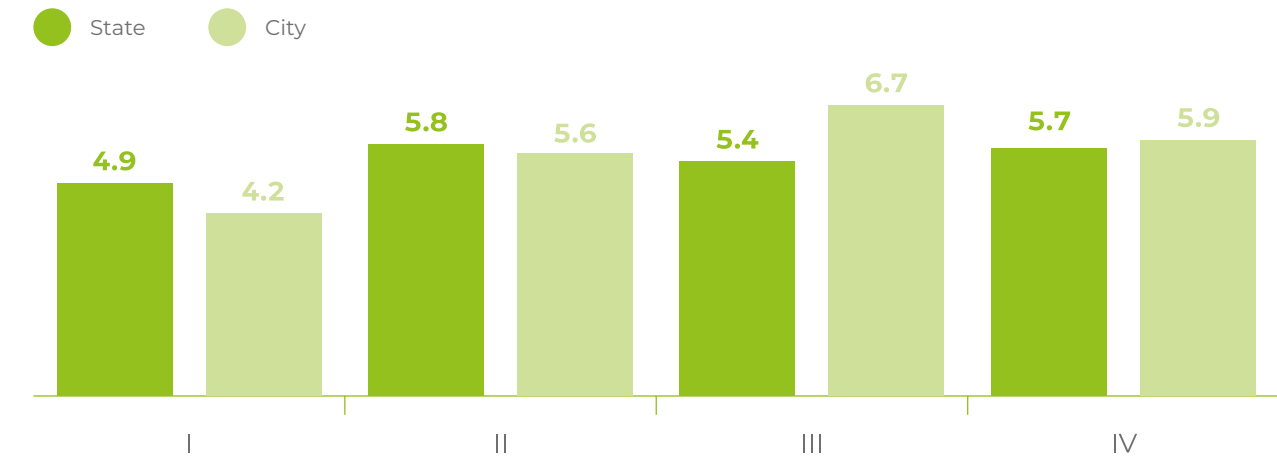
Source: IMSS State Branch. Head of Affiliation and Collection, 2022.

<sup>1</sup>The absolute variation (annual) is with respect to the same month of December of the previous year.

<sup>2</sup>The % variation is an annual cumulative compared to December of the previous year.

The National Institute of Statistics and Geography (INEGI for its Spanish abbreviation), through the National Occupation and Employment Survey (ENOE for its Spanish abbreviation), measures employment in Mexico quarterly. This enables the calculation of the Unemployment Rate (TD for its Spanish abbreviation), which is defined as the percentage of the Economically Active Population (PEA for its Spanish abbreviation) that is not working but is looking for a job. The following table shows the figures regarding Querétaro:

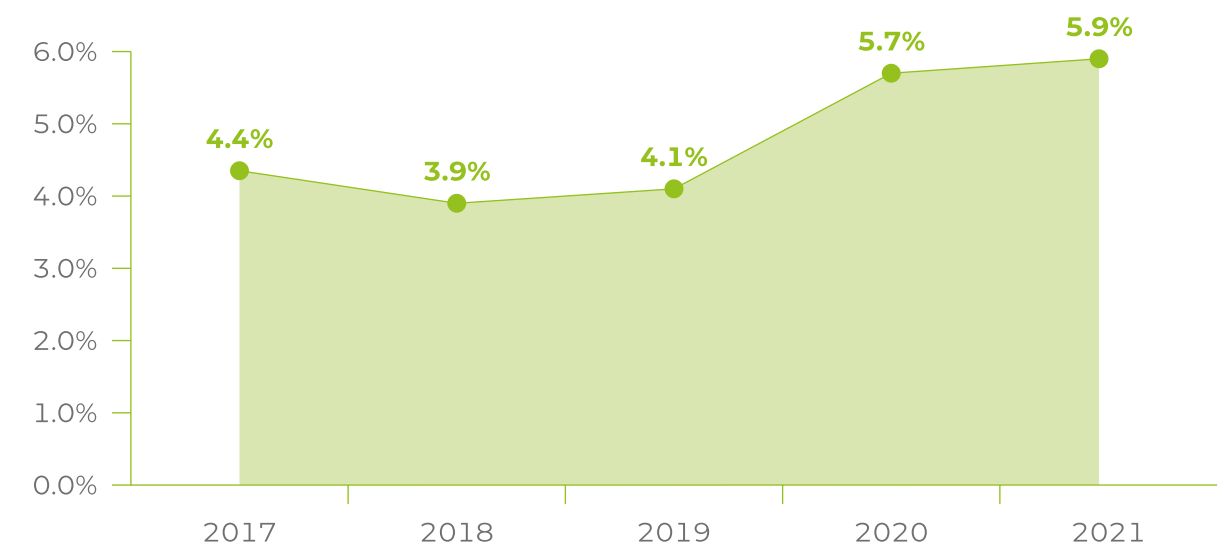
QUARTERLY UNEMPLOYMENT RATE, 2021.



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.

The TD in the fourth quarter of 2021 for the city of Querétaro was 5.9% and 5.7% in the state. Compared to 2017, in the city of Querétaro the TD increased 1.5% in the last 5 years.

UNEMPLOYMENT TO 4TH. QUARTER, 2017-2021.



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.



In the same period, the PEA in the city of Querétaro registered 519,002 people, an amount 22.8% higher than the previous year. The detail of the information, including age, education, hours worked and average income, is shown in the following table:


**EMPLOYMENT AND PLACEMENTS INDICATORS (INEGI), 2021.**

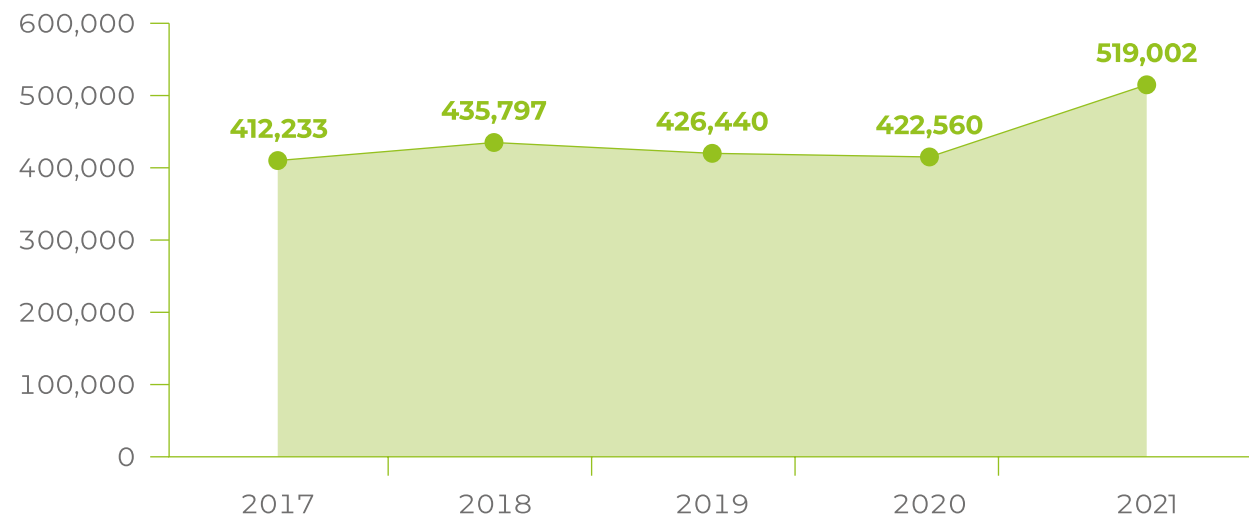
CATEGORY	2021			
	I TRIM.	II TRIM.	III TRIM.	IV TRIM.
<b>Unemployment rates (%)</b>				
National TD	4.4	4.2	4.2	3.7
State TD	4.9	5.8	5.4	5.7
TD city of Querétaro	4.2	5.6	6.7	5.9
<b>Economically Active Population (PEA), city of Querétaro</b>				
Busy	474,365	470,674	478,606	488,346
Unemployed	20,878	28,084	34,191	30,656
<b>Employed population by economic sector, city of Querétaro</b>				
Primary	631	1,116	1,870	1,011
Secondary	124,521	123,979	133,572	136,210
Tertiary	347,604	343,511	342,026	349,329
Unspecified	1,609	2,068	1,138	1,796
<b>Employed population by income level, city of Querétaro</b>				
Up to a minimum wage	44,244	68,830	51,272	48,803
More than 1 to 2 minimum wages	120,060	115,492	113,467	110,563
More than 2 to 3 minimum wages	68,103	65,711	66,327	73,413
More than 3 to 5 minimum wages	48,581	42,279	60,240	53,479
More than 5 minimum wages	18,848	22,849	17,841	18,096
Does not receive income	8,402	7,840	6,261	7,020
Unspecified	166,127	147,673	163,198	176,972
<b>Employed population by type of economic unit, city of Querétaro</b>				
Companies and businesses	314,003	303,653	307,712	323,361
Institutions	64,654	69,392	70,621	64,206
Private	15,187	19,326	17,672	16,779
Public	49,467	50,066	52,949	47,427
Household sector	95,171	97,008	99,645	99,560
Informal sector	80,987	81,467	83,482	82,021
Employment rate in the informal sector (%)	17.1	17.3	17.4	16.8
Special and unspecified situations	537	621	628	1,219
<b>Condition of informality</b>				
Formal occupation	314,055	314,508	313,948	318,441
Informal occupation	160,310	156,166	164,658	169,905
Informal sector	80,987	81,467	83,482	82,021
Outside the informal sector	79,323	74,699	81,176	87,884
<b>Averages</b>				
Average age of PEA	39.3	39.1	38.8	39.2
Average years of schooling in the PEA	12.1	12.1	12.1	12.2
Average hours worked per week by the employed population	42.6	43.4	43.7	44.5
Average income (pesos) per hour worked of the employed population	63.0	61.1	60.3	59.3

Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.



Comparing the final data between 2017 and 2021, after a certain stability shown until 2020, the increase in the PEA is 25.9%, it is worth pointing out the economic and labor impact derived from the global pandemic by COVID-19.

**ECONOMICALLY ACTIVE POPULATION AS OF 4TH. QUARTER 2017-2021.**



Source: INEGI. National Survey of Occupation and Employment (ENOE), 2022.

The Municipality of Querétaro has an area that directly attends and advises people who are looking for employment. The Directorate of Economic Development and Entrepreneurship through the Employment Promotion Department, offers placement alternatives according to the vacancies provided by the companies. Attention to citizens can be in person or in a virtual modality, through the website <https://empleo.municipiodequeretaro.gob.mx>

In 2021 there was a decrease compared to the previous year in both the number of people placed and applicants, with 57.6% and 52.9%, respectively. This situation is also a clear example of the damage caused by the COVID-19 contingency. The number of vacancies offered, on the other hand, increased 52.0% during the same period, the figures are detailed in the following table:

RESULTS OF THE MUNICIPAL JOB PLACEMENT SERVICE, 2020 AND 2021.		
CATEGORY	2020	2021
People Placed	1,114	472
Applicants <sup>1</sup>	14,374	6,763
Vacancies offered	2,496	3,793

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, Department of Employment Promotion, 2022.

<sup>1</sup>Refers to persons assisted by the Department of Employment Promotion in search of a job.

There were 3 events held in 2021, that totaled more than 600 job offers, this meant an increase of 152.9% compared to the previous year. The number of participating companies reached almost a dozen. Full information is shown below:

EVENTS HELD BY THE EPLACEMENT SERVICE, 2021.				
EVENT DATE	PLACE	EVENT	VACANCIES OFFERED	PARTICIPATING COMPANIES
November 17 to 26	Auditorium of the Civic Center of Querétaro	Day of the Private Initiative Recruitment	207	6
December 16	Auditorium of the Santa Rosa Jáuregui delegation	Recruitment of Kurashiki Kako Mexicana	60	1
December 20		Samsung Electronics Appliances Recruitment	350	1
<b>TOTAL</b>		<b>3</b>	<b>617</b>	<b>8</b>

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, Department of Employment Promotion, 2022.



According to data issued in 2021 by the Ministry of Labor, in the field of labor justice and conciliation of interests that comprise the productive sector of the state, 704 strike calls were registered, of which 78.6% were resolved by signing a collective bargaining agreement, 5.7% by comprehensive review, 5.5% salary review, 7.2% with economic imbalance and 3.0% due to contract violations.

On the other hand, the status of summons documented 1,791 reasons, of which 68.2% were resolved, 12.2% are in process, 14.5% were withdrawn, 2.5% without resolved summons and 2.6% without summons in process. The complete results of the Conciliation and Arbitration Board are shown below:

#### RESULTS OF THE LOCAL BOARD OF CONCILIATION AND ARBITRATION IN THE MUNICIPALITY, 2021.

CONCEPT	2021
<b>Reasons for calls to strike:</b>	<b>704</b>
Reasons for calls to strike:	553
Comprehensive review	40
Salary review	39
Economic imbalance	51
Non-compliance (violations) of the collective bargaining agreement	21
<b>Status of strike sites:</b>	<b>1,791</b>
Resolved	1,221
In process	219
Withdrawals	260
No locations resolved	45
No sites in process	46

Source: State Government. Ministry of Labor, 2022.

The National Employment Service (SNE) is the national public institution that facilitates the link between those who offer work and those who require it. It guides and supports job seekers to get it and assists companies to find candidates to fill the vacancies they offer.

According to the entity's SNE, in 2021 the Labor Mobility subprogram of the Employment Support Program (PAE) benefited 445 people at the state level, 31 of them residents of the municipality of Querétaro.

#### EMPLOYMENT SUPPORT PROGRAM (PAE), 2021.

SUBPROGRAM	BENEFICIARIES	
	STATE	MUNICIPALITY
Labor Mobility <sup>1</sup>	445	31

Source: State Government. Ministry of Labor, 2022.

<sup>1</sup>Does not handle resource.

The State Employment Program (PEE) had 2 subprograms called Equipment for Self-Employment and Training for Self-Employment, supporting 132 people with more than 1.2 million pesos at the municipal level. These figures represented 14.7% of beneficiaries and 22.3% of investment, at the state level.

#### STATE EMPLOYMENT PROGRAM (PEE), 2021.

SUBPROGRAM	STATE		MUNICIPALITY	
	BENEFICIARIES	INVESTMENT (PESOS)	BENEFICIARIES	INVESTMENT (PESOS)
Equipment for Self-Employment	236	3,682,658.1	69	1,080,603.9
Self-Employment Training	663	1,968,353.5	63	182,277.6
<b>TOTAL</b>	<b>899</b>	<b>5,651,011.6</b>	<b>132</b>	<b>1,262,881.5</b>

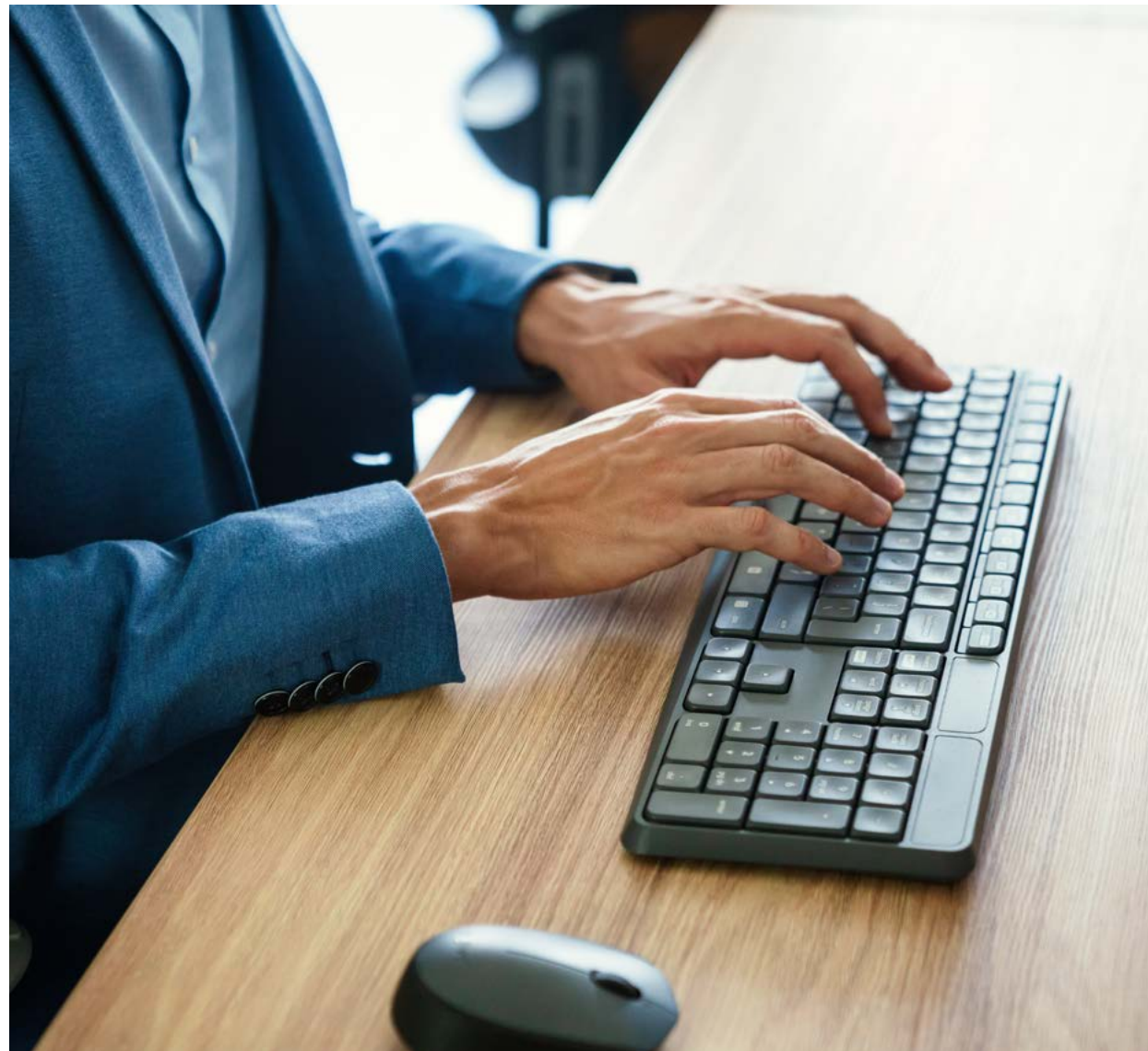
Source: State Government. Ministry of Labor, 2022.

Through the direction of the SNE, in 2021, the Municipality of Querétaro, gave the Strengthening for Employability training, serving 1,524 people in 164 editions of the course.

**TRAINING COURSES GIVEN IN THE MUNICIPALITY THROUGH THE DIRECTION OF THE SNE, 2021.**

MODALITY	COURSES	PEOPLE SERVED	INVESTMENT (PESOS)
Training Strengthening for Employability	164	1,524	341,280.0

Source: State Government. Ministry of Labor, 2022.



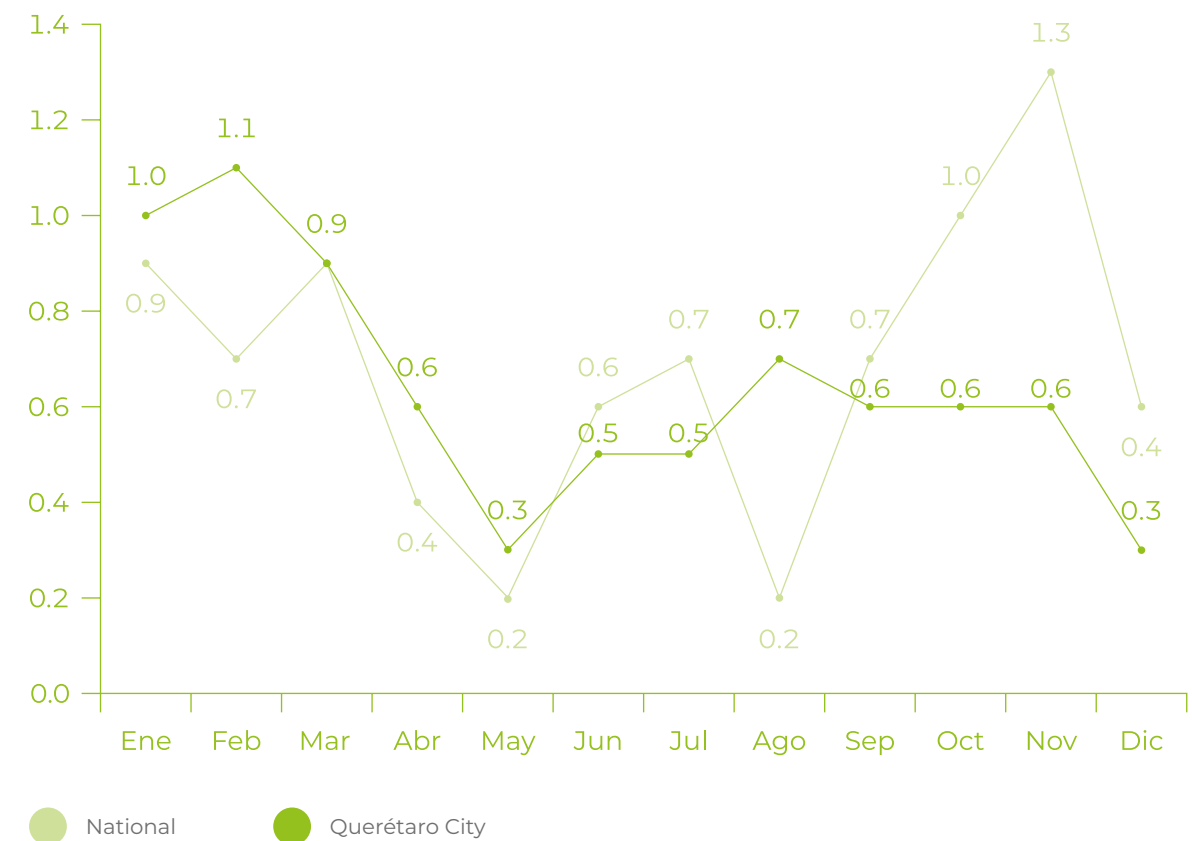
## 2.5 Domestic trade

It is the result of the relationship between the different origins of resources and the specialization and division of labor. Its activities allow for social development, providing the country with resources and generating a large number of jobs.

The Global Indicator of Economic Activity (IGAE) of the National Institute of Statistics and Geography (INEGI) allows knowing and monitoring the monthly evolution of the real sector of the economy. In annual terms, it was reported that, in December 2021 and with seasonally adjusted figures, the index increased by 0.8% at a monthly rate.

In the same period, in annual rate and with seasonally adjusted series, the IGAE advanced 1.1% in real terms. Primary activities grew 8.7%, secondary 2.4%, and tertiary 0.2%. Regarding inflation measured by the Consumer Price Index, at the national level, it was 8.0% and in the city of Querétaro, it was 7.7% accumulated annually.

**MONTHLY INFLATION NATIONWIDE AND IN THE CITY OF QUERÉTARO, 2021.**



Source: INEGI. Price indexes, 2022.



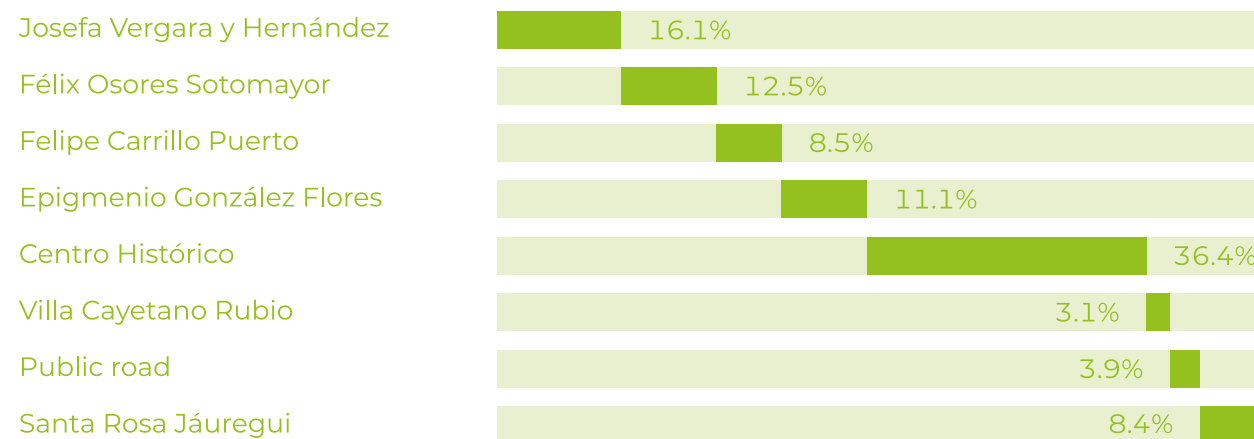
### MUNICIPAL OPERATING LICENSES

It is the document that authorizes the practice of legally permitted economic activities, following urban planning and under safe conditions. It accredits the formality of the business before the public and private entities, favoring their access to the market and guaranteeing the free development of the economy.

The operating license is issued in favor of the holder, who can request authorization to develop activities that include more than one line of business if they are related or complementary.

In 2021, there is a record of 35,399 commercial establishments that managed procedures related to Operating Licenses, such as: 21,532 renovations, 3,906 openings and 9,961 cancellations. Most of the legally constituted businesses are in the districts of Centro Histórico, Josefa Vergara y Hernández, Félix Osores Sotomayor and Epigmenio González Flores.

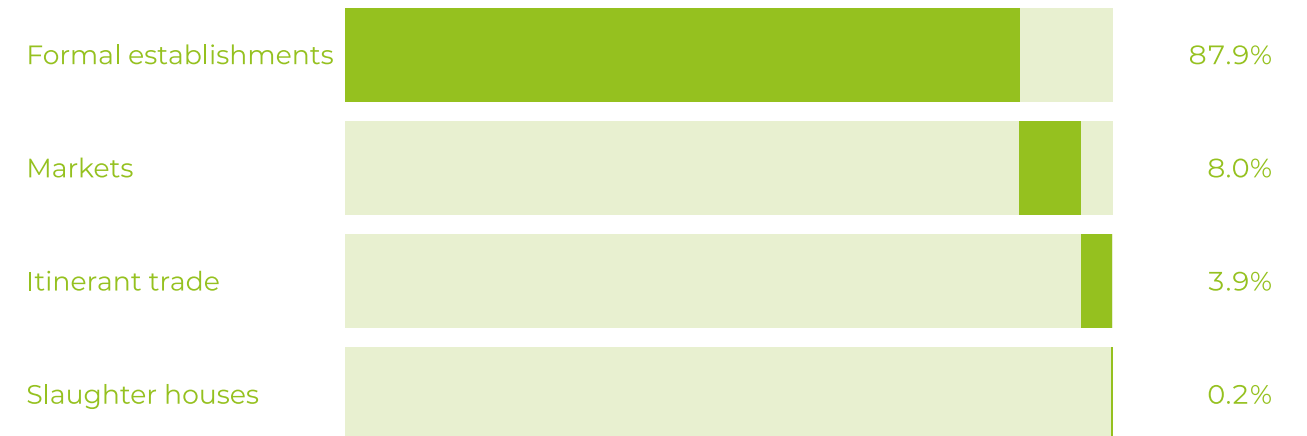
### REGISTER OF OPERATING LICENSES IN THE MUNICIPALITY BY DELEGATION, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

The premises, according to the type of license, correspond to 31,111 of the formally established type; 2,848 markets; 1,372 on public roads; and 68 slaughterhouses.

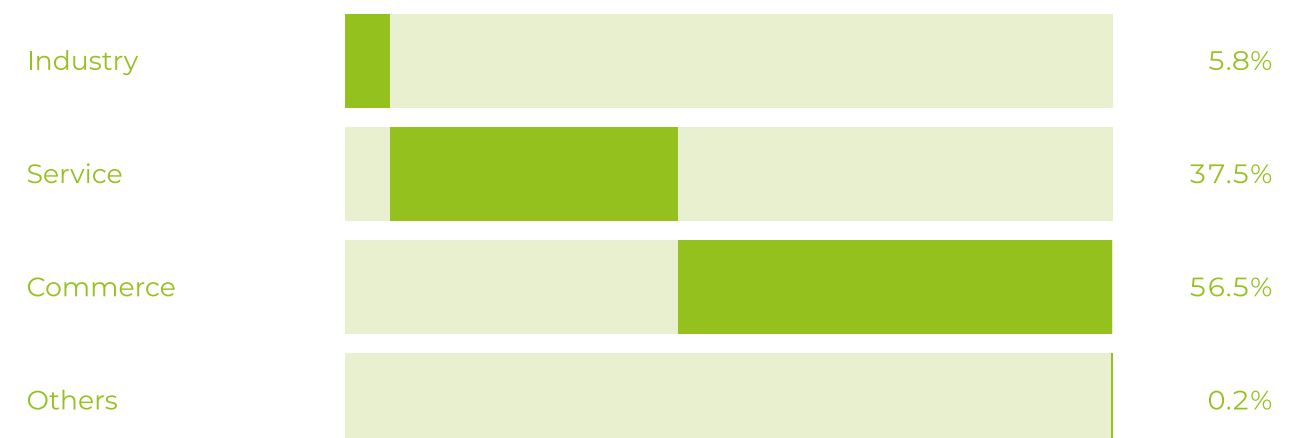
### REGISTER OF LICENSES BY TYPE OF LICENSE, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

As for the type of activity, most establishments belong to the commercial sector, with 19,991; followed by services, with 13,255; industry, with 2,067; and finally others, with 86.

### REGISTER OF LICENSES BY TYPE OF ACTIVITY, 2021.



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

The renewal of licenses integrates a significant number of municipal procedures each year. The following table shows the behavior of the category in recent years:

**COMPARISON OF PROCEDURES FOR THE RENEWAL OF MUNICIPAL OPERATING LICENSES, 2020 AND 2021.**

TYPE OF RE-ENDORSEMENT	2020	2021	PERCENTAGE DIFFERENCE (%)
	AMOUNT	AMOUNT	
General business renewal 1 year	19,364	19,276	-0.5
Multi-year renewal 2 years	581	63	-89.2
Multi-year renewal 3 years	1,170	409	-65.0
Alcohol business renewal	1,860	1,784	-4.1
<b>TOTAL</b>	<b>22,975</b>	<b>21,532</b>	<b>-6.3</b>

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

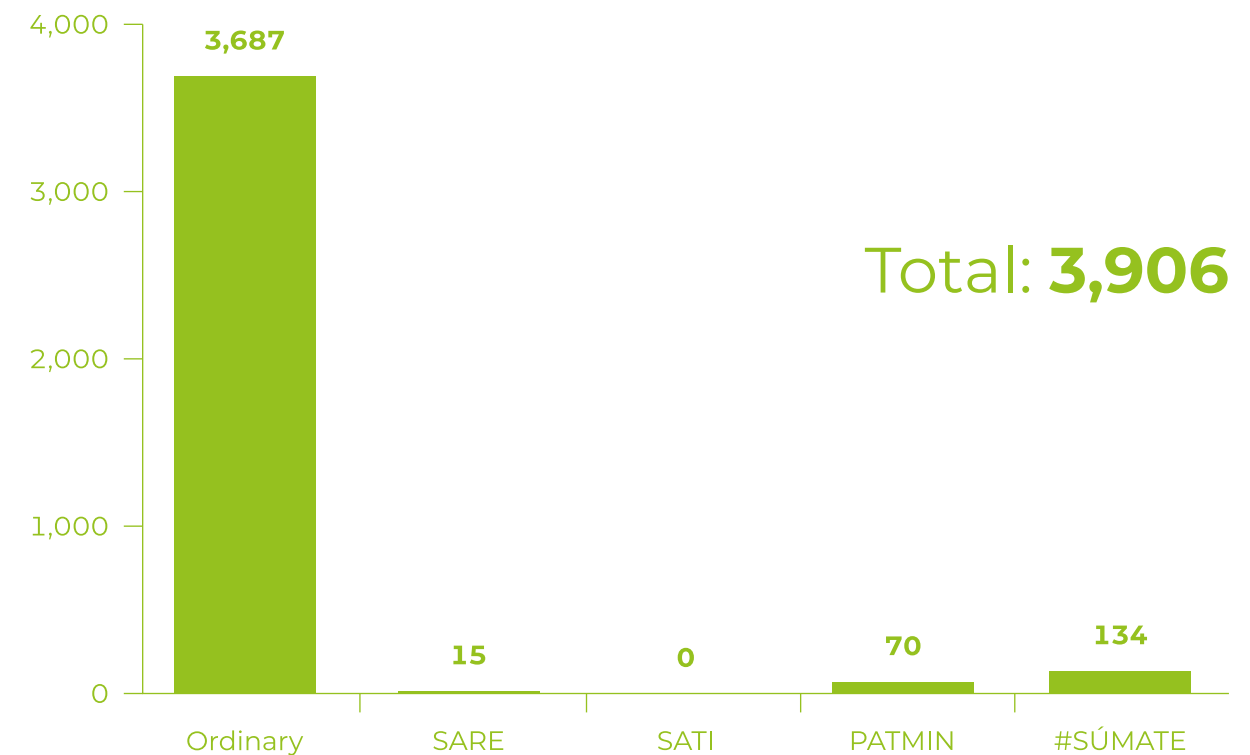
The Department of Operating Licenses of the Municipality of Querétaro has programs that simplify the opportunity for more and more businesses to decide to become established and formalize their situation:

- **System for the Streamlining of Procedures for the Industry (SATI) Program:** A single process and form within a maximum period of 24 hours. It applies to companies that intend to establish themselves in industrial parks and compatible urban areas.
- **Rapid Business Opening System (SARE) Program:** Speeds up and simplifies the opening of companies with low risk to health and the environment. It focuses primarily on micro, small and medium-sized enterprises (MSMES) that want to start operations in a single process and form within a maximum period of 24 hours.
- **Temporary Support for Micro Businesses (PATMIN) Program:** This applies to businesses that wish to establish themselves in the garage area of a residence and classify as one of the 71 low-risk line of businesses, in an area of less than 20 m<sup>2</sup>.

- **Multi-Annual Operating Licenses Program:** Encourages complying taxpayers to carry out the business opening and renewal procedure, valid for 2 or 3 years, in the 412 lines of business considered low risk by Civil Protection.
- **#Súmate Program:** Focused on the regularization of low risk businesses with industrial, commercial and/or service activities. Applies to 178 activities and 315 neighborhoods and human settlements.
- **Con tu Licencia PUEDES (meaning with your License you CAN) Program:** Grants credits of up to 35,000 pesos, intended for micro, small and medium-sized enterprises (MSMEs) that have a valid Municipal Operating License. It operates in coordination with the Department of Sustainable Development of the Government of the State of Querétaro (SEDESU).

In 2021, 3,906 licenses were authorized, of which 94.4% corresponded to the ordinary type, 3.4% to #SÚMATE, 1.8% to PATMIN, and 0.4% to SARE. The SATI program had no records during the year.

**OPENING LICENSES BY TYPE, 2021.**



Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.



Of the total licenses processed, 94.2% corresponded to micro enterprises 4.6% to small enterprises, 0.9% to medium, and 0.3% to large enterprises. Detailed information is shown in the following table:

OPENING OF COMPANIES BY SIZE, 2021.					
MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	140	6	1	1	148
February	264	12	1	-	277
March	378	10	1	-	389
April	430	13	-	2	445
May	457	6	4	1	468
June	372	13	2	1	388
July	350	21	6	-	377
August	355	35	2	-	392
September	262	11	5	3	281
October	242	15	2	1	260
November	210	17	2	-	229
December	218	22	11	1	252
<b>TOTAL</b>	<b>3,678</b>	<b>181</b>	<b>37</b>	<b>10</b>	<b>3,906</b>

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

Microenterprises contributed 37.1% of the jobs created, followed by large enterprises with 30.4%, small with 16.5%, and medium-sized with 16.0%.

JOBS GENERATED BY OPENING COMPANIES BY SIZE, 2021.					
MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	322	78	140	1,200	1,740
February	607	247	80	-	934
March	895	215	238	-	1,348
April	988	310	-	846	2,144
May	1,039	148	476	1,664	3,327
June	956	354	297	1,168	2,775
July	804	465	574	-	1,843
August	803	662	278	-	1,743
September	652	325	652	1,471	3,100
October	641	361	121	400	1,523
November	538	321	200	-	1,059
December	642	466	783	530	2,421
<b>TOTAL</b>	<b>8,887</b>	<b>3,952</b>	<b>3,839</b>	<b>7,279</b>	<b>23,957</b>

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

MSMES are of great importance to the national economy, they represent an excellent means to promote development and a better distribution of wealth. Not only is their contribution to the production and distribution of goods and services important, but also their flexibility in adapting to technological changes and their great potential in generating jobs.

In 2021, the operation of 15 new companies was authorized via SARE, 95.0% less compared to the previous year. The districts with the highest number of openings were Josefa Vergara y Hernández and Santa Rosa Jáuregui, both with 20.0% of the total registrations.

**REQUESTS AUTHORIZED VIA SARE BY DISTRICT, 2020 AND 2021.**

DISTRICT	2020	2021
Centro Histórico	95	2
Epigmenio González Flores	41	2
Felipe Carrillo Puerto	23	2
Félix Osores Sotomayor	33	2
Josefa Vergara y Hernández	72	3
Santa Rosa Jáuregui	20	3
Villa Cayetano Rubio	15	1
<b>TOTAL</b>	<b>299</b>	<b>15</b>

Source: Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

**COMMERCIAL INFRASTRUCTURE**

It allows the residents of the municipality of Querétaro to acquire various goods to meet their needs for food, clothing, education, health services, and recreation, among others.

The municipal authority provides continuous maintenance to the 8 public markets distributed in the Centro Histórico, Félix Osores Sotomayor, and Josefa Vergara y Hernández districts. The complete information is detailed below:

PUBLIC AND LOCAL MARKETS IN THE MUNICIPALITY, 2021.		
DISTRICT	MARKETS	LOCALS
<b>Centro Histórico</b>		<b>1,782</b>
<i>Josefa Ortiz de Domínguez "La Cruz"</i>		570
<i>General Mariano Escobedo</i>	5	842
<i>Benito Juárez "El Tepetate"</i>		180
<i>Miguel Hidalgo</i>		126
<i>Las Flores</i>		64
<b>Félix Osores Sotomayor</b>		<b>65</b>
<i>José María Morelos y Pavón</i>	1	65
<b>Josefa Vergara y Hernández</b>		<b>367</b>
<i>Lomas de Casa Blanca</i>	2	241
<i>Lázaro Cárdenas</i>		126
<b>TOTAL</b>	<b>8</b>	<b>2,214</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

The complete registration of markets and merchants during 2021 in the different districts is displayed in the following table:

MARKETS AND MERCHANTS IN THE MUNICIPALITY, 2021.		
DISTRICT	MARKETS	MERCHANTS
Centro Histórico	10	752
Epigmenio González Flores	15	2,060
Felipe Carrillo Puerto	14	1,360
Félix Osores Sotomayor	21	2,463
Josefa Vergara y Hernández	8	1,298
Santa Rosa Jáuregui	2	260
Villa Cayetano Rubio	2	190
<b>TOTAL</b>	<b>72</b>	<b>8,383</b>

Source: Municipality of Querétaro. General Ministry of Government, 2022.





Important shopping centers are in the municipal territory, among which Antea LifeStyle Center, Boulevares, Esfera, Hilvana, La Victoria, and Paseo Querétaro stand out.

MAIN SHOPPING CENTERS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

SHOPPING CENTER	TOTAL OF COMMERCIAL PREMISES	PREMISES AVAILABLE	OPEN STORES	ANCHOR STORES	RESTAURANTS	BANK BRANCHES	PARKING	PROMEDIO DE VISITANTES POR DÍA	TOTAL DE VISITANTES ANUALES
SPACES	AVERAGE NUMBER OF VISITORS PER DAY	TOTAL ANNUAL VISITORS	203	2	13	4	4,485	21,678	7,900,000
Boulevares	95	31	60	2	6	2	950	1,247	452,485
Esfera	42	2	40	4	8	1	2,000	5,263	3,388,134
Hilvana	85	21	49	4	0	0	512	2,500	912,000
La Victoria	101	8	93	5	4	3	2,800	16,000	5,800,000
Paseo Querétaro	165	17	119	1	10	5	3,500	9,928	3,623,794
<b>TOTAL</b>	<b>706</b>	<b>94</b>	<b>564</b>	<b>18</b>	<b>41</b>	<b>15</b>	<b>14,247</b>	<b>56,616</b>	<b>22,076,413</b>

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, 2022.



Among the supermarkets, those belonging to recognized chains such as Aurrerá, Chedraui, City Club, City Market, Costco, Fresko, La Comer, Sam's Club, Soriana, and Wal-Mart stand out at the municipal level.

**SUPERMARKETS ESTABLISHED IN THE MUNICIPALITY, IN 2021.**

STORE	BRANCH OFFICES <sup>1</sup>
Aurrerá	31
Chedraui	5
City Club	1
City Market	1
Costco	2
Fresko/City Fresko	4
La Comer	1
Sam's Club	2
Soriana	6
Superama	3
Wal-Mart	8
<b>TOTAL</b>	<b>64</b>

**Source:** Directorate of Economic Development and Entrepreneurship. Department of Operating Licenses, 2022.

<sup>1</sup>Information extracted from the Municipal Information System (SIM), a search carried out by commercial name, which returns only those records that have a Municipal Operating License.





### COMMERCIAL ESTABLISHMENTS INDICATORS

The INEGI carries out the Monthly Survey on Commercial Companies (EMEC), a project to generate basic statistics that provide relevant data on the behavior of domestic trade in Mexico and helps calculate the Gross Domestic Product (GDP), and economic indicators on employment, intermediate consumption, final demand, and labor productivity.

In Querétaro, in general, the figures showed an increase with respect to previous years, highlighting the wholesale indexes and merchandise purchased for resale, with 9.2% and 7.3%, respectively.



INDICATORS OF COMMERCIAL ESTABLISHMENTS IN THE STATE OF QUERÉTARO, 2008-2022.  
(BASE 2013=100).

YEAR	INDEX OF EMPLOYED PERSONNEL		TOTAL COMPENSATION INDEX		AVERAGE PAY INDEX		INDEX OF REVENUES FOR THE SUPPLY OF GOODS AND SERVICES		INDEX OF GOODS PURCHASED FOR RESALE	
	WHOLESALE	RETAIL	WHOLESALE	RETAIL	WHOLESALE	RETAIL	WHOLESALE	RETAIL	WHOLESALE	RETAIL
2013	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
2014	104.4	108.5	102.2	110.5	97.9	101.8	106.4	109.7	111.0	104.3
2015	107.7	113.1	112.0	119.6	104.0	105.7	116.2	122.7	119.4	114.9
2016	111.0	117.7	118.6	126.1	106.8	107.1	114.8	124.7	117.2	118.8
2017	112.9	123.1	118.5	131.4	105.0	106.6	113.4	123.6	119.1	120.6
2018	116.4	131.8	123.4	139.7	106.0	106.0	116.7	128.9	123.0	124.5
2019	122.0	139.7	127.7	148.3	104.7	106.1	121.2	131.4	117.0	123.8
2020	122.1	137.2	120.8	145.7	99.0	106.2	109.2	117.1	103.1	107.7
2021	124.6	137.5	123.7	149.5	99.3	108.7	115.3	121.5	110.6	117.6

Source: INEGI. Monthly Survey on Commercial Establishments, 2022.



## 2.6 Foreign trade

They are the exchanges, transactions, sales (exports), or purchases (imports) of goods, intermediate goods, raw materials, final products, and/or services between two or more countries or regions. It is regulated by international norms, treaties, agreements, and conventions to simplify its processes and cover the internal demand that cannot be met by national production.

The North American Free Trade Agreement (NAFTA) has transformed the commercial relationship between Mexico, the United States, and Canada. Thanks to the insertion of these countries in the world economy through global value chains, confidence has been generated in foreign investors, promoting the modernization of the national manufacturing production plants as well as the agriculture and agro-industrial sectors.

Since its beginning, NAFTA has transformed Mexico into an attractive destination for numerous transnational companies, focusing on a model of development oriented towards foreign trade. The treaty led to economic growth and raised the standard of living of the population of the 3 members.



As of July 1, 2020, the United States- Mexico- Canada Agreement (USMCA) replaced NAFTA as a new trade agreement between the 3 countries, its main benefits are:

- Adapt the treaty to the advances in the telecommunications industry, improving the infrastructure and free market conditions necessary to stimulate its future development.
- Establish clear obligations to combat corruption.
- Strengthen and expand the protection of workers' rights.
- Incorporate provisions that regulate the activity of state companies to prevent distortions in investments and trade flows between countries.
- Implement dialogue and collaboration mechanisms to promote the participation of small and medium-sized enterprises (SMEs) in regional trade.
- Increase access to financial services and generate more opportunities for Mexican institutions in the region's markets.
- Promote the growth of digital commerce and strengthen consumer data protection.

Mexico has also signed trade agreements with Israel, Japan, countries of Central and South America, the European Union, and the European Free Trade Association.

The commercial opening and the treaties that Mexico has signed worldwide have led to economic growth, generation of new employment opportunities, attraction of Foreign Direct Investment (FDI), and an increase in productivity, income, and national competitiveness, thus raising living standards, and the economic and social well-being of the population.

Mexico has signed 14 Free Trade Agreements (FTA) with 50 countries, 30 Foreign Investment Protection and Promotion Agreements (FIPA) with 32 countries, and 9 limited scope agreements (Economic Complementation Agreements and Partial Scope Agreements) within the framework of the Latin American Integration Association (ALADI).

Additionally, Mexico actively participates in multilateral and regional organizations and forums, such as the World Trade Organization (WTO), the Asia-Pacific Economic Cooperation Mechanism (APEC), the Organization for Economic Cooperation and Development (OECD), and the aforementioned ALADI.

The following table shows the FTAs and treaties that Mexico has signed since it entered the GATT (General Agreement on Trade and Tariffs). These include, in addition to NAFTA, the Free Trade Agreement with the European Union (EU- Mexico FTA) and the Comprehensive and Progressive Transpacific Partnership (CTPP).



**TRADE AGREEMENTS AND TREATIES SIGNED BY MEXICO SINCE ITS ENTRY INTO GATT.**

FREE TRADE AGREEMENTS (FTAS), ECONOMIC COMPLEMENTARITY AGREEMENTS (ACES) AND PARTIAL SCOPE AGREEMENTS (PAAS), AS WELL AS MULTILATERAL AND REGIONAL ALLIANCES, ORGANIZATIONS AND FORUMS.

YEAR	AGREEMENT / TREATY	YEAR	AGREEMENT / TREATY
1986	<b>GATT</b>	2001	<b>FTA:</b> Guatemala, Honduras and El Salvador
	<b>AAP 14:</b> Panamá		<b>ACE 51:</b> Cuba
1987	<b>ACE 6:</b> Argentina	2003	<b>ACE 53:</b> Brazil
1994	<b>TLCAN:</b> USA and Canada		<b>ACE 55:</b> Mercosur-Automotive
	Entry into force <b>WTO</b>	2004	<b>FTA:</b> Uruguay
1995	<b>FTA:</b> Costa Rica	2005	<b>EPA:</b> Japón
	<b>FTA:</b> Colombia	2006	<b>ECA 54:</b> Mercosur
	<b>ACE 66:</b> Bolivia	2012	<b>AIC:</b> Perú
1998	<b>FTA:</b> Nicaragua	2013	<b>SINGLE FTA:</b> Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica
	<b>AAP 29:</b> Ecuador	2015	<b>FTA:</b> Panamá
1999	<b>FTA:</b> Chile	2016	<b>Pacific Alliance:</b> Colombia, Perú and Chile
	<b>FTA:</b> Israel		
2000	<b>EU-MÉXICO:</b> European Union	2018	<b>CPTPP:</b> Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore and Vietnam
	<b>AAP 38:</b> Paraguay		
2001	<b>EU-México FTA:</b> Iceland, Liechtenstein, Norway and Switzerland	2020	<b>USMCA:</b> USA and Canada

Source: Ministry of Economy. Trade Agreements, 2022.

EPA: Agreement for the strengthening of the Economic Partnership.

AAP: Partial Scope Agreement.

ACE: Economic Complementarity Agreement.

AIC: Trade Integration Agreement.

AP: Pacific Alliance.

GATT: General Agreement on Tariffs and Trade (now WTO).

WTO: World Trade Organization.

CPTPP: Comprehensive and Progressive Transpacific Partnership.

FTA: Free Trade Agreement México-Northern Triangle.

EFTA: European Free Trade Agreement.

NAFTA: Northern Triangle Free Trade Agreement.

EU-MÉXICO FTA: Free Trade Agreement with the European Union.

USMCA: United States-México-Canada Agreement.

**TRADE BALANCE**

The information as of December 2021 of the National Institute of Statistics and Geography (INEGI) showed a trade surplus of 590 million dollars, in contrast to the 6,176 million obtained in 2020.

In 2021, the trade balance presented a deficit of 11,491 million dollars, compared to the surplus of 34,013 million dollars reported in 2020. This is a result of the reduction of non-oil products from 47,938 million dollars in 2020 to 13,435 million in 2021. It is worth mentioning that, in this same period, oil products increased from 13,924 million dollars in 2020 to 24,926 million in 2021.

**EXPORTS**

In December 2021, merchandise exports reached 47,693 million dollars, 44,891 million from non-oil companies, and 2,802 million dollars from oil companies. This meant an annual increase of 10.8%, reflecting increases of 9.3% in non-oil exports and 41.6% in oil exports.

With series adjusted for seasonality, total exports fell by 0.1% per month, derived from a contraction of 8.1% in oil transactions and a growth of 0.4% in non-oil transactions. Those exports directed to the United States grew 10.7% in their annual rate, while those channeled to the rest of the world grew 2.5%.

**IMPORTS**

Their value amounted to 47,102 million dollars and grew 27.7% in the year. This is a result of increases of 64.8% in oil exchanges and 24.2% in other exchanges. When considering imports by type of good, annual increases of 32.5% were observed in imports of consumer goods, 27.7% in those intermediate use, and 21.5% in capital goods.

With series adjusted for seasonality, total imports showed a monthly advance of 4.9%, as a result of increases of 4.7% in non-oil transactions and 6.0% in oil transactions. By type of goods, there were monthly increases of 7.7% in imports of consumer goods and 4.9% in intermediate use; while those of capital goods fell 0.1%.

**MERCHANDISE TRADE BALANCE OF MEXICO, 2021.**

CONCEPT	DECEMBER		JANUARY-DECEMBER	
	MILLION DOLLARS	ANNUAL VARIATION %	MILLION DOLLARS	ANNUAL VARIATION %
<b>Total exports</b>	<b>47,692.8</b>	<b>10.8</b>	<b>494,224.5</b>	<b>18.5</b>
Oil	2,802.1	41.6	28,925.6	65.4
Non-oil	44,890.7	9.3	465,298.9	16.5
Agricultural	1,859.5	8.3	19,668.2	7.6
Extractive	799.1	17.4	9,554.8	29.0
Manufacturing	42,232.1	9.2	436,075.9	16.7
Automotive	12,592.5	-4.6	139,841.6	13.8
Non-automotive	29,639.5	16.3	296,234.3	18.1
<b>Total imports</b>	<b>47,102.5</b>	<b>27.7</b>	<b>505,715.6</b>	<b>32.1</b>
Oil	5,285.4	64.8	53,851.4	71.5
Non-oil	41,817.1	24.2	451,864.2	28.5
Consumer goods	6,159.7	32.5	62,017.6	34.9
Oil	1,697.2	73.7	15,748.6	48.2
Non-oil	4,462.5	21.5	46,268.9	30.9
Intermediate goods	36,927.9	27.7	403,163.7	32.7
Oil	3,588.1	60.8	38,102.7	83.4
Non-oil	33,339.8	24.9	365,060.9	29.0
Capital goods	4,014.9	21.5	40,534.3	21.8
<b>BALANCE OF TRADE</b>	<b>590.3</b>	<b>-90.4</b>	<b>-11,491.1</b>	<b>S.S.</b>

Source: National Institute of Statistics and Geography (INEGI), 2022.

Notes: Due to rounding of the figures, the sums of the partials may not coincide with the totals. The data for the month of December and the January-December period are timely figures for 2021.

S.S.: No meaning.

**TRADE BALANCE OF MEXICO, 2000-2021.**


Source: National Institute of Statistics and Geography (INEGI), 2002.



## FOREIGN DIRECT INVESTMENT

According to the Ministry of Economy, Foreign Direct Investment (FDI) is intended to create a lasting bond by a foreign investor in the host country for long-term economic and business purposes.

FDI is an important catalyst for development: it generates employment, increases savings and foreign exchange earnings, stimulates competition, encourages the transfer of new technologies, and boosts exports, benefiting the productive and competitive environment of a country. This is reflected in the domestic consumer in obtaining a greater variety of products at better prices.

The General Directorate of Foreign Investment (DGIE) is the Administrative Unit of the Ministry of Economy. Among its most outstanding functions are:

- Issue administrative resolutions under the Foreign Investment Law.
- Manage and operate the National Registry of Foreign Investments (RNIE).
- Prepare and publish statistics on the behavior of FDI in the national territory.
- Serve as Technical Department of the National Foreign Investment Commission.
- Represent Mexico before international investment forums.
- Assist in the promotion and attraction of investments.
- Disseminate information and studies on the investment environment in the country.
- Implement public policy guidelines on FDI.

The RNIE accounts for the investments made in the year and estimates the amounts that have not yet been notified to the system and the value of imports of fixed assets made by manufacturing companies. New investments, reinvestment of profits, and intercompany accounts are registered in it.

In 2021, Mexico registered 31,621.2 million dollars in foreign direct investment, a figure that represents an increase of 13.2% concerning the 27,933.6 million in 2020.

Of the FDI corresponding to 2021, 43.7% originated through new investments, 38.6% through reinvestment of profits, and 17.7% through intercompany accounts.

## COMPARISON OF FDI IN MEXICO, JANUARY-DECEMBER 2020 AND 2021.

CATEGORY	YEAR		VARIATION	
	2020*	2021*	ABSOLUTE	RELATIVE
New investments	6,687.1	13,825.3	7,138.2	106.7
Reinvestment of profits	16,081.2	12,213.0	-3,868.2	-24.1
Intercompany accounts	5,165.2	5,582.9	417.6	8.1
<b>TOTAL</b>	<b>27,933.6</b>	<b>31,621.2</b>	<b>3,687.6</b>	<b>13.2</b>

Source: Ministry of Economy. General Directorate of Foreign Investment, data updated to the 4th Quarter of 2021.

\*Millions of dollars.

In 2021, the countries that contributed the most FDI, in millions of dollars (MD), were: United States with 15,009.4 million dollars (47.5%), Spain with 4,334.7 million dollars (13.7%), Canada with 2,070.9 million dollars (6.5%), the United Kingdom 1,816.6 million dollars (5.7%) and Germany 1,645.7 million dollars (5.2%). The contribution of some countries appears as confidential, the information at the company level that is in the RNIE is not public and is classified as confidential.

In the same year, the state of Querétaro captured 817.4 million dollars of productive capital from abroad, a figure that represented a decrease of 3.4% in 2020, however, it ranked 15th at the national level.

The largest flows of foreign investment in the entity came from Spain and Canada, with 25.0% and 19.2% respectively. The rest was contributed by Japan, Switzerland, Brazil, the Netherlands, Denmark, the United Kingdom, Korea, and Italy, among others.

## FDI IN THE STATE OF QUERÉTARO BY COUNTRY OF ORIGIN, 2021.

POSITION	COUNTRY OF ORIGIN	AMOUNT (MILLIONS OF DOLLARS)	PERCENTAGE (%)
1	Spain	204.1	25.0
2	Canada	156.6	19.2
3	Japan	127.4	15.6
4	Switzerland	120.0	14.7
5	Brazil	71.5	8.8
6	Netherlands	61.4	7.5
7	Denmark	35.8	4.4
8	United Kingdom	32.8	4.0
9	Korea	31.5	3.8
10	Italy	18.8	2.3
	Other countries	C	-5.3
	<b>TOTAL</b>	<b>817.4</b>	<b>100.0</b>

Source: Ministry of Economy. Foreign Direct Investment Flows to Mexico by country of origin and federal entity of destination, data updated to the 4th quarter of 2021.

C: Confidential. The information at the company level that works in the National Registry of Foreign Investments (RNIE) is not public and is classified as confidential, which is why the total amount may not match with the breakdown.

In the accumulated FDI of the last 5 years, the states of the north-central region of the country represent 15.9% of the total. Those with the highest uptake were Guanajuato at 26.8%, San Luis Potosí at 21.9%, Querétaro at 19.6%, and the remaining 31.7% was made up by Aguascalientes, Durango, and Zacatecas.

**FDI IN THE STATES OF THE NORTH CENTRAL REGION OF THE COUNTRY, 2017 - 2021.**  
(MILLIONS DOLLARS).

STATE	2017	2018	2019	2020	2021	ACCUMULATED PERIOD
<b>National FDI</b>	<b>34,130.9</b>	<b>34,090.4</b>	<b>34,411.3</b>	<b>27,933.6</b>	<b>31,621.2</b>	<b>162,187.4</b>
<b>North Central Region</b>	<b>6,231.6</b>	<b>7,349.7</b>	<b>4,194.1</b>	<b>2,806.0</b>	<b>5,129.5</b>	<b>25,710.9</b>
Aguascalientes	1,576.3	1,197.0	452.1	743.6	33.4	4,002.5
Durango	131.1	391.1	178.5	496.5	532.5	1,729.7
Guanajuato	1,677.9	2,469.8	795.9	199.2	1,744.7	6,887.4
Querétaro	982.8	1,223.8	1,167.2	859.5	817.4	5,050.7
San Luis Potosí	1,405.9	1,766.4	853.8	912.7	686.4	5,625.2
Zacatecas	457.6	301.7	746.5	-405.5	1,315.1	2,415.4

Source: Ministry of Economy. General Directorate of Foreign Investment, data updated to the 4th quarter of 2021.

## INTERNAL CUSTOMS

They are the institutions that manage and regulate activities related to the entry and exit of foreign products, people, and even capital. It controls tax, security, health, and statistical aspects of international trade.

Mexican customs are located on the borders with the United States, Guatemala, and Belize, in ports on the coasts of the Pacific Ocean and the Gulf of Mexico, and at strategic points within the country.

Mexico has 49 customs offices located 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 and Subteniente López.

- **17 maritime customs:** Acapulco, Altamira, Cancun, Ciudad del Carmen, Coatzacoalcos, Dos Bocas, Ensenada, Guaymas, La Paz, Lazaro Cardenas, Manzanillo, Mazatlan, Progreso, Salina Cruz, Tampico, Tuxpan and Veracruz.

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

The General Administration of Customs depends on the Tax Administration Service (SAT), a decentralized federal agency of the Ministry of Finance and Public Credit (SHCP) responsible for supervising, monitoring, and controlling the entry and exit of merchandise and their means of transport, ensuring compliance with the provisions issued by the SHCP and other instances of the Federal Executive regarding foreign trade. These actions guarantee national security, protect the economy, public health, and the environment, preventing the flow of dangerous or illegal products within the country.

The Customs Office in Querétaro was founded on July 22, 1983. It is currently located on State Highway 200, Querétaro-Tequisquiapan, km 22.5, in the municipality of Colón. The states of Querétaro, Hidalgo, and 88 demarcations of Michoacán belong to its territorial jurisdiction.

Merchandise shipments are made by air, land, and rail through the Strategic Bonded Warehouse. The strategic positions that make up the Querétaro Customs Office are:

## TACTICAL POINTS THAT MAKE UP THE INTERNAL CUSTOMS OFFICE OF QUERÉTARO, 2021.

Internal Customs Office of Querétaro

Customs Section of Hidalgo, located in Atotonilco de Tula, Hidalgo

Querétaro Intercontinental Airport

International Airport "General Francisco J. Mujica" of Morelia, Michoacán

International Aerodrome "General Ignacio López Rayón" of Uruapan, Michoacán

Source: Querétaro's Internal Customs Office, 2022.



The attention and operation of the Querétaro Customs Office are as follows:

**OPENING HOURS OF THE INTERNAL CUSTOMS OFFICE OF QUERÉTARO, 2021.**

CUSTOMS OFFICE AND CUSTOMS SECTIONS	OPENING HOURS
Customs Office of Querétaro	<b>Administrative:</b> Monday to Friday 09:00 to 18:00 h <b>Operational:</b> Monday to Friday 10:00 to 21:00 h and extraordinary services.
Customs Section of Atotonilco de Tula, Hidalgo.	<b>Operational:</b> Monday to Friday 09:00 to 18:00 h
AIRPORTS	OPENING HOURS
Querétaro Intercontinental Airport	
International Airport "General Francisco J. Mujica" of Morelia, Michoacán.	24 h from Monday to Sunday
International Aerodrome "General Ignacio López Rayón" of Uruapan, Michoacán.	

Source: Querétaro's Internal Customs Office, 2022.

In 2021, electronic commerce, also known as e-commerce, increased, mainly through the courier companies DHL Express México, S.A. de C.V., Federal Express Holdings México and Co., and UPS (United Parcel Service of México, S.A. de C.V.).

During the same year, 310,468 import and export customs declarations were processed, with an increase of 35.1% compared to 2020. Collection, in the same period, increased by 30.0%.

**IMPORT AND EXPORT CUSTOMS DECLARATIONS AT THE INTERNAL CUSTOMS OF QUERÉTARO, 2021.**

MONTH	IMPORTS	EXPORTS	TOTAL
January	14,621	6,813	21,434
February	15,323	6,868	22,191
March	21,732	8,711	30,443
April	17,876	7,643	25,519
May	17,887	7,807	25,694
June	19,621	8,527	28,148
July	17,148	8,080	25,228
August	17,272	8,822	26,094
September	16,922	8,931	25,853
October	16,705	9,388	26,093
November	17,636	9,310	26,946
December	17,852	8,973	26,825
<b>TOTAL</b>	<b>210,595</b>	<b>99,873</b>	<b>310,468</b>

Source: Querétaro's Internal Customs Office, 2022.

Imports consisted mainly of auto parts for the automotive and metalworking industry, parts for assembly and repair in the aeronautical industry, electronic components, and various merchandises for department stores through warehouses and courier companies.

For greater solvency in the activities, there is also the participation of 6 customs agents assigned and 49 authorized to operate in the Customs Office of Querétaro and its surroundings, in addition to a Controlled Enclosure to provide the service of handling, storage, and custody of goods, and two Strategic Controlled Areas:

- Terminal Logistics, S.A. de C.V. (CR:210).
- Strategic Privately-owned Bonded Warehouse (RFE) Querétaro Puerto Interior (IR 11).
- OL Park, S.A. de C.V. (IR 044).

## 2.7 Financial services

### COMMERCIAL BANKING

The financial system is made up of institutions, markets and instruments that organize economic activity and mobilize savings towards their most efficient uses.

The Mexican Financial System plays a central role in the operation and development of the economy to ensure a stable and efficient system that contributes to increasing sustained economic growth and the well-being of the population.

For financial institutions to operate in accordance with the needs and rights of users and the laws that regulate them, there are financial authorities, which are responsible for supervising them. Each body oversees the specific functions that are entrusted to it by law.

The financial authorities that exist in our country are the Ministry of Finance and Public Credit (SHCP for its Spanish abbreviation), the Bank of Mexico (BANXICO for its Spanish acronym), the National Banking and Securities Commission (CNBV for its Spanish abbreviation), the National Commission of the Retirement Savings System (CONSAR for its Spanish acronym), the National Insurance and Bond Commission (CNSF for its Spanish abbreviation), the National Commission for the Protection and Defense of Users of Financial Services (CONDUSEF for its Spanish abbreviation) and the Institute for the Protection of Bank Savings (IPAB for its Spanish abbreviation).

These organizations are divided into 6 sectors according to the activities they carry out:

- **Banking.** It is the set of institutions that receive, manage and channel public resources for investment in the national market within the corresponding legal framework. This includes commercial banks (Banamex, BBVA Bancomer, Banorte, etc.) and development banks (Banobras, Nafinsa, among others).
- **Stock market.** It is made up of the stock market and the fixed and variable income instruments that operate in it. Their function is to channel investors' resources directly to loan applicants, private companies and the government.
- **Derivatives.** It involves stock market instruments that involve the future purchase or sale of a financial asset.

- **Pensions.** It is made up of the institutions that manage the Retirement Funds (AFORES for its Spanish acronym) and the Companies of Specialized Investment in Retirement Funds (SIEFORES for its Spanish acronym). The AFORES with a presence in the municipality of Querétaro are: Afirme Bajío, Azteca, Banamex, Banorte Generali, BBVA Bancomer, Coppel, HSBC, Inbursa, ING, Invercap, Metlife, Principal, Profuturo y Siglo XXI.

- **Insurance and sureties.** The institutions that offer coverage in cases of accidents and claims, or custody of savings for those who choose this service, make up this sector.

- **Non-banking sector.** Better known as auxiliary credit companies: exchange houses, financial factoring, financial lessors, savings and loan companies.





The body in charge of supervising the Mexican Financial System is the CNBV, its powers and responsibilities are consolidated supervision, fighting against crime and investigations into possible infringements of regulations.

The municipality of Querétaro as of December 2021 registered 156 bank branches out of the 225 in the state (69.3%). The number of ATMs installed in the municipal territory is 894 of the 1,303 in the state (68.6%).

**BRANCHES, PERSONNEL AND BANK DEPOSITS IN THE MUNICIPALITY AND STATE OF QUERÉTARO, DECEMBER 2021.**

CONCEPT	MUNICIPALITY	PARTICIPATION (PERCENTAGE) <sup>1</sup> %	STATE	PARTICIPATION (PERCENTAGE) <sup>2</sup> %
Branches	156	69.3	225	2.0
ATMS	894	68.6	1,303	2.2
Number of ATM transactions	2,800,736	64.8	4,324,918	2.2
Number of bank employees	4,317	86.6	4,984	2.2
Number of establishments with point-of-sale (POS) terminals	16,546	72.7	22,773	2.8
Number of point-of-sale (POS) terminals	23,753	72.5	32,751	2.2
Number of POS transactions	4,367,432	72.8	6,001,499	1.9
<b>Number of contracts in accounts of:</b>				
Payroll	612,070	76.4	801,119	2.3
Transactional (total)	1,319,980	73.1	1,804,529	1.7
Open Market Transactional	707,910	70.6	1,003,410	1.4
Level 1 Transactional	187,259	73.1	256,125	1.3
Level 2 Transactional	5	50.0	10	0.2
Level 3 Transactional	7,090	85.6	8,278	3.5
Traditional transactions	1,125,626	73.1	1,540,116	1.8
Time deposits	60,913	80.3	75,842	2.8
Debit cards	1,700,677	73.4	2,315,706	1.7
Credit cards	402,970	71.0	567,242	2.0
Cell Phone Transactions	722,768	67.1	1,076,590	1.7

Source: National Banking and Securities Commission (CNBV), 2022.

<sup>1</sup>Percentage with respect of the state total.

<sup>2</sup>Percentage with respect of the national total.

## INSTITUTIONS FOR SAVINGS AND LOW-INCOME CREDITS

Savings and Loan Unions, also known as “savings banks”, are non-profit institutions that carry out savings and loan operations only with their members. On the other hand, Financial Cooperative Associations do obtain profits in promoting and attracting resources by offering loans and credits to the general public.

Authorized Institutions for Savings and Low-Income Credits have become a trigger for economic growth in the most vulnerable areas. They have become a highly demanded alternative, since they offer services such as savings, investment and credit to the common population, which increases the well-being of its members and the communities in which they operate, based on education, training and individual and collective effort.

The concepts of savings and low-income credits are related to receiving resources from the partners or clients of the institutions in the terms established by the Law for Savings and Low-Income Credits (LACP for its Spanish abbreviation) and the Law to Regulate the Activities of Savings and Loan Unions (LRASCAP for its Spanish abbreviation). The entities involved are:

**BANXICO.** It is the central bank of the Mexican State constitutionally autonomous in its functions and administration and the sole provider of national currency.

**CNBV.** Supervises and regulates financial institutions in order to maintain stability and functionality, protecting public interests above all. It verifies that the interactions between them and the individuals and legal entities comply with the laws provided on the subject matter.

**CONDUSEF.** Promotes, advises and protects the rights and interests of individuals who use or contract a financial product or service offered by institutions that operate in the national territory. It also seeks to generate and promote a healthy and adequate economic culture in society.

**SHCP.** It proposes, directs and controls the economic policy of the Federal Government in financial, fiscal, expenses, income and public debt, statistics, geography and information matters, with the purpose of consolidating a country with quality, equitable, inclusive and sustained growth that strengthens the well-being of Mexicans.

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

- Alianza, Savings and Loan Union
- Bienestar, Loans and Savings
- 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 entities established in the municipality (except Caja Gonzalo Vega, Caja Integradora San Pablo and Alianza, Cooperativa de Ahorro y Préstamo) reported at the end of 2021 a total of 55 branches, operated by 565 employees who provided service to 434,803 members.

In that year, some of these companies placed 54,528 loans that helped to cover family expenses, in addition to supporting business financing, mainly for micro and small entrepreneurs who requested it.

**"FINANCIAL ASSOCIATIONS OFFERING SERVICES FOR LOW-INCOME POPULATION ESTABLISHED IN THE MUNICIPALITY, BY INSTITUTION, 2021.**

INSTITUTION	NUMBER OF BRANCHES	NUMBER OF PARTNERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNT OF LOANS (MILLIONS OF PESOS)
Bienestar, Préstamos y Ahorro	12	38,385	67	8,539	368.2
Caja Inmaculada	5	47,052	170	9,078	854.4
Caja Morelia Valladolid	9	26,844	50	7,621	322.2
Caja Popular Florencio Rosas de Querétaro	7	42,704	125	5,165	206.5
Caja Popular Mexicana	7	2,339	41	6,770	379.6
Libertad Servicios Financieros	15	277,479	112	17,355	904.7
<b>TOTAL</b>	<b>55</b>	<b>434,803</b>	<b>565</b>	<b>54,528</b>	<b>3,035.6</b>

Source: Data provided directly by the above-mentioned institutions, 2022.

The total amount of loans granted overall was of 3,035.6 million pesos. Libertad Servicios Financieros stands out for the number of branches with 15 and a large number of members going up to 277,479 granting a total of 17,355 loans. On the other hand, Bienestar, Loans and Savings also stands out with 12 branches.

Thanks to its geographical location, the Centro Histórico district concentrates the largest number of branches (38.2%), it also accounts for the largest number of partners (54.8%), employees (63.7%), loans (44.1%) and the sums of transactions ( 48.8%).

**"FINANCIAL ASSOCIATIONS OFFERING SERVICES FRO LOW-INCOME POPULATION ESTABLISHED IN THE MUNICIPALITY, BY INSTITUTION, 2021.**

DISTRICT	NUMBER OF BRANCHES	NUMBER OF PARTNERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNT OF LOANS (MILLIONS OF PESOS)
Centro Histórico	21	238,335	360	24,037	1,480.5
Epímenio González Flores	7	17,302	32	4,784	239.4
Felipe Carrillo Puerto	6	37,090	41	5,319	219.0
Félix Osores Sotomayor	7	42,854	51	7,743	327.9
Josefa Vergara y Hernández	8	81,084	50	7,809	555.1
Santa Rosa Jáuregui	3	3,374	19	2,983	137.9
Villa Cayetano Rubio	3	14,764	12	1,853	75.8
<b>TOTAL</b>	<b>55</b>	<b>434,803</b>	<b>565</b>	<b>54,528</b>	<b>3,035.6</b>

Source: Data provided directly by the above-mentioned institutions, 2022.



## 2.8 Tourism

Querétaro has a variety of natural resources and cultural values that sustain its constant progress. The historic center of the capital city is distinguished worldwide for its cultural, monumental, religious and artistic heritage. Its beautiful squares and gardens, framed by colonial buildings, have earned its recognition since 1996 by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as a World Cultural Heritage Site.

This has made Querétaro an important national and international tourist destination and a key geographical and logistical point thanks to its multimodal connectivity through an important road, air and rail network that allows easy transfers. Thanks to this, it can offer specialized products and services, such as a cultural, alternative, business and convention segment.

### GASTRONOMY

It has been included in the representative list of the Intangible Cultural Heritage of Humanity since 2010 because it represents traditional Mexican cuisine. The file for its incorporation consisted of representatives of the different types of food that exist in Mexico. UNESCO observes that rural, creole and mestizo cultural elements are maintained in all regions of the country.

In the culinary art of Querétaro, its people participate in the entire traditional food chain, from the planting and harvesting of crops, to the preparation and tasting of delicacies. From its ingredients corn, beans and chili can be highlighted; among its cultivation methods milpa (cornfield) and chinampa (man-made islands), unique in their kind; its culinary preparation procedures, nixtamalization; and its special utensils, the stone metates (square stone used to grind corn) and molcajetes (large stone mortar with three short legs used to grind seasonings).

In addition to combining basic food products with native ingredients such as tomatoes of various varieties, pumpkins, avocados, cocoa and vanilla, Mexican culinary art is very elaborated and full of symbols. Tortillas and tamales that are consumed daily are also part of traditional celebrations, such as the Day of the Dead offerings.

Querétaro's cuisine currently maintains practices that date back to the colonial era of the 16th century. Since then, pre-Hispanic ingredients such as corn, chili, cacti and fruits have been used to give it its very characteristic identity.

The indigenous culture is present in different dishes, such as nopales stewed in different ways, biznagas, huamica and xoconostles cooked into sweets, varieties of chili and corn in atoles and tamales, as well as tortillas with an otomi seal. All of them are elements from which Querétaro cuisine is forged.

Gastronomy accompanies civic festivals and religious traditions, in which all its magnificence shines through. Many of the annual ingredient harvesting cycles coincide with patron saint celebrations, such as the Holy Cross, Holy Week and the Faithful Departed, among others. Its richness and variety can be tasted in every corner of the region thanks to its countless restaurants and hotels.

**Typical dishes:** Querétaro-style enchiladas, pork gorditas, huaraches (flattened corn dough commonly served with toppings), *barbacoa* (method for the preparation of meat), pork carnitas, almond chicken with pears, apples and peaches, tufted tongue, corn and Querétaro-style soup, *tamales de Muerto* (cheese with chili and sugar), cheeses from Tequisquiapan, pancholas (a type of meat) and beef *chicharrones* (fried skin).

**Typical desserts:** sweet potatoes with honey, *capirotada* (toast cut into slices cooked along with fruits and nuts, and covered with jaggery and grated cheese) *mantecado* (ice cream kneaded with lard); *trompaditas* (sweets); *embarradillas* (candy pie); *acicalado*; baked fruits; fritters; *jamoncillos* (sweets made from milk and sugar); *biznaga*; coconut-stuffed lemons; custards and *dulce de leche*.

**Typical drinks:** aguamiel atole, menjengue (pulque drink with corn, banana and jaggery) and prodigiosa.

The city of Querétaro has a vast gastronomic offer that satisfies all palates with German, Arab, Argentinian, Brazilian, Chinese, Spanish, French, Italian, Japanese, naturist, fast and, of course, exquisite Mexican cuisine, in addition to traditional cafes and ice cream shops.





## HISTORIC CENTER

In its splendid 17th and 18th century architecture, the original urban style stands out. The layout of its streets shows the syncretism that operated for 300 years, as can be seen in the stretch of the street of Corregidora towards the Templo de La Cruz (La Cruz Temple), where the urban layout is organic and free, without a grid. On the other hand, the same street, but in the direction of Tecnológico Avenue, has a uniform, almost checkered design.

Querétaro has a wide variety of museums, some of them located in beautiful buildings from the viceregal era, which offer an interesting overview of the country's history and cultural events. The buildings are truly filigree quarry, inside which there are wonderful baroque altarpieces, living testimonies of an era, such as the building that houses the Querétaro Art Museum, the Convent of San Agustín and the temples of Santa Clara and Santa Rosa de Viterbo.

The city of Santiago de Querétaro is one of the most visited cities in Mexico by domestic and foreign tourism. The Historic Center comprises 203 blocks in 4 km<sup>2</sup> and 1,400 buildings of great architectural value. Its distinctive landmark is one of the most important hydraulic works in the world and largest in the 17th century: the Aqueduct. Its construction was possible thanks to the financial contribution of Don Juan Antonio de Urrutia y Arana, Marqués de la Villa del Villar del Águila, who had the vision of channeling water to the city.

Among the most outstanding buildings are:

- **Mansions:** Casa de Ecala, Casa de la Marquesa, and Casona de los 5 Patios.

- **Buildings:** Academy of Fine Arts, Conservatory of Music, Conín Palace, Government Palace, Municipal Palace, and the Theater of the Republic.



- **Fountains:** Capulines, Cinco Señores, del Marqués, Hebe and Las Danzarinas de las Plazas Mariano de las Casas, Constitución and Neptuno.



• **Gardens and Squares:** Alameda, Cerro de las Campanas, Corregidora Garden Guerrero Garden, Zenea Garden, Plaza de Armas, and Plaza Constitución.



• **Museums and Cultural Centers:** Casa del Faldón Cultural Center, Art and Culture Center, Manuel Gómez Morín State Educational and Cultural Center (Central), Casa de la Zacatecana Museum, Cerro de las Campanas Museum, Art Museum, Museum of Sacred Art, Museum of Sacred Art, City Museum, Mathematics Museum, Museum of the Restoration of the Republic, Museum of the Conspirators, Santiago Carbonell Foundation Museum, Interactive Museum The Magic of the Past, Regional Museum, and Old Railway Station Museum.



• **Temples:** San Agustín, San Francisco, Santa Clara, Santa Cruz, Santo Domingo, Santa Rosa de Viterbo, among others.





### FESTIVITIES

Most of the celebrations have a history full of traditions and legends from the previous century. Among the most prominent are:

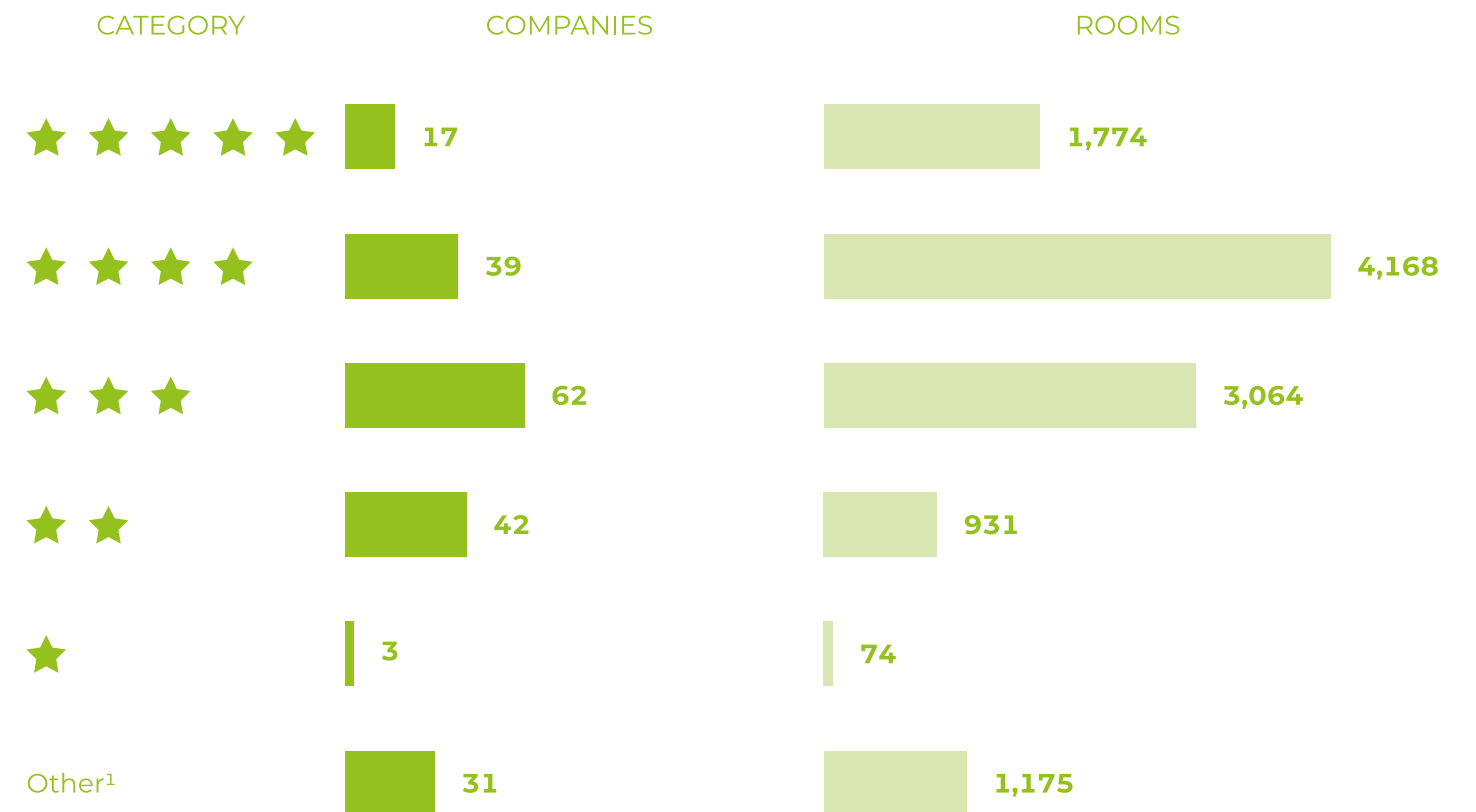
- **Biblical Car Parade.** It began in 1826 with the representation of some passages from the Bible on Christmas night. This festival brings together the inhabitants of different neighborhoods of the city.
- **Holy Week and Procession of Silence:** It is commemorated with various theatrical performances of the Way of the Cross in various parts of the municipality and, for more than 30 years, on Good Friday, the Procession of Silence has been held along the main streets of the Centro Histórico, in an environment full of mystery and religiosity.
- **La Cruz Festivities:** It begins on September 13 with the meeting of the concheros (ritual dance groups named after the instrument that accompanies their pre-Hispanic dances) who dance their Chichimeca rites along the Calzada de los Arcos Avenue, climbing towards the Cerro de Sangremal to reach the La Cruz Temple where, according to legend, the apostle Santiago, the patron saint of the city, miraculously appeared. That night is known as The Vigil, the devotees dance for more than 10 hours taking turns. The celebration lasts until September 15, when the concheros finish their ancestral dance to continue with the penance that ends in the Holy Cross mass.



### TOURIST INFRASTRUCTURE

In 2021, the Municipal Ministry of Tourism registered 194 hotels with 11,186 rooms available, a figure 12.2% higher than in 2020. The full information is shown below:

### LOADING COMPANIES AND AVAILABLE ROOMS IN THE MUNICIPALITY OF QUERÉTARO, 2021.



Total number of companies:  
**194**

Total number of rooms:  
**11,168**

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

<sup>1</sup>Economy class hotels, hostels, suites, among others.



## BUSINESS TOURISM

The municipality of Querétaro, focused on offering cutting-edge and quality tourism services and products, carried out the Tourism Training Program in 2021, with 293 attendees participating. The courses offered were:

TOURISM TRAINING PROGRAM IN THE CITY OF QUERÉTARO, 2021.		
COURSE	MONTH	ATTENDEES
Creating my Memorable Experience	April and may	125
Networking Hosts	May	18
Event and Catering Management Seminar	June	37
New Tourism Marketing Trends		33
Introduction to Marketing in Boutique Tourism Services	June y july	37
New Trends in Tourism Marketing Mondule II	July	33
Corporate Image in Boutique Tourism Services	July and august	10

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

Taking advantage of the opening of virtual and face-to-face events, different activities took place that promoted traditions, culture, gastronomy and festivities, in addition to spreading the wealth of the municipality's tangible and intangible heritage.

CULTURAL AND TOURIST EVENTS IN THE CITY OF QUERÉTARO, 2021.				
TYPE	ONLINE EVENTS	DATE	ATTENDEES	
			IN PERSON	VIRTUAL
AA	International Documentary Festival	August 6th to 15th	2,277	20,000
AA	Hailab Film	August 26th to 28th	305	1,770
AA	Historical Monologue Festival: "The 200 Years of Independence"	September 23 to 30	394	1,621
AA	Querétaro Fashion Show, 6th Edition	October 10	500	-
AA	Day of the Dead Festival	October 28 to November 2	180,000	56,085
AA	Querétaro Design Week 2021	December 1 to 5	350	36,000
AA	Festival for the Christmas we want	December 10th to January 13th 2022	21,473	210,000

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

The behavior of tourism activities and their results during 2021 can be seen in the following table:

TOURISM INDICATORS FOR THE MUNICIPALITY OF QUERÉTARO, 2021.	
INDICATOR	2021
Lodging companies (1 to 5 stars)	163
Number of rooms	10,011
Hotel occupancy rate (%)	38.7
Arrival of tourists <sup>1</sup>	612,813
Tourists at night	1,126,870
Average stay (nights)	2
Economic impact (millions of pesos)	3,238
Golf courses	4
Museums	18
Theaters	20

Source: Municipality of Querétaro. Ministry of Tourism, 2022.

<sup>1</sup>Refers to tourist arrivals or registrations at 1 to 5 star hotels.



## 2.9 Communications and transportation

### ROAD INFRASTRUCTURE

Population growth demands expanding communication and transportation strategies. Both are driving factors for economic development, productivity of industries and exchange of products in national and international markets.

The municipality of Querétaro is a logistic and strategic point within the national territory, important for its multimodal connectivity through the road, air and rail network, allowing easy transfers throughout the country.

The metropolitan area has a federal toll network of highways of 175.1 kilometers. Federal highways 57 and 45 are the main roadways with the surrounding states, with which Mexico City and León, Gto. can be reached in only 2 hours; Guadalajara, Jalisco in 4 hours; and Monterrey, N.L. in 8 hours.

**DISTANCES FROM QUERÉTARO TO THE MAIN PORTS AND BORDERS BY LAND, 2021.**

PORT	KILOMETERS	MILES
Acapulco, Guerrero	596	370
Manzanillo, Colima	647	402
Mazatlán, Sinaloa	824	512
Tampico-Altamira, Tamaulipas	612	380
Veracruz, Veracruz	605	376
BORDER		
Cd. Juárez, Chihuahua / El Paso, Texas	1,585	985
Nuevo Laredo, Tamaulipas / Laredo, Texas	911	566
Tijuana, Baja California / San Diego, California	2,566	1,594

**Source:** Ministry of Infrastructure, Communications and Transport. General Management SCT Center Querétaro, 2022.





### QUERÉTARO BUS TERMINAL (TAQ)

It serves as the main link in the entity after 27 years of operation. It is one of the most modern and largest terminals in the country, occupying an area of 119,777 m<sup>2</sup>.

During 2021, 439,000 bus departures were registered: 222,000 first class and luxury, 108,000 regular and 108,000 third class, occupying 149 platforms and 191 waiting spaces. In total, 8 million users were mobilized.

Among its facilities a special building for operators with 270 beds, bathrooms, showers, steam room, gym, safe deposit boxes and recreation areas distributed over 3 levels can be highlighted.

It has the following services:

- 22 Commercial premises.
- 4 Parcel service locations (Primera Plus, ETN, Estrella Blanca and Ómnibus).
- 1 24-hour restaurant.
- 2 Fast food franchises: Burger King and Subway.
- 4 ATMs.
- 1 ATM for municipal services payments.
- 1 Qrobus recharge ATM.
- 14 Restroom modules.
- 5 Waiting rooms.
- Parking lots with a prepayment ATM with 145 parking spaces to the north and 194 to the south.
- 2 Taxi stands with 24-hour service, 365 days a year.
- 1,200 Taxis covering destinations throughout the state of Querétaro, with an average of 390,000 annual services.

The TAQ adheres to the official provisions and recommendations regarding health measures derived from the COVID-19 epidemic, both for users and workers. The full workforce is listed below:



#### PERSONNEL THAT WORKED AT THE QUERÉTARO BUS TERMINAL, 2021.

CATEGORY	NUMBER OF EMPLOYEES
<b>ADMINISTRATION</b>	
Administrative personnel	30
Operational personnel	150
<b>BUS LINES</b>	
Autotransportes San José Iturbide	7
Autovías Herradura de Plata	18
E.T.N. Turistar de Lujo	97
Flecha Azul	21
Flecha Roja	13
Grupo Estrella Blanca	24
Grupo Flecha Amarilla	136
Ómnibus de México	18
Transportes Almealcenses	11
Transportes Coroneo	5
Transportes del Norte	3
<b>OTHER</b>	
Taxi drivers (2 operators per taxi)	1,327
<b>EXTERNAL SERVICE PROVIDERS</b>	
Commission agents	16
Security and surveillance	30
<b>TOTAL</b>	<b>1,906</b>

Source: Querétaro Bus Terminal. General Management, 2022.



### QUERÉTARO INTERCONTINENTAL AIRPORT (AIQ)

It is located in the municipalities of El Marqués and Colón, 22 km from the capital of Querétaro, its facilities spreading across an area of 688.5 km<sup>2</sup>. Among its main infrastructure the following stand out:

- Hydraulic concrete runway 43 cm thick, 3,500 m long and 45 m wide.
- Magnetic guidance from 09-27, with visual aids and VOR/DME location system with horizontal and vertical markings for day and night operations.
- 1 parallel taxiing runway.
- 4 high speed taxiing runways.
- 2 central taxiing runways at 45°.
- Commercial platform with 16 positions with an area of 125,000 m<sup>2</sup>.
- Loading platform with 4 positions with a surface area of 35,000 m<sup>2</sup>.
- General aviation platform with 23 positions with a surface area of 33,400 m<sup>2</sup>.

The commercial offer during 2021 included car rental, taxi service and direct buses to the Querétaro Bus Terminal and the city of Celaya, restaurants, bars, cafeterias, parking, exchange house, Querétaro handicrafts store, ATMs, VIP room, exclusive and Duty-free shops.

The terminal has an operating capacity for 1.7 million passengers per year, thanks to its renovated facilities and higher capacity. The commercial airlines that provided their services during 2021 were:

- Aeroméxico
- American Airlines
- TAR Airlines
- United Airlines
- Viva Aerobús
- Volaris

The AIQ also has infrastructure dedicated to executive and corporate aviation: 2 Fixed Bases Operator (FBO), AirBussines and Redwings. Within its facilities is the second largest hangar in Latin America: TechOps that serves Delta/Aeroméxico. In 2021, 48,090 operations were registered, distributed as follows:

**OPERATIONS AT THE INTERCONTINENTAL AIRPORT OF QUERÉTARO, 2021.**

TYPE OF OPERATION	COMMERCIAL	GENERAL	LOAD
Número de operaciones	9,124	16,635	6,714
Porcentaje	28.1%	51.2%	20.7%

Source: Querétaro Intercontinental Airport (AIQ). Strategic Planning Coordination, 2022.





During 2021, almost 65 thousand tons of cargo were mobilized, placing AIQ as the third air terminal nationwide in this activity, growing 143.9% compared to 2020. The companies that offered this service were DHL, FEDEX, MCS, UPS, TSM and Mercado Libre (ML). The following table shows the details of the information:

CARGO DISTRIBUTION QUERÉTARO INTERCONTINENTAL AIRPORT 2020-2021.			
CONCEPT	2020	2021	DIFFERENCE
International tons	15,065	23,049	7,984
Domestic tons	30,087	41,914	11,827
<b>TOTAL</b>	<b>45,152</b>	<b>64,963</b>	<b>19,811</b>

Source: Querétaro Intercontinental Airport (AIQ). Strategic Planning Coordination, 2022.



## POSTAL AND TELEGRAPHIC SERVICE

Correos de Mexico (formerly the Mexican Postal Service) keeps the population connected through accessible, reliable and high-quality correspondence, messaging and parcel services. Its mission is to be a factor of inclusion of the population, facilitator of economic activity and guarantor of interpersonal communications. During 2021, it had 22 offices and 114 people serving the population of the municipality of Querétaro:

### CORRESPONDENCE IN THE MUNICIPALITY OF QUERÉTARO, 2020-2021.

YEAR	POST OFFICES	CORRESPONDENCE ISSUED <sup>1</sup>			CORRESPONDENCE RECEIVED <sup>1</sup>		
		NATIONAL SERVICE	INTERNATIONAL SERVICE	TOTAL	NATIONAL SERVICE	INTERNATIONAL SERVICE	TOTAL
2020	22	729	24	<b>753</b>	4,278	312	<b>4,590</b>
2021	22	1,226	33	<b>1,259</b>	5,397	159	<b>5,556</b>

Source: Correos de México, 2022.

<sup>1</sup> Thousands of pieces.

Telecomunicaciones de Mexico (Telecomm-Telégrafos) is a decentralized public organization dedicated to the communications and transportation sector. It offers modern, efficient and secure services to meet financial and connection needs. In 2021, it obtained the following operating results:

### TELECOMM-TELEGRAPH OPERATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

DISTRICT	TELEGRAMS SENT	TRANSFERS <sup>1</sup>		COLLECTION ON BEHALF OF THIRD PARTIES	BANK OPERATIONS
		SENT	RECEIVED	VOLUME	VOLUME
Centro Histórico	316	8,143,593.3	58,775,202.6	4,028	7,123
Epigmenio González Flores	15	1,927,575.3	6,311,982.3	2,955	3,425
Félix Osores Sotomayor	3	46,695.7	1,593,357.1	76	141
Josefa Vergara y Hernández	28	639,308.2	4,395,387.4	1,873	2,572
Santa Rosa Jáuregui	2	1,444,334.8	77,782,412.4	8,049	19,568
<b>TOTAL</b>	<b>364</b>	<b>12,201,507.3</b>	<b>148,858,341.8</b>	<b>16,981</b>	<b>32,829</b>

Source: Telecomm-Telegraphs. State Management of Querétaro, 2022.

<sup>1</sup> National Currency.

## PUBLIC TRANSPORT IN THE MUNICIPALITY

Its objective is to improve the transportation of citizens. The institution in charge of this is the Querétaro Institute of Transport (IQT), which regulates and coordinates the activities of urban and suburban groups (buses) and the taxi system. The following table shows the details of the information:

PUBLIC TRANSPORT IN THE MUNICIPALITY OF QUERÉTARO, 2021.	
CATEGORY	2021
<b>URBAN PUBLIC TRANSPORT</b>	
Buses	1,358
Routes	72
Volume of public transport users <sup>1</sup> (daily average)	218,269
<b>SUBURBAN COLLECTIVE TRANSPORT</b>	
Buses	334
Routes	44
<b>TAXI SERVICE</b>	
In the municipal capital	4,424
In other localities in the municipality	30
<b>TOTAL</b>	<b>4,454</b>
<b>MIXED SERVICE</b>	
In the municipal capital	33
In other localities in the municipality	17
<b>TOTAL</b>	<b>50</b>

Source: Querétaro Institute of Transport, 2022.

<sup>1</sup> The data correspond to the metropolitan area of Querétaro.



## MEANS OF COMMUNICATION

They are an active and fundamental part of the informative process for citizens. During 2021, the municipality of Querétaro registered 7 active local circulation newspapers, 3 television stations and 12 radio stations in modulated frequency (FM), which provided local and regional coverage through news and entertainment programs.

RADIO STATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.			
NUMBER	RADIO GROUP	STATION	FREQUENCY
			FM
1	Desarrollo Radiofónico, S.A. de C.V.	Exa	95.5
2	Multimundo, S.A. de C.V.	Kiss	92.7
3	Imagen Radio Comercial S.A. de C.V.	Imagen	94.7
4	Grupo Acir S.A. de C.V.	La nueva amor	97.9
		Mix	106.5
5	Impulsora de Ventas de Querétaro, S.A. de C.V.	91 DAT	90.9
		Top Music	91.7
6	Promoventas Radiofónicas, S.A. de C.V.	Mía	93.9
		La Zeta	97.1
7	Publicidad en Medios del Bajío, S.A. de C.V.	La Jefa	98.7
		Radar	107.5
8	Radio América de México, S.A. de C.V.	Radio Fórmula Querétaro	88.7
9	México Radio, S.A. de C.V.	ABC Radio	107.9
10	Grupo Radiodifusoras Capital, S.A. de C.V.	Capital	104.9
11	Sistema Estatal de Comunicación, Cultural y Educativo	Radio Fórmula Querétaro	100.3
12	Radio UAQ	Radio Universal	89.5

Source: Municipality of Querétaro. Social Communication Coordination, 2022.

PRESS AND TELEVISION STATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.		
PRESS		
1	Cía. Periodística del Sol de Querétaro, S.A. de C.V.	Diario de Querétaro
2	AD Comunicaciones, S. de R.L. de C.V.	am
3	Editora Offset Color, S.A. de C.V.	Noticias
4	Compañía Periodística Nacional, S.A. de C.V.	El Universal
5	Master Media, S.A. de C.V.	Código Qro
6	Plaza de Armas	Plaza de Armas
7	Editorial Gar, S.A. de C.V.	Acaecer
TELEVISION		
1	Canal XXI, S.A. de C.V. TELEvisa	Canal 2,5 Y 21
2	TV Azteca, S.A.B. de C.V.	Canal 1 Y 7
3	Sistema Estatal de Comunicación, Cultural y Educativo	TVQ

Source: Municipality of Querétaro. Social Communication Coordination, 2022.



### INTERNET IN THE CITY

Technology plays an important role in the municipality of Querétaro. During 2021, new challenges arose in the design of processes to implement simple and expeditious procedures and services for citizens, through remote digital solutions, highlighting the following:

**IMPLEMENTATION OF PROGRAMS, ONLINE SERVICES AND PROCEDURES IN THE MUNICIPALITY OF QUERÉTARO, 2021.**

PROGRAMS	PROCEDURES AND SERVICES
	VECS Licenses (Specialized Counter for Simplified Construction)
Health in your market	Construction License for the exclusive use of the DRO (Project Manager)
	Tax Transparency Portal 2021

Source: Municipality of Querétaro. Information Systems Management, 2022.

In 2021, the demands of the technological environment led the municipality of Querétaro to expand the technological infrastructure, increasing the storage capacity of electronic files of citizens to 90 terabytes.

In order to provide the necessary tools so that the employees of the Municipality of Querétaro could guarantee a quality service to citizens, 500 meters of fiber optics were installed that cover the building of control desk and civic courts, in the district of Santa Rosa Jáuregui.





## 2.10 Agricultural production

### AGRICULTURAL PROGRAMS

The Ministry of Agriculture and Rural Development (SADER) establishes support policies that promote better production and comparative advantages in the agricultural industry. It integrates the activities of the rural environment into the productive chains of the economy and stimulates the collaboration of producer organizations with more than 30 programs and projects of its own, goals, and proposed objectives, following the provisions of the National Development Plan (PND).

The SADER agency in Querétaro, within the scope of its competence and territorial demarcation, institutionally coordinates actions with the state and municipal governments, to achieve the fundamental objectives of the PND, concerning the agri-food industry, developing and promoting plans and programs led by the federal initiative.

Querétaro's Ministry of Agricultural Development (SEDEA), through its Hydro-Agricultural Infrastructure Directorate, reported the results of the Productive Rural Infrastructure Programs in 2021. 94.0% of the benefits took place in the Santa Rosa Jáuregui district, representing an increase of 35.0% compared to 2020.

PRODUCTIVE RURAL INFRASTRUCTURE IN THE MUNICIPALITY OF QUERÉTARO, 2021.

COMPONENT	PROGRAM	BENEFITED LOCALITY	INVESTMENT (PESOS)
Water Sustainability in the Field		Buenvista, Santa Rosa Jáuregui	440,640
Promoting Agricultural Production	Promotion of Agricultural, Forestry and Fishing Development	Santa Rosa Jáuregui	131,446
		Felipe Carrillo Puerto	80,934
Rehabilitation and Dredging of Ditches and Dams		Tinaja de la Estancia, Santa Rosa Jáuregui	350,000
		La Barreta, Santa Rosa Jáuregui	350,000
<b>TOTAL</b>			<b>1,353,020</b>

Source: Ministry of Agricultural Development. SEDEA, 2022.



In 2021, SEDEA carried out phytosanitary actions in corn and maguey crops with investment from the Government of the State of Querétaro.

PHYTOSANITARY ACTIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

CULTIVATION	BENEFICIARIES	SURFACE <sup>1</sup>	GOVERNMENT INVESTMENT
Corn	134	579.6	150,000
Maguey	1	5.0	3,000
<b>TOTAL</b>	<b>135</b>	<b>584.6</b>	<b>153,000</b>

Source: Ministry of Agricultural Development. SEDEA, 2022.

<sup>1</sup> Hectares



The municipality of Querétaro, in 2021, managed to produce various crops in the 4 different seasons of the year. In autumn-winter, green forage oats obtained a production of 9,282 tons; in spring-summer, green forage corn reached 43,570; and in perennial production, alfalfa generated 42,864 tons. These 3 crops added up to 89.1% of the total agricultural production in the municipality.

**AGRICULTURAL PRODUCTION IN THE MUNICIPALITY OF QUERÉTARO, 2021.**

CROP	AREA SWON <sup>1</sup>			HARVESTED AREA <sup>1</sup>			PRODUCTION VOLUME <sup>1</sup>		
	IRRIGATED	RAINFED	TOTAL	IRRIGATED	RAINFED	TOTAL	IRRIGATED	RAINFED	TOTAL
<b>AUTUMN-WINTER 2020-2021</b>									
Oats for green fodder	328	-	<b>328</b>	328	-	<b>328</b>	9,282	-	<b>9,282</b>
Broccoli	5	-	<b>5</b>	5	-	<b>5</b>	91	-	<b>91</b>
Barley grain	20	-	<b>20</b>	20	-	<b>20</b>	104	-	<b>104</b>
Lettuce	6	-	<b>6</b>	6	-	<b>6</b>	162	-	<b>162</b>
<b>SPRING-SUMMER 2021</b>									
Broccoli	13	-	<b>13</b>	13	-	<b>13</b>	251	-	<b>251</b>
Green chili	22	-	<b>22</b>	22	-	<b>22</b>	2,890	-	<b>2,890</b>
Corn	38	-	<b>38</b>	38	-	<b>38</b>	801	-	<b>801</b>
Bean	4	310	<b>314</b>	4	290	<b>294</b>	6	125	<b>130</b>
Lettuce	21	-	<b>21</b>	21	-	<b>21</b>	462	-	<b>462</b>
Grain corn	325	7,050	<b>7,375</b>	285	6,600	<b>6,885</b>	2,736	3,828	<b>6,564</b>
Green feed corn	670	-	<b>670</b>	670	-	<b>670</b>	43,570	-	<b>43,570</b>
Grain sorghum	5	-	<b>5</b>	5	-	<b>5</b>	35	-	<b>35</b>
<b>PERENNIALS 2021</b>									
Alfalfa	582	-	<b>582</b>	582	-	<b>582</b>	42,864	-	<b>42,864</b>
Asparagus	35	-	<b>35</b>	35	-	<b>35</b>	170	-	<b>170</b>
Cactus	2	-	<b>2</b>	2	-	<b>2</b>	69	-	<b>69</b>
Cactus pear	-	5	<b>5</b>	-	5	<b>5</b>	-	11	<b>11</b>
Grape	1	-	<b>1</b>	1	-	<b>1</b>	5	-	<b>5</b>
<b>TOTAL</b>	<b>2,077</b>	<b>7,365</b>	<b>9,442</b>	<b>2,037</b>	<b>6,895</b>	<b>8,932</b>	<b>103,498</b>	<b>3,964</b>	<b>107,461</b>

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

<sup>1</sup>Hectares.

Through the Directorate of Rural and Agricultural Development, the Municipality of Querétaro carried out 10 programs for the benefit of its farmers in 2021. The results are shown in the following table:

SUPPORT TO THE AGRICULTURAL SECTOR, 2021.			
N°	PROGRAM	TYPE OF BENEFICIARIES	TOTAL
1	Support to Agricultural Production	Markets (marketing of products)	1
		<b>Investment</b>	<b>550,000</b>
		Number of families	536
2	Livestock Care	Training	61
		Hives (swarms and boxes)	1,400
		Livestock (sheep, goats and cattle)	10,605
		<b>Investment</b>	<b>245,000</b>
3	Family Orchards	Number of families	618
		Hectares	6,457
4	Mechanization	Number of families	2,266
		<b>Investment</b>	<b>1,000,000</b>
5	Municipalized <sup>1</sup>	Number of families	200
		<b>Investment</b>	<b>300,000</b>
6	Fish farming (Certification of fishermen)	Number of families	11
		<b>Investment</b>	<b>200,000</b>
7	Rehabilitation of Saca Roads	Kilometers	2.5
		<b>Investment</b>	<b>200,000</b>
8	Rehabilitation and Monitoring of Waterfronts	Waterfronts	11
		<b>Investment</b>	<b>200,000</b>
		Number of families	896
		Hectares	1,078
		<b>Investment</b>	<b>2,300,000</b>
10	Seed	Number of families	865
		Hectares	2,500

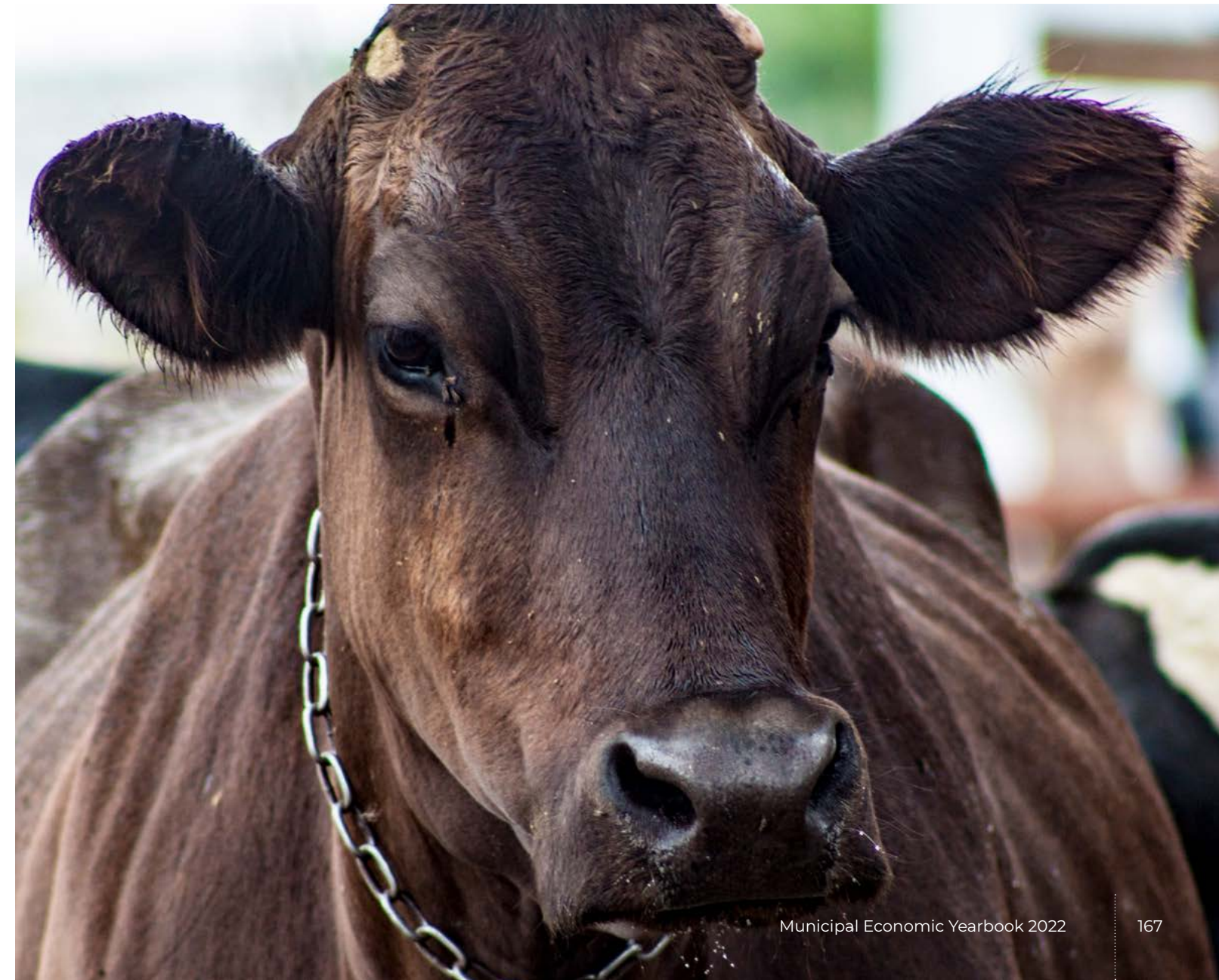
Source: Municipality of Querétaro. Directorate of Rural and Agricultural Development, 2022.

<sup>1</sup>Tripartite participation between the Government of the State of Querétaro, the Municipality of Querétaro and Local Producers.

#### SUMMARY OF SUPPORT TO THE AGRICULTURAL SECTOR, 2021.

Investment	4,595,000
Number of families benefited	5,392
Training	61
Markets	1
Monitored waterfronts	11
Hectares	10,035
Kilometers rehabilitated	2.5
Livestock and beehives	255,605

Source: Municipality of Querétaro. Directorate of Rural and agricultural Development, 2022.





## 2.11 Regulatory improvement for the industry

The Regulations for Regulatory Improvement of the Municipality of Querétaro aims to establish the bases for updating administrative legal rules, simplifying procedures and services, and allowing the systems and procedures of attention to citizens to have a comprehensive, transparent, and efficient service.

One of the most important contributions of the Regulation consists of the continuity it grants to the Regulatory Improvement Programs in force in the Municipal Public Administration, as set forth in its Article 37 “In the case of other existing, present or future programs related to the administrative simplification and that affect the economic development of the municipality positively or for the best service to users, they may be considered as permanent and will not require renewal on each term of municipal administration.”

Within the framework of this legal provision, the Council for Regulatory Improvement was created as a collegiate body for coordination, consultation, and technical support on issues that concern this area.

The Quick Business Opening System (SARE) and the Streamlining Procedures System for Industry (SATI) are part of the efforts that the municipal administration has implemented to speed up the procedures for opening new businesses in the Municipality of Querétaro.

SATI is a program to streamline and simplify municipal procedures focused on the industrial sector, applicable to companies that intend to establish themselves in compatible industrial parks and urban areas, the license application is in a single process and a single form within a maximum period of 24 hours.

The authorization process varies according to the industrial line of business. The catalog currently has 285 low and medium-risk industrial lines and the installation conditions, that is, if the company wishes to acquire land to build, or if it starts its operations in a standing building. For the year 2021, there were no procedures registered through this means.

To simplify the creation of economic units, the municipal administration continues to carry out the Annual Program for Regulatory Improvement (PAMR), which has the following objectives:

- Reduce attention times, the number of citizen transfers for face-to-face processing, simplify virtual access, and the reduction of requirements.
- Improve the score in the Doing Business evaluation carried out by the World Bank.
- Simplify and speed up the procedures to obtain the Ruling on Use of Land, Business Feasibility, Letter of No Inconvenience from Civil Protection, and Municipal Operating License, aimed at industrial, commercial, and/or service establishments for the start of their operations.

The municipal agencies involved in the implementation of the PAMR are the following:

1. Directorate of Citizen Attention.
2. Directorate of Cadaster.
3. Directorate of Economic Development and Entrepreneurship.
4. Directorate of Urban Development.
5. Directorate of Civil Protection.
6. Directorate of Complementary Services.

# AXIS 03 INCLUSIVE MUNICIPALITY





# AXIS 03 INCLUSIVE MUNICIPALITY

## 3.1 Migration phenomenon

According to the United Nations (UN), a migrant is a person who has permanently changed their place of habitual residence from one political division to another, to expand their opportunities for economic and social development, as well as an appropriate environment.

The internal migratory dynamics in Mexico have presented transcendental changes in the last 40 years. The National Institute of Migration (INM) is responsible for implementing policies in this area, under the principles of respect and security of nationals or foreigners, regardless of their migratory status during their entry, transit, and exit from the national territory.

The following table provides data about INM's actions during 2021:

NATIONAL INSTITUTE OF MIGRATION, QUERÉTARO DELEGATION, 2021.

CONCEPT	2021
Solvent migration procedures	12,574
Repatriation of foreigners	4,189
Registry of international arrivals at the AIQ	139,908
Registry of international departures at the AIQ	132,997

Source: National Institute of Migration (INM). Representative Office in Querétaro, 2022.

AIQ: Querétaro International Airport.

### PAISANO PROGRAM

Its objective is to establish policies, strategies, and preventive actions of assistance and orientation, to ensure that the entry, transit, and exit of Mexicans residing abroad is carried out respecting their rights, the security of their assets, and the knowledge of their obligations through the following actions:

- Address and follow up on complaints and requests for help.
- Broadcast information on compliance with social obligations, rights, and programs of a social nature in Mexico.
- Protect the physical and patrimonial integrity of people.
- Raise awareness and train public officials and civil society.

The program coordinates the joint work of more than 40 agencies from all levels of government and civil society. Together, they provide facilities and information to Mexicans residing in the United States or Canada, so that the entry, transit, and exit from their country is carried out without difficulties.

These actions are developed throughout the year, including 3 special operations on holiday periods of high demand, when the joint actions of all the institutions that work to welcome nationals visiting Mexico are reinforced.

During 2021, service modules were installed that provided advice to almost 7,000 fellow citizens through 18 observers. The figure decreased by 56.9% compared to 2020.

**RESULTS OF ACTIVITIES OF THE PAISANO PROGRAM, 2020 AND 2021.**

ACTIVITY	HOLY WEEK	SUMMER	WINTER	TOTAL
<b>2020</b>				
Attention to fellow citizens	4,951	4,536	2,516	<b>12,003</b>
Fixed modules installed	7	5	5	<b>17</b>
Observers who provided care in modules	13	9	3	<b>25</b>
<b>2021</b>				
Attention to fellow citizens	1,650	1,910	3,273	<b>6,833</b>
Fixed modules installed	6	6	6	<b>18</b>
Observers who provided care in modules	6	6	6	<b>18</b>

Source: National Institute of Migration (INM). Representative Office in Querétaro, 2022.





## 3.2 Office for the defense of human rights

The Office for the Defense of Human Rights of Querétaro (DDHQ for its Spanish abbreviation) is a Constitutional Organization, with autonomy in its management and budget, legal personality and its own assets, which has its origin in article 102 of the Political Constitution of the United Mexican States and article 33 of the Political Constitution of the State of Querétaro.

Its purpose is to promote, protect, respect and guarantee Human Rights in the entity. It has the power to determine and investigate probable violations of rights, by acts or omissions of an administrative nature in which state or municipal public servants incur, as well as formulate public, non-binding recommendations, claims and complaints before the respective authorities.

In 2021, the Office for the Defense of Human Rights approved 4 internal regulatory instruments that contribute to improving the functioning of the activities of this body, which are mentioned in the following table.

### NORMATIVITY INSTRUMENTS APPROVED IN THE DDHQ, 2021.

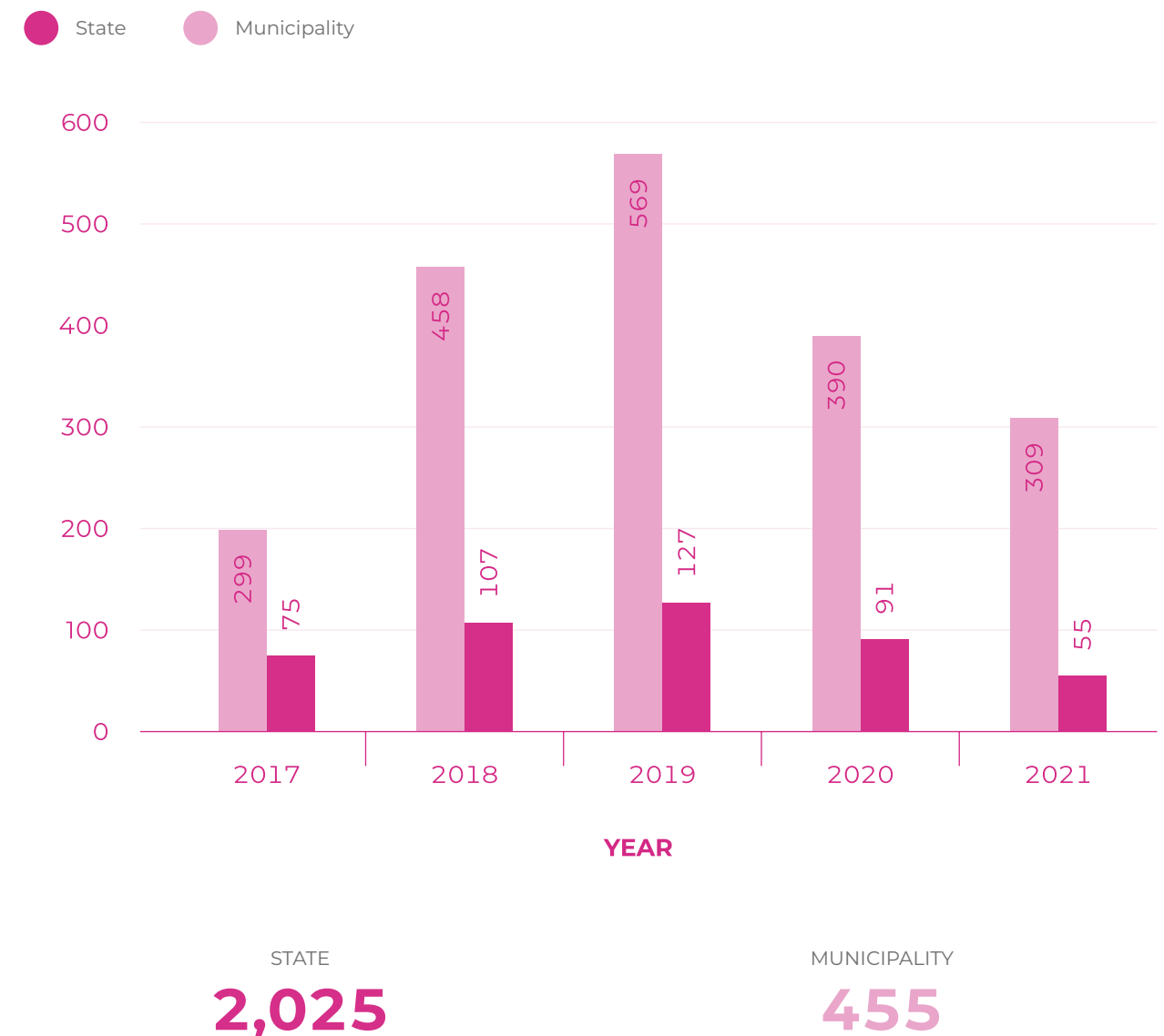
AGREEMENT	PUBLICATION DATE
Internal Regulations of the Civil Service Career	May 21
Clinical Care Procedure	October 22
Psychological Forensic Investigation Procedure	
General Conditions of Workers	November 12

Source: Office for the Defense of Human Rights of Querétaro, 2022.

In a period of less than 5 years to date, a total of 2,480 citizen complaint requests were received, 81.0% correspond to the state and 19.0% to the municipality of Querétaro.

In 2021, 309 state and 55 municipal complaints were received, with a decrease from 2020 and 2021, as shown in the following graph.

### COMPLAINTS RECEIVED BY THE DDHQ, 2017-2021.



Source: Office for the Defense of Human Rights of Querétaro, 2022.

There were a total of 6 complaints on the following grounds for conclusion contemplated by article 88 of the Human Rights Law of the State of Querétaro:

GROUNDS FOR CONCLUSION, 2021.	
CAUSES	NUMBER OF COMPLAINTS
Non-violation	5
For not correcting the missing requirements in accordance with the provisions of Article 55 of the Law	1
<b>TOTAL</b>	<b>6</b>

Source: Office for the Defense of Human Rights of Querétaro, 2022.

The DDHQ reported 56 complaints against municipal authorities during 2021, 19.6% were administrative and 80.4% were related to public safety.

COMPLAINTS RECEIVED BY THE DDHQ AT THE MUNICIPAL LEVEL, 2021.		
MUNICIPAL DEPENDENCY	COMPLAINTS	PERCENTAGE (%)
Administrative	11	19.6
Ministry of Municipal Public Safety of Querétaro	45	80.4
<b>TOTAL</b>	<b>56</b>	<b>100.0</b>

Source: Office for the Defense of Human Rights of Querétaro, 2022.

107 requests for probable violation of Human Rights were received, which were channeled to complaints initiated in 2021.

PROBABLY VIOLATED HUMAN RIGHTS IN 2021.	
HUMAN RIGHT	NÚMERO DE QUEJAS
Equality and humane treatment	12
Personal integrity and security	27
Legality and legal certainty	48
Personal freedom	9
Pending <sup>1</sup>	3
Property	3
Work	2
Health	1
Life	2
<b>TOTAL</b>	<b>107</b>

Source: Office for the Defense of Human Rights of Querétaro, 2022.

<sup>1</sup>In accordance with Article 55 of the Human Rights Law of the State of Querétaro, a complaint may be qualified as pending when its content is not clear or precise. In the event that the missing requirements are not corrected, the corresponding conclusion agreement may be issued, in accordance with the provisions of numeral 88, section IX of the aforementioned law.





### 3.3 Care for people with disabilities

To promote and protect the human rights of people with disabilities and their full inclusion in society, a series of interdisciplinary actions must be applied to guarantee their conditions of equality, dignity, right to work, education, health, and physical accessibility.

The World Health Organization (WHO) defines disability as the interaction between individuals with a health condition and personal and environmental factors.

The world population is aging and the risk of disability is higher among older adults. Chronic diseases are also on the rise such as diabetes, cardiovascular problems, cancer, and mental health disorders.

In its latest report, dated November 24, 2021, the WHO stated that 1 billion people experience disability, which is almost 15.0% of the world population. It also established that 190 million people aged 15 or older have significant difficulties in functioning, that is, 3.8% require some type of medical service.

The WHO developed the World Plan of Action on Disability 2014-2021, seeking to boost governments' efforts to improve the quality of life of people with disabilities around the world. The plan has 3 objectives:

- Remove barriers and improve access to health services and programs.
- Obtain relevant data at an international level on disability to understand its problems and its related services.
- Strengthen and expand rehabilitation, habilitation, assistive technology, assistance, support, and regeneration services at the community level.

Thanks to data from the 2020 Population and Housing Census of the National Institute of Statistics and Geography (INEGI), it is known that the municipality of Querétaro has a population of 1,049,777 inhabitants, of which 150,536 are in limiting conditions or with some disability. Of the total, 53.8% are women and 46.2% are men.

**TOTAL POPULATION BY SEX, LIMITING CONDITION AND TYPE OF ACTIVITY LIMITATION, 2021.**

STATE	SEX	STATE POPULATION	POPULATION WITH DISABILITIES, LIMITATIONS OR WITH ANY MENTAL PROBLEM OR CONDITION	CONDITION OF LIMITATION IN THE ACTIVITY																NOT SPECIFIED
				WITH DISABILITY ACCORDING TO DAILY ACTIVITY THAT THEY PERFORM WITH GREAT DIFFICULTY OR IS UNABLE TO PERFORM							WITH LIMITATION ACCORDING TO DAILY ACTIVITY PERFORMED WITH LITTLE DIFFICULTY							POPULATION WITH A MENTAL PROBLEM OR CONDITION	NO MENTAL DISABILITY, LIMITATION, PROBLEM OR CONDITION	
				TOTAL <sup>1</sup>	SEE EVEN WHEN WEARING GLASSES	HEAR EVEN WHEN WEARING HEARING AIDS	WALKING, CLIMBING OR DESCENDING	REMEMBERING OR CONCENTRATING	BATHING, DRESSING OR EATING	TALK OR COMMUNICATE	TOTAL <sup>2</sup>	SEE EVEN WHEN WEARING GLASSES	HEAR EVEN WHEN WEARING HEARING AIDS	WALKING, CLIMBING OR DESCENDING	REMEMBERING OR CONCENTRATING	BATHING, DRESSING OR EATING	TALK OR COMMUNICATE			
	<b>Total</b>	<b>126,014,024</b>	<b>20,838,108</b>	<b>6,179,890</b>	<b>2,691,338</b>	<b>1,350,802</b>	<b>2,939,986</b>	<b>1,149,257</b>	<b>1,168,098</b>	<b>945,162</b>	<b>13,934,448</b>	<b>8,974,853</b>	<b>2,900,108</b>	<b>4,365,234</b>	<b>2,698,640</b>	<b>673,540</b>	<b>864,662</b>	<b>1,590,583</b>	<b>104,815,785</b>	<b>360,131</b>
United States of México	Men	61,473,390	9,726,871	2,904,198	1,201,657	710,405	1,282,534	543,205	540,971	514,038	6,438,319	3,983,831	1,500,390	1,894,013	1,164,300	298,146	475,900	859,534	51,565,118	181,401
	Women	64,540,634	11,111,237	3,275,692	1,489,681	640,397	1,657,452	606,052	627,127	431,124	7,496,129	4,991,022	1,399,718	2,471,221	1,534,340	375,394	388,762	731,049	53,250,667	178,730
State of Querétaro	<b>Total</b>	<b>2,368,467</b>	<b>355,047</b>	<b>96,160</b>	<b>42,367</b>	<b>21,066</b>	<b>45,248</b>	<b>18,501</b>	<b>17,919</b>	<b>14,329</b>	<b>244,793</b>	<b>159,045</b>	<b>49,883</b>	<b>71,934</b>	<b>48,737</b>	<b>11,878</b>	<b>14,477</b>	<b>29,057</b>	<b>2,004,940</b>	<b>8,480</b>
	Men	1,156,820	166,080	44,991	18,709	10,922	19,588	8,725	8,248	7,791	113,810	71,199	25,618	30,777	21,333	5,268	7,946	15,368	986,519	4,221
	Women	1,211,647	188,967	51,169	23,658	10,144	25,660	9,776	9,671	6,538	130,983	87,846	24,265	41,157	27,404	6,610	6,531	13,689	1,018,421	4,259
Municipality of Querétaro	<b>Total</b>	<b>1,049,777</b>	<b>150,536</b>	<b>38,789</b>	<b>16,972</b>	<b>8,053</b>	<b>18,539</b>	<b>7,168</b>	<b>7,125</b>	<b>5,321</b>	<b>105,137</b>	<b>68,655</b>	<b>21,042</b>	<b>29,789</b>	<b>20,013</b>	<b>4,867</b>	<b>5,482</b>	<b>12,804</b>	<b>893,241</b>	<b>6,000</b>
	Men	514,589	69,580	17,609	7,541	4,105	7,540	3,275	3,149	2,823	48,542	30,883	10,758	12,229	8,666	2,067	2,969	6,729	442,002	3,007
	Women	535,188	80,956	21,180	9,431	3,948	10,999	3,893	3,976	2,498	56,595	37,772	10,284	17,560	11,347	2,800	2,513	6,075	451,239	2,993

Source: INEGI. Population and Housing Census 2020. Basic Questionnaire.

<sup>1</sup> The sum of daily activities may be greater than the total for those who have more than one disability.

<sup>2</sup> The sum of daily activities may be greater than the total for those who have more than one limitation.

The Municipal Institute to Prevent and Eliminate Discrimination (INMUPRED) promotes public policies and good practices of inclusion to overcome the inequality suffered by certain people and diverse populations. The growth of the city allows convergences of ethnic, linguistic, migratory, family, gender, mobility, and functionality diversities, among others.

INMUPRED coordinates actions to prevent and eradicate discrimination, justifying and demanding the right to equality and non-discrimination under the provisions of the Political Constitution of the United States of México and International Human Rights Treaties. This makes it possible to establish a dialogue between the civil society and the different government agencies, to plan actions in terms of equal treatment and opportunities that influence effective access to all rights and freedoms for individuals, groups, and collectives in a situation of discrimination.

During 2021, 18 lines of action of the Municipal Program to Prevent and Eliminate Discrimination 2018-2021 were launched, creating public anti-discrimination policies that benefited 2,563 women and 2,063 men. 480 reserved parking cards were issued; 2 braille system courses, 2 Mexican sign language courses, and 47 social agencies were given to people with disabilities, the elderly, migrants, and native peoples, among others.

Additionally, 264 training processes, courses, workshops, and conferences were given in the 7 municipal districts with 7,891 direct beneficiaries. Virtual workshops on human rights, inclusion, and non-discrimination were held in school spaces. Additionally, 5 diagnoses in public and private spaces were held to make accessibility modifications.

Three positive, concrete, and documented actions were launched:

1. Care program for native groups.
2. Care program for people living with acquired immunodeficiency syndrome HIV/AIDS.
3. Inclusion program for people with disabilities.

Two generations of Promoters for Equality emerged, made up of 53 young people who, through participatory workshops in schools and public spaces, benefited 1,831 people.

In 2021, 23 complaints were received for alleged discriminatory acts and 87 individual and group psychological services were provided.

## 3.4 The Municipal System for Integral Family Development (DIF)



It is a decentralized public body, with legal personality and its own assets. It was created by decree and published on March 6, 1986 and its main goal is "to drive the necessary actions that promote human development and family integration, helping to improve the quality of community life, incorporating active and committed citizen participation".

The DIF, in coordination with 6 municipal offices and the Office of the Attorney for the Protection of Children and Adolescents, provides care to all citizens without distinction of age, conditions, or abilities.

In order to promote the care and comprehensive development of the population in conditions of vulnerability in the Municipality of Querétaro, a joint program of support services has been put into practice aimed at contributing to breaking the vicious circle of dependency and social gap, encouraging and promoting a change of attitudes and generating conditions for family and community development.



15 programs that provided support and assistance services and social development were developed for the aforementioned:

- 1. Yimpathi Shelter:** Provides nutritional support, temporary accommodations, and sanitation services.
- 2. Nutrition and Community Development:** Provides daily breakfasts for children in public schools at the preschool, elementary, middle and high school levels. It also provides nutritional supplements, food guidance and nutritional surveillance, both to mothers who are underweight during pregnancy or during breastfeeding, as well as to children who show some degree of malnutrition.

The program provided breakfasts for 133 public schools, especially supporting those located in the Santa Rosa Jáuregui district, where 51.1% of the resources were allocated.

- 3. Hot Meals:** Dedicated to preparing and delivering complete meals to families affected by the COVID-19 pandemic in the 7 districts of the municipal territory.
- 4. Support to Vulnerable Populations:** Focused on the delivery of monthly groceries, support for transportation for disabled citizens, diapers, medicines, bipartite contribution in nurseries, special education schools and the Alzheimer Foundation.
- 5. Family Care and Child Development:** Provides official preschool education to children in 8 Community Child Care Centers (CAIC). Workshops on self-improvement and human development are given in the 21 Family Care Centers (CAF), providing psychological advice and grocery baskets to attendees.
- 6. Let's Change Their Future:** Aimed at implementing the Interdisciplinary Development Model in the Approach and Institutional Care of Children and Adolescents in Situations of Vulnerability and Marginal Urban Child Labor, through the systematization of interventions based on the acquisition of tools for improvement in life perspective.
- 7. Integral Regional Rehabilitation Center (CIRR):** Provides physical, speech, electrotherapy and occupational therapy services.
- 8. DIF by Your Side:** Its objective is to increase the quality of life and the integral development of the municipal population that lives under conditions of poverty and vulnerability, through the detection and care support in audiometry, optometry and dentistry to achieve equal opportunities in the social and work environment.
- 9. General Management:** Provides grocery baskets and extraordinary support for immediate or urgent help, such as orthopedic devices, transportation support or for special celebrations such as Children's Day, May 10 or the December holiday season, among others.

**10. Doctor in Your Street:** Offers free medical consultations and delivery of medicines for seniors over 60 years of age and people with disabilities, directly in their homes.

**11. Citizen Participation for Community Development:** Provides grocery baskets to women in 67 locations of the 7 municipal districts who participate in community development programs, taking lectures, human development workshops and training courses in bakery, crafts, beauty, sewing, chocolate and knitting.

**12. Office for the Protection of Children and Adolescents:** Provides legal advice, psychological therapy and follow-up visits to reports of mistreatment or lack of care.

**13. Social Protection for Seniors:** Offers assistance and different activities in the Day Centers for seniors, such as psychological, medical, nutritional and physiotherapy care, lectures and workshops on human development, assistance in cataract surgery, breakfasts and meals. It also distributes meal support to seniors in the 7 municipal districts.

**14. COVID Testing:** Application of reagents for the detection of COVID-19 and delivery of oximeters for the most vulnerable population.

**15. Liaison with Civil Society Organizations:** Offers monthly donations to organizations that require it.



In total, during 2021, 2,573,663, social and community development supports, and assistance services were provided. The complete information in comparison with the previous year is shown in the following table:

SOCIAL ASSISTANCE SUPPORTS AND SERVICES, 2020 AND 2021.				
NUMBER	PROGRAMS	TOTAL SUPPORTS AND SERVICES PROVIDED		
		2020	2021	
1	Yimpathi Shelter	30,933	29,525	
2	Nutrition and Community Development	1,325,746	1,301,945	
3	Hot Meals	926,900	817,916	
4	Support to Vulnerable Populations	17,874	13,767	
5	Family Care and Child Development	20,974	22,067	
6	Let's Change Their Future	42,855	16,112	
7	Integral Regional Rehabilitation Center (CIRR):	15,385	23,478	
8	DIF by Your Side	85,977	48,838	
9	General Management	95,356	100,631	
10	Doctor in Your Street	9,474	13,133	
11	Citizen Participation for Community Development	33,679	41,358	
12	Office for the Protection of Children and Adolescents	5,637	9,148	
13	Social Protection for Seniors	132,840	116,529	
14	COVID Testing	9,999	18,434	
15	Liaison with Civil Society Organizations	790	782	
<b>TOTAL</b>		<b>2,754,419</b>	<b>2,573,663</b>	

Source: Municipality of Querétaro. General Directorate, DIF Municipal System, 2022.

During 2021, the DIF served 160,016 beneficiaries, compared to the previous year, the quantity was 11.6% lower. The complete information of each one of the programs is shown below:

BENEFICIARIES OF THE DIF MUNICIPAL SYSTEM, 2020-2021.				
NUMBER	PROGRAMS	TOTAL BENEFICIARIES		
		2020	2021	
1	Yimpathi Shelter	6,068	4,582	
2	Nutrition and Community Development	10,695	10,648	
3	Hot Meals	41,773	16,069	
4	Support to Vulnerable Populations	14,620	9,889	
5	Family Care and Child Development	2,990	11,241	
6	Let's Change Their Future	379	1,853	
7	Integral Regional Rehabilitation Center (CIRR)	2,191	1,128	
8	DIF by Your Side	26,142	16,919	
9	General Management	44,155	42,256	
10	Doctor in Your Street	6,662	7,315	
11	Citizen Participation for Community Development	4,016	4,592	
12	Office for the Protection of Children and Adolescents	1,724	4,075	
13	Social Protection for Seniors	12,155	11,045	
14	COVID Testing	7,423	18,340	
15	Liaison with Civil Society Organizations	65	64	
<b>TOTAL</b>		<b>181,058</b>	<b>160,016</b>	

Source: Municipality of Querétaro. General Directorate, DIF Municipal System, 2022.



The DIF has 256 facilities in the municipality of Querétaro that provide different support services to the community. The following table breaks down the information according to the different coordinations of the system:

FACILITIES OF THE DIF MUNICIPAL SYSTEM THAT PROVIDE SERVICES AND SUPPORT TO VULNERABLE POPULATIONS, 2021.			
COORDINATION	NUMBER OF FACILITIES	CENTER	ADDRESS
Nutrition and Community Development Coordination	133	Headquarters	Calle Coba N° 101, on the corner of Blvd. Gobernadores, Col. Vista Azul (kitchen classrooms located in public schools of preschool, elementary, middle and high schools, Day Centers and Senior Centers)
		CAF Alameda	Calle Cima s/n, Col. Peñuelas
		CAF/Preescolar Bolaños	Calle Géminis, on the corner of Zodíaco s/n, Col. Bolaños
		CAF/Preescolar Cerrito Colorado	Calle Teotihuacanos s/n, on the corner of Totonacas, Col. Cerrito Colorado
		CAF Cerro de la Cruz	Known Address s/n, Col. Comunidad de la Cruz
		CAF El Patol	Known Address s/n, Col. Comunidad El Patol
		CAF El Salitre	5 de Febrero on the corner of Vasco de Quiroga s/n, Col. Comunidad El Salitre
		CAF El Jofrito	Known Address s/n, Col. Comunidad El Jofrito
		CAF La Barreta	Known Address s/n, Col. Comunidad La Barreta
		CAF La Joya	Known Address s/n, Col. Comunidad La Joya
Family Care and Child Development Coordination	21	CAF Loma Bonita	Calle Iztaccihuatl N° 100, Col. Loma Bonita
		CAF/Preescolar Menchaca I	Calle Río Guaymas on the corner of Río Blanco s/n, Col. Menchaca I
		CAF/Preescolar Menchaca II	Calle Río Hondo s/n, Col. Menchaca II
		CAF/Preescolar Peñuelas	Calle Estibadores N° 9, Col. Peñuelas
		CAF Santa Rosa Jáuregui	Calle Prolongación Guillermo Prieto s/n, on the corner of 21 de Marzo, Col. Independencia
		CAF Santa María Magdalena	Calle Hidalgo, on the corner of Brasil, s/n, Col. Santa María Magdalena
		CAF La Purísima	Calle Jacaranda N° 60, Col. Comunidad la Purísima
		CAF/Preescolar Reforma Agraria	Calle José María Lozano N° 1, Col. Reforma Agraria
		CAF Reforma Lomas	Calle Antonio Carranza, N° 100, Col. Reforma Agraria
		CAF/Preescolar San José el Alto	Calle Quintana Roo s/n, Col. San José el Alto
		CAF/Preescolar Tepetate	Calle Jiménez N° 18, Col. Linda Vista
		CAF Centro Histórico	Calle Allende N° 72, Col. Centro Histórico

FACILITIES OF THE DIF MUNICIPAL SYSTEM THAT PROVIDE SERVICES AND SUPPORT TO VULNERABLE POPULATIONS, 2021.			
COORDINATION	NUMBER OF FACILITIES	CENTER	ADDRESS
Support to Vulnerable Populations Coordination	9	Oficina Centro Cívico Querétaro	Boulevard Bernardo Quintana N° 10,000, Fraccionamiento Centro Sur
		Oficina de Trabajo Social	In the 7 Municipal Districts
		Albergue Yimpathí	Calle Guerrero N° 2-A, Col. Centro Histórico
Citizen Participation for Community Development Coordination	78	Oficinas Centrales	Avenida Constituyentes Ote. N° 3, Col. San Francisquito
		Manos Queretanas	Calle 16 de Septiembre N° 44, Col. Centro Histórico y Calle 5 de Mayo N° 6, Col. Centro de Bernal, Ezequiel Montes, Querétaro
		DIF/Casas Ejidales y Casa de Voluntariado	75 DIF Classrooms, Houses built on Community Lands and Houses for Volunteers
		Centro de Día Nānxu	Calle Humildad N° 120, Fraccionamiento El Parque
Social Protection for Seniors Coordination	6	Casona del Adulto Mayor	Calle San José N° 401, Col. Felipe Carrillo Puerto
		Centro Cultural Epigmenio González	Avenida Monte Sacro s/n, Col. San Pedrito Peñuelas
		Centro Cultural Carrillo Puerto	Avenida Alfonso Reyes s/n, Col. El Tintero
		Centro del Adulto Mayor Josefa Vergara y Hernández	Calle Santiago Tianguistengo s/n, on the corner of Calle Santiago de Veraguas, Col. Vistas del Cimatario
		Centro del Adulto Mayor Cayetano Rubio	Avenida Del Río N° 1, Col. Hércules
Liaison of Civil Society Organizations Coordination	2	Oficina de Vinculación	Boulevard Bernardo Quintana N° 10,000, Fraccionamiento Centro Sur
		CIRR	Calle 20 de Noviembre s/n, Col. Santa Rosa Jáuregui
Office for the Protection of Children and Adolescents	7	Oficinas Centrales	Calle José María Pino Suárez, N° 49, Col. Centro Histórico
		Santa Rosa Jáuregui	Calle Prolongación Guillermo Prieto s/n, on the corner of 21 de Marzo Col. Independencia
		Juzgados	Calle Circuito Moisés Solana N° 1001, Col. Prados del Mirador
		Centro de Día Meni	Calle Zaragoza N° 75St, Col. Vistas de San José el Alto
		Centro del Adulto Mayor	Calle Humildad N° 120, Fraccionamiento El Parque
		Centro de Día Nijhōya	Calle Emérito González N° 4, Col. Hércules
		Centro de Día Jādi	Calle 20 de Noviembre y Avenida Zaragoza s/n, Col. Centro Histórico
<b>TOTAL</b>	<b>256</b>		

Source: Municipality of Querétaro. General Directorate, DIF Municipal System, 2022.

### 3.5 Municipal Institute of Women of Querétaro (IMMUJERES)

It is an organization that promotes and implements actions and conditions that enable formal and substantive equality. It works to create a culture free of violence and discrimination, promoting progress and equal participation of women and men in political, cultural, economic, and social life. It implements and promotes recommendations for the application of strategies and public policies aimed at the comprehensive development of women in Querétaro.

The Substantive Equality Program between Women and Men of the Municipality of Querétaro 2021-2024 exists to comply with the lines of action of the Municipal Development Plan (PMD) on the matter. The following table shows the progress made during 2021, benefiting more than 60 thousand people (71.1% women and 28.9% men).



**PROGRAM FOR SUBSTANTIVE EQUALITY BETWEEN WOMEN AND MEN IN THE MUNICIPALITY OF QUERÉTARO, 2021.**

STRATEGY	COURSE OF ACTION	ACTIVITY	WOMEN	MEN
<b>1. Promote Substantive Equality between Women and Men in the Municipality.</b>				
1.1	Awareness-raising and training actions on gender, human rights and non-discrimination for students in schools in the municipality of Querétaro.	34 in-person training sessions were held in schools on violence prevention, human rights, gender equality and masculinities.	865	753
1.2		50 training sessions were held in different neighborhoods in person and 55 in virtual mode, in the areas of masculinities, gender equality, human rights and gender justice. Infographics, documentaries, informative capsules, analysis and recommendations of films with a gender perspective were published on social networks.	13,285	2,033
1.3	Actions to raise awareness and train women, men, young people and adults in the municipality of Querétaro in the prevention of gender-based violence.	48 face-to-face and 35 virtual talks were given on violence prevention. Infographics, documentaries, informative capsules, analysis and film recommendations to prevent violence were published on social networks.	21,010	14,604
<b>2. Guaranteeing Women's and Men's Access to a Life Free of Gender Violence</b>				
2.2	Disseminate mechanisms for reporting, counseling and support for women, girls and young women in situations of violence.	11 publications were produced on social networks with infographics that provide telephone numbers and addresses of institutions where a complaint can be filed or legal advice can be requested.	2,678	158
2.3	Install and operate the municipal mechanism for the design and follow-up of policies for the prevention, attention, punishment and eradication of violence against women.	3 sessions were held to prevent, address, punish and eradicate gender-based violence.	N.A.	N.A.
<b>5. Provide information to girls, women and young people on sexual and reproductive health and reproductive rights.</b>				
5.1	Actions focused on the promotion of sexual and reproductive health of the female and male population.	126 thermography studies were carried out, 6 health talks were given and information capsules on sexual and reproductive health were produced.	6,674	541
<b>8. To mainstream and institutionalize the gender perspective in the Municipal Public Administration.</b>				
8.1	Meetings with the Women's Thematic Council to follow up on the budgets allocated to the program's implementation	12 meetings with the Women's Thematic Council were held internally	N.A.	N.A.
<b>TOTAL</b>			<b>44,512</b>	<b>18,089</b>

Source: Municipal Institute of Women of Querétaro, 2022.

N.A. Not Applicable.



ACTIONS CARRIED OUT BY IMMUJERES, 2021.

INTERVENTIONS	BENEFICIARIES		TOTAL BENEFICIARIES
	WOMEN	MEN	
380	44,512	18,089	62,601

Source: Municipal Institute of Women of Querétaro, 2022.

Among the activities carried out by the Municipal Institute to Prevent and Eliminate Discrimination (IMMUPRED), training and counseling stood out, benefiting a total of 3,994 people.

TRAINING AND COUNSELING PROVIDED BY IMMUJERES, 2021.

ACTION	WOMEN	MEN	TOTAL BENEFICIARIES
Lectures	2,009	996	3,005
Training for employees	444	251	695
Psychological and legal counseling	294	0	294
<b>TOTAL</b>	<b>2,747</b>	<b>1,247</b>	<b>3,994</b>

Source: Municipal Institute of Women of Querétaro, 2022.





## 3.6 Municipal Family Institute (IMFAMILIA)

IMFAMILIA establishes and monitors public policies, programs, and actions aimed at strengthening families in the municipality of Querétaro. In 2021, through its coordination, the following projects were carried out:

### 1. Coordination of Strengthening and Bonding.

- Forty training days, family gatherings, and recreational events were held, benefiting 5,218 people.
- Through the "Municipal Work-Family Balance Distinction" 182 companies received support. Informative bulletins were distributed informing about the conferences and training activities for the implementation and follow-up of practices focused on the reduction of psychosocial risks.
- 31 awareness workshops were given on the importance of the "Work-Family Balance" in micro, small, medium, and large enterprises.
- Bulletins and various electronic documents were published to promote the strengthening of family ties and good work-family balance practices.



### 2. Training and Mediation Coordination.

Five programs were carried out in the 7 municipal districts for the benefit of 6,125 inhabitants:

- **Development of Parental and Filial Skills:** 555 conferences were held for caregivers, mothers, fathers, daughters, and sons, providing tools to strengthen family ties.
- **Positive Parenting:** 26 workshops were held for mothers, fathers, and adults responsible for parenting, giving them the skills to optimize their educational role.
- **Training in Family Values:** 26 workshops were held providing techniques to identify the importance of education in values within the family nucleus.
- **Overcoming the Contingency as a Family:** 24 workshops were held for mothers, fathers, and educational figures for the development of skills in crises, favoring the prevalence of family ties and the emotional health of each member of the family during the COVID-19 contingency.
- **Family Orientation and Mediation:** 219 consultancies were provided, offering tools that would allow for assertive resolution of family difficulties.

The IMFAMILIA Institute is located in Bosque de Berros No. 406 Col. Bosque de las Lomas. Telephone 442 210 0624, ext. 113. WhatsApp 442 485 0696, email [imfamilia@municipiodequeretaro.gob.mx](mailto:imfamilia@municipiodequeretaro.gob.mx) and on Facebook: Instituto Municipal de la Familia.



## 3.7 Educational structure



Education is the main factor of progress and production, it helps to overcome the economic problems of a demanding society, boosts cultural conditions and reduces social and economic inequalities, generating greater employability.

The 2019-2024 National Development Plan proposes to improve the material conditions of the country's schools and guarantee access to education for all young people. The Ministry of Public Education has the task of dignifying schools, while the Federal Executive, the Congress of the Union and the National Department of Education work together to build a new legal framework for education.

The Municipality of Querétaro, through "Axis 3 Inclusive Municipality" of the Municipal Development Plan 2018-2021, recognizes education as a human right and one of the main means for the transformation of individuals and, consequently, of the community and society.

The EMPRENDE program, of the Directorate of Economic Development and Entrepreneurship, carried out 646 training sessions during 2021, the following table shows the complete information:

EMPRENDE PROGRAM TRAINING SESSIONS, 2021.			
MONTH	TYPE	SUBJECT	PEOPLE TRAINED
February	Training	How to do market research for my business?	52
	Seminar	Nutrition labeling NOM-051-SCFI/SSAI-2020 and its 2020 amendment	11
March	Workshop	Design thinking	12
	Conference	Entrepreneur, are you going to evolve or disappear?	60
June	Training	Strategic work plan. Customer reactivation.	76
	Workshop	Effective communication	71
		Conflict resolution management	43
	Conference	With tension there is no direction	43
July	Training	Increasing sales! NLP Sales Psychology	30
		Creating service experience	24
	Seminar	Project evaluation	11
August	Training	Protect your creativity: Get to know the industrial property system	26
	Workshop	Branding, creating my brand	21
September		Workshop	Market strategies in difficult times, find market opportunities and take advantage of them.
	Shopper analysis		42
November	Conference	Start of operations and corporate governance	59
		Accounting and tax	43
		<b>TOTAL</b>	<b>646</b>

Source: Municipality of Querétaro. Ministry of Sustainable Development, Directorate of Economic Development and Entrepreneurship, 2022.

In the educational field, the municipality of Querétaro registered an enrollment of 311,243 students in its 7 educational levels, of which 69.0% corresponded to students with public support and 31.0% to private ones. The figure represented an increase of 1.4% over the 2020-2021 school year.

**ENROLLMENT BY EDUCATIONAL LEVEL, SCHOOL YEAR 2021-2022.**

EDUCATIONAL LEVEL	STUDENTS	STUDENTS WITH PUBLIC SUPPORT	STUDENTS WITH PRIVATE SUPPORT
Inicial	3,183	289	2,894
Special <sup>1</sup>	1,148	1,108	40
Preschool <sup>2</sup>	32,639	23,196	9,443
Elementary	105,435	81,030	24,405
Middle School	53,658	43,074	10,584
High School <sup>3</sup>	41,110	25,116	15,994
College <sup>4</sup>	74,070	41,098	32,972
<b>TOTAL</b>	<b>311,243</b>	<b>214,911</b>	<b>96,332</b>

**Source:** Ministry of Education of the Executive Power of the State of Querétaro (SEDEQ), 2022. (Educational Statistics of the 2021-2022 school year, integrated by the Unit of Services for Basic Education in the State of Querétaro, USEBEQ, through formats 911 and made official by the Ministry of Public Education, SEP).

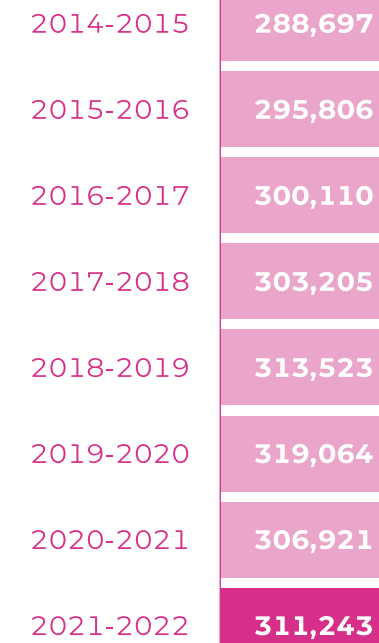
<sup>1</sup>It does not include the Regular Education Support Services Units (USAER) since they are students of different levels, counted in them.

<sup>2</sup>Students and teachers of 1st grade of preschool who are attended in initial education work centers are included.

<sup>3</sup>Includes the in-school and home-school system.

<sup>4</sup>Includes the levels of Higher University Technician (TSU) and bachelor's degree, as well as specialty, master's and postgraduate doctorate; Modality of schooled and home-schooled.

**SCHOOL ENROLLMENT IN THE MUNICIPALITY OF QUERÉTARO, 2015-2022.**



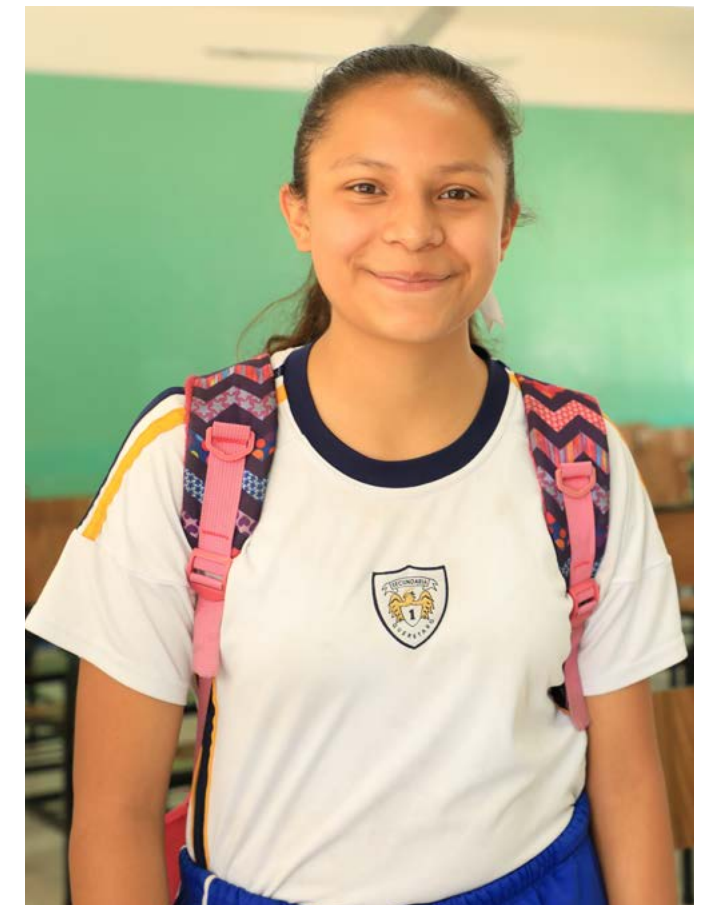
**Source:** Ministry of Education of the Executive Power of the State of Querétaro (SEDEQ), 2022. (Educational Statistics of the 2021-2022 school year, integrated by the Unit of Services for Basic Education in the State of Querétaro, USEBEQ, through formats 911 and made official by the Ministry of Public Education, SEP)

The number of registered teachers increased to almost 19,000 in the same period, showing the largest enrollment at the higher level, with 41.9% of the total. Compared to the previous year there was a decrease of 4.7%.

**TEACHERS BY EDUCATIONAL LEVEL, SCHOOL YEAR 2021-2022.**

EDUCATIONAL LEVEL	TEACHERS
Initial	113
Special	153
Preschool	1,625
Elementary	3,532
Middle School	2,983
High School	2,572
College	7,931
<b>TOTAL</b>	<b>18,909</b>

**Source:** Ministry of Education of the Executive Power of the State of Querétaro (SEDEQ), 2022. (Educational Statistics of the 2021-2022 school year, integrated by the Unit of Services for Basic Education in the State of Querétaro, USEBEQ, through formats 911 and made official by the Ministry of Public Education, SEP)





1,219 schools were recorded in the Municipality of Querétaro, 94 schools more than in the previous year. In total, 46.3% are public and 53.7% private.

#### SCHOOLS BY EDUCATIONAL LEVEL, SCHOOL YEAR 2021-2022.

EDUCATIONAL LEVEL	NUMBER OF SCHOOLS	PUBLIC SCHOOLS	PRIVATE SCHOOLS
Initial	74	7	67
Special <sup>1</sup>	13	12	1
Preschool	415	186	229
Elementary	368	231	137
Middle School	167	86	81
High School	112	26	86
College <sup>2</sup>	70	16	54
<b>TOTAL</b>	<b>1,219</b>	<b>564</b>	<b>655</b>

**Source:** Ministry of Education of the Executive Power of the State of Querétaro (SEDEQ), 2022. (Educational Statistics of the 2021-2022 school year, integrated by)

<sup>1</sup>Does not include Regular Education Support Services Units (USAER) because they are not properly schools with established campuses.

<sup>2</sup>Includes the levels of Higher University Technician (TSU) and bachelor's degree, as well as specialty, master's and postgraduate doctorate; modality of schooled and non-schooled and the amount in this type of education refers to institutions.

The municipality has 70 higher education institutions that offer training at the bachelor's, specialty, master's and doctorate levels. All of them are endorsed by the Ministry of Education of the Executive Branch of the State of Querétaro (SEDEQ) and are divided as follows:

**21**  
universities

**3**  
technological institutes

**4**  
teacher training schools

**42**  
institutes, centers and colleges

#### HIGHER LEVEL INSTITUTIONS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

Nº	DISTRICT	TEACHER TRAINING SCHOOLS
1		Escuela Normal Superior de Querétaro
2	Centro Histórico	Escuela Normal Queretana
3		Normal Nocturna Mixta 5 de Mayo
4	Josefa Vergara y Hernández	Centenaria y Benemérita Escuela Normal del Estado, Plantel Querétaro
<b>INSTITUTES</b>		
5		Instituto de Especialización Judicial
6		Instituto Culinario de Querétaro
7		Instituto Dicormo
8	Centro Histórico	Instituto Humanista de Psicoterapia Gestalt
9		Instituto Interamericano de Ciencias de la Salud
10		Instituto La Paz de Querétaro
11		Instituto UNI de Querétaro
12		Instituto Universitario del Centro de México
13	Epigmenio González Flores	Instituto de Calidad y Gestión Educativa de Querétaro
14	Felipe Carrillo Puerto	Instituto Felva Mosso
15		Instituto del Servicio Profesional de Carrera
16	Josefa Vergara y Hernández	Instituto de Estudios Superiores ISIMA
17		Instituto de Rehabilitación de Querétaro
18		Instituto Gastronómico de Estudios Superiores
<b>TECHNOLOGICAL INSTITUTES</b>		
19	Centro Histórico	Tecnológico Nacional de México (ITQ)
20		Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)
21	Epigmenio González Flores	Instituto Tecnológico de la Construcción
<b>UNIVERSITIES</b>		
22		Universidad Autónoma de Querétaro (UAQ)
23		Universidad Central de Querétaro
24		Universidad Mondragón México
25		Universidad de las Ciencias Jurídicas y Sociales
26	Centro Histórico	Universidad de León
27		Universidad de Londres
28		Universidad Latinoamericana de Querétaro
29		Universidad Marista de Querétaro
30		Universidad Interglobal
31		Universidad del Desarrollo Profesional
32		Universidad Tecnológica de México
33		Universidad Vasco de Quiroga Querétaro
34	Epigmenio González Flores	Universidad Pedagógica Nacional (UPN)
35		Universidad Tecnológica de Querétaro (UTEQ)
36		Universidad de Durango
37	Felipe Carrillo Puerto	Universidad de Estudios Avanzados

38		Universidad Politécnica de Santa Rosa Jáuregui
39	Santa Rosa Jáuregui	Universidad Nacional Autónoma de México
40		Universidad del Valle de México (UVM)
41		Universidad Cuauhtémoc
42	Villa Cayetano Rubio	Universidad del Valle de Atemajac (Católica)
<b>OTHER</b>		
43		Centro Interdisciplinario de Investigación y Docencia en Educación Técnica (CIIDET)
44		Colegio Nacional de Danza Contemporánea
45		Atenas Estudios Superiores
46		Centro de Estudios de Actualización en Derecho
47		Centro de Estudios de las Ciencias Educativas
48		Centro de Estudios de Posgrado en Salud Mental (CEPESAM)
49		Centro de Estudios Odontológicos de Querétaro
50		Centro de Investigación Social Avanzada
51		Centro Internacional de Estudios Superiores Vasconcelos
52		Centro Internacional de Estudios Virtuales
53	Centro Histórico	Centro Universitario Internacional de México
54		Colegio Universitario de Humanidades
55		Colegio Universitario de la Santa Cruz
56		Conservatorio de Música J. Guadalupe Velázquez
57		Escuela de Laudería
58		Escuela de Podología Nuevo Siglo
59		Escuela Radical de Arquitecturas
60		Liceo Estudios Superiores
61		Music City College
62		Uniplea
63	Epigmenio González Flores	Centro de Estudios Internacional de Querétaro
64		Centro de Ingeniería y Desarrollo Industrial (CIDESI)
65	Felipe Carrillo Puerto	Centro de Estudios Universitarios de Querétaro
66	Félix Osores Sotomayor	Centro de Estudios Superiores del Bajío
67		Alinnco, Alianza para la Innovación y la Competitividad
68	Josefa Vergara y Hernández	Centro de Investigación en Ciencia Aplicada y Tecnología Avanzada (CICATA-IPN)
69		Centro de Estudios Musicales Magmusic
70	Santa Rosa Jáuregui	Centro de Investigación y de Estudios Avanzados (CINVESTAV)

Source: Ministry of Education of the Executive Power of the State of Querétaro (SEDEQ), 2022.

Public libraries make up the vast majority in the country. They are located mainly in the municipal capitals, although many have settled in very small towns where they constitute the central point of cultural life. The inhabitants of these communities see libraries as essential places to obtain information.

These institutions have expanded their services and diversified their functions: in addition to their cataloged and classified collection, they allocate support to formal education, providing their users with access to new information technologies.

In 2021, 9 public libraries in the 7 municipal districts provided service to almost 15,000 users, 36.6% corresponding to the Centro Histórico district, 24.5% to Santa Rosa Jáuregui, 13.2% to Félix Osores Sotomayor and the remaining 25.7% to the other districts.

MUNICIPAL PUBLIC LIBRARIES, 2021.		
DISTRICT	LIBRARY	USERS
Centro Histórico	Josefa Ortiz de Domínguez	5,471
Epigmenio González Flores	Epigmenio González	1,840
Felipe Carrillo Puerto	Mariano Azuela	682
Félix Osores Sotomayor	Dr. Félix Osores Sotomayor	1,332
	Mtro. Enrique Burgos Mondragón	644
Josefa Vergara y Hernández	Ing. Juan de Dios Bátiz Paredes	875
Santa Rosa Jáuregui	Bicentenario	2,921
	Rosario Castellanos	737
Villa Cayetano Rubio	Gildardo Rangel Andrade	439
<b>TOTAL</b>		<b>14,941</b>

Source: Municipality of Querétaro. Ministry of Culture, 2022.





## 3.8 Programs to foster education

### BECAS PARA TODOS (meaning Scholarships for All)

This program has as an objective to allocate economic incentives to middle school, high school, baccalaureate and undergraduate students from public schools, who live in the municipality of Querétaro and who are in conditions of socioeconomic vulnerability, but who also meet an outstanding level of academic achievement.

In the 2021-2022 school year, 4,631 students benefited from this financial support.

#### FINANCIAL CONTRIBUTION SCHOLARSHIPS IN 2021.

LEVEL	SUPPORT PER STUDENT <sup>1</sup>	TOTAL RESOURCE <sup>2</sup>	BENEFITED
			"DELIVERED ON MARCH 2021"
Middle School	1,600	3,592,000	2,245
High School	2,600	3,216,200	1,237
Undergraduate	3,700	4,251,300	1,149
<b>TOTAL</b>		<b>11,059,500</b>	<b>4,631</b>

Source: Municipality of Querétaro. Ministry of Human and Social Development, 2022.

<sup>1</sup>Thousands of pesos.

<sup>2</sup>Millions of pesos.

To provide support to as many families as possible in Querétaro, only one application was granted per family. After broadcasting the summons, the registration procedures were carried out in the conference room of the Civic Center of Querétaro and the delivery of the financial support took place in the Josefa Ortiz de Domínguez Auditorium.

Scholarships awarded in 2021 represented a 49.5% decrease compared to the 2020-2021 cycle.

Middle school students benefited from 48.5% of the resources, 26.7% were destined for high school and 24.8% for bachelor studies.

#### FINANCIAL CONTRIBUTION BY DISTRICT IN THE MUNICIPALITY OF QUERÉTARO WITH THE PROGRAM TÚ BECA.

DISTRICT	MIDDLE SCHOOL	HIGH SCHOOL	UNDERGRADUATE	TOTAL
<b>SCHOOL YEAR 2020-2021</b>				
Centro Histórico	358	141	234	<b>733</b>
Epigmenio González Flores	998	498	504	<b>2,000</b>
Felipe Carrillo Puerto	597	258	235	<b>1,090</b>
Félix Osores Sotomayor	1,208	817	563	<b>2,588</b>
Josefa Vergara y Hernández	519	293	417	<b>1,229</b>
Santa Rosa Jáuregui	716	371	216	<b>1,303</b>
Villa Cayetano Rubio	106	65	61	<b>232</b>
<b>TOTAL</b>	<b>4,502</b>	<b>2,443</b>	<b>2,230</b>	<b>9,175</b>
<b>SCHOOL YEAR 2021-2022</b>				
Centro Histórico	165	83	131	<b>379</b>
Epigmenio González Flores	255	163	209	<b>627</b>
Felipe Carrillo Puerto	50	37	31	<b>118</b>
Félix Osores Sotomayor	485	244	269	<b>998</b>
Josefa Vergara y Hernández	390	148	76	<b>614</b>
Santa Rosa Jáuregui	605	425	293	<b>1,323</b>
Villa Cayetano Rubio	295	137	140	<b>572</b>
<b>TOTAL</b>	<b>2,245</b>	<b>1,237</b>	<b>1,149</b>	<b>4,631</b>

Source: Municipality of Querétaro. Ministry of Human and Social Development, 2022.

The districts with the highest number of sponsored students were, in the following order Santa Rosa Jáuregui, obtaining 28.6%, Félix Osores Sotomayor with 21.5%, followed by the demarcations Epigmenio González Flores with 13.5%, Josefa Vergara and Hernández 13.3%, Villa Cayetano Rubio with 12.4%, Historic Center 8.2% and finally the Felipe Carrillo Puerto delegation 2.5%.

### TRANSPORT SCHOLARSHIPS

The school mobility system is a safe and economical transport alternative. It benefits the families of the municipality of Querétaro and contributes to reducing road congestion at peak times in the district.

Free school transportation benefits students between 4th grade and 9th grade. It has 67 routes (7 of the Multiple Attention Center) that cover all municipal districts.

Over half of the year 2021, free school transportation programs for students at the elementary and middle school levels were suspended due to the health contingency due to COVID-19, resuming until the month of August to December with a total of 13,917 school trips.

REGISTERED SCHOOL TRIPS, 2021.	
MONTH	TRIPS
Agosto	115
Septiembre	2,439
Octubre	4,189
Noviembre	4,213
Diciembre	2,961
<b>TOTAL</b>	<b>13,917</b>

Source: Municipality of Querétaro. Ministry of Human and Social Development, 2022.

Free university transportation seeks to be a safe, fast and free alternative for university and high school students, providing a school transportation service.

This service consists of being a transportation alternative for university students and high school graduates from the Autonomous University of Querétaro, the National Technological Institute of México, the Technological University of Querétaro, the Polytechnic University of Santa Rosa Jáuregui, the Polytechnic University of Querétaro, the UAQ Juriquilla Campus, the National Pedagogical University, Monterrey Institute of Technology and Higher Education, International University of Querétaro, Centenaria y Benemérita Escuela Normal del Estado de Querétaro, University of Advanced Studies, Universidad del Valle de México, Central University of Querétaro, Technological University of Querétaro, International University Center of Mexico, University Institute of Central Mexico, Institute of Higher Studies, Marista University and North and South High Schools, from 21:15 and 22:15 in the 7 municipal districts.

Similarly, only in the month of October and November 2021, a total of 67 trips were registered.

REGISTERED UNIVERSITY TRIPS, 2021.	
MONTH	TRIPS
Octubre	48
Noviembre	19
<b>TOTAL</b>	<b>67</b>

Source: Municipality of Querétaro. Ministry of Human and Social Development, 2022.

### SUPPORT FOR EDUCATIONAL INFRASTRUCTURE

With this initiative, the Ministry for Human and Social Development through the Undersecretary of Planning and Social Management, contributes to the development of the academic and personal potential of students from basic to higher level, helping them to have dignified, safe and adequate facilities. These actions encourage the dynamic and responsible social participation of teachers, students and parents to achieve a common good in the educational field.

The support is provided as the construction and rehabilitation of essential infrastructure such as classrooms, health services, perimeter fences, sports fields, civic squares, roofs, ramps and walkways, among others. All these actions are carried out in compliance with the current regulations of the competent authorities.

During 2021 the program invested over 31.8 million pesos in the six municipal districts, benefiting 17 schools and 6,576 people between students and teachers.

INVESTMENT OF THE EDUCATIONAL INFRASTRUCTURE SUPPORT PROGRAM, 2021.	
DISTRICT	TOTAL <sup>1</sup>
Centro Histórico	612,271.7
Epigmenio González Flores	7,560,592.8
Felipe Carrillo Puerto	1,051,681.9
Félix Osores Sotomayor	4,719,597.2
Santa Rosa Jáuregui	13,693,270.5
Villa Cayetano Rubio	4,177,684.9
<b>TOTAL</b>	<b>31,815,099.0</b>

Fuente: Municipio de Querétaro. COPLADEM, 2022.

<sup>1</sup>Millones de pesos.

The districts with the highest number of schools benefited were Santa Rosa Jáuregui with 9, followed by Epigmenio González Flores with 5 and Villa Cayetano Rubio with 2, adding between all three a percentage benefit of 82.4%.

EDUCATIONAL INFRASTRUCTURE SUPPORT PROGRAM BY DISTRICT, 2020 AND 2021.				
DISTRICT	SCHOOLS		BENEFICIARIES	
	2020	2021	2020	2021
Centro Histórico	4	1	1,733	154
Epigmenio González Flores	5	3	10,825	2,052
Felipe Carrillo Puerto	3	1	1,899	257
Félix Osores Sotomayor	3	1	1,644	1,400
Santa Rosa Jáuregui	7	9	3,008	2,031
Villa Cayetano Rubio	1	2	98	682
<b>TOTAL</b>	<b>26</b>	<b>17</b>	<b>20,600</b>	<b>6,576</b>

Source: Municipality of Querétaro. COPLADEM, 2022.



## 3.9 Research centers

Promoting science, technology, and innovation is essential to generate long-term sustainable development and to build modern and inclusive societies. These actions are crucial to compete in environments increasingly dominated by knowledge and information.

The research centers stimulate these activities by linking and coordinating highly specialized academic and industrial sectors, generating scientific knowledge that promotes the application of real solutions in today's societies.

The National Council for Science and Technology (CONACYT) brings together 27 institutions that cover the main fields of scientific, technological, social, and humanistic knowledge. It advises on the matter to the agencies of the Federal Public Administration, governments of the states, municipalities, and bodies of the public, social and private sectors that request it.

The National System of Researchers (SNI) recognizes the work of people dedicated to producing quality information. This recognition is achieved through peer review, receiving the designation of "national researcher", a distinction that symbolizes the quality and prestige of scientific contributions and an economic incentive.

Querétaro has taken advantage of the demand for researchers and scientists in the industry, promoting activities with high added value, such as aeronautics and, recently, biotechnology, as well as specialized processes for the automotive sector.

In 2021, the SNI registered 716 specialist researchers, increasing the figure by 4.2% compared to the previous year. It is worth mentioning that 54.3% of the total corresponds to the Autonomous University of Querétaro (UAQ).

The Science and Technology Council of the State of Querétaro (CONCYTEQ) reports 32 research centers where 3,278 researchers and a staff of 5,955 people work. Compared to the previous year, this represents a decrease of 0.2% in the number of affiliates.



**RESEARCH CENTERS AND RESEARCHERS IN THE MUNICIPALITY OF QUERÉTARO, 2020 AND 2021.**

No.	INSTITUTION	RESEARCHERS OF SNI 2020	RESEARCHERS 2020	WORKFORCE	RESEARCHERS OF SNI 2021	RESEARCHERS 2021	WORKFORCE	AREA OF SPECIALIZATION
<b>RESEARCH CENTERS IN INSTITUTIONS OF HIGHER EDUCATION</b>								
1	Center for Research in Applied Science and Advanced Technology (CICATA-IPN for its Spanish abbreviation)	22	37	77	24	36	78	Image analysis Biotechnology Alternative energies Mechatronic Material processing and manufacturing
2	Center for Research and Advanced Studies (CINVESTAV-IPN for its Spanish acronym, Querétaro Unit)	23	25	56	24	24	56	Development of processes and equipment Computational materials science Quantum phenomena and technologies Bio-organic materials Composite materials Metallic materials Optoelectronic materials Polymeric materials Material characterization techniques Material processing Ceramic and metallic coatings
3	High Technology Unit, Faculty of Engineering of the UNAM (UAT for its Spanish abbreviation)	2	10	10	5	10	10	Aerospace engineering Automotive engineering Machine design
4	Institute of Neurobiology of the UNAM, Campus Juriquilla (INB for its Spanish abbreviation)	56	58	115	58	58	111	Cellular and molecular neurobiology Behavioral and cognitive neurobiology Developmental Neurobiology and Neurophysiology
5	CIEEN Educational Research Center (ENEQ for its Spanish abbreviation)	-	5	2	1	1	10	Strengthening in educational practices Didactic innovation Educational inclusion
6	Technological and Higher Education Institute of Monterrey, Querétaro Campus (ITESM-CQ for its Spanish abbreviation)	31	68	11	26	53	10	Agri-food biotechnology Civionic Sustainable territorial development Genomics and metabolomics Smart manufacturing Metamaterials and light structures Management models for entrepreneurship New urbanism Mobile robotics
7	Technological Institute of Querétaro (ITQ for its Spanish abbreviation)	10	52	518	9	26	518	Architecture Electric engineering Business management's engineering Logistics engineering Engineering Materials Engineering in mechatronics Computer systems engineer Industrial engineering Mechanical Engineering



8	Center for Applied Physics and Advanced Technology of the UNAM, Juriquilla Campus (CFATA for its Spanish abbreviation)	26	32	32	26	34	34	Biological and medical applications Design and development of prototypes Design, synthesis and characterization of materials Basic physics and numerical simulation Photonics Applied mathematics Condensed matter Nanostructured materials Food Technology
9	UNAM Geosciences Center, Juriquilla Campus (CGEO for its Spanish acronym)	46	65	-	40	68	108	Stratigraphy and evolution of the geological provinces of Mexico Structure and deformation of the earth's crust Evolution of volcanic centers Petrogenesis of continental magmatic arcs Geodynamic processes of the lithosphere
10	Research Laboratory in Advanced Processes in Water Treatment of the Institute of Engineering, Juriquilla Campus of the UNAM - LIPATA for its Spanish abbreviation	9	12	11	9	12	12	Water and waste treatment, bioenergy
11	Technological University of Querétaro (UTEQ for its Spanish acronym)	14	59	529	8	62	529	Data acquisition, processing and analysis Development of ICT applications using triple helix schemes Development of technological tools for energy efficiency and sustainability Development and application of embedded systems. Development and application of mechatronic systems Strategies for sustainability Educational innovation Technological innovation for business development, logistics and supply chain Market research and commercial instruments to promote the commercial and social development of companies and institutions in the region Smart Manufacturing and Industry 4.0 Monitoring, control and visualization Corporate social responsibility and sustainable development Organizational, administrative and educational theory
12	Multidisciplinary Unit of Teaching and Research of the Faculty of Sciences of the UNAM, Juriquilla Campus (UMDI for its Spanish abbreviation)	10	13	13	9	15	14	Combinatorics: graph theory and network analysis Conservation and rehabilitation of soil resources Animal Chronobiology and Ecophysiology Aquatic ecology and algae Arthropod ecology in extreme environments Speleobiology and acarology Statistical physics and complex fluids Atmospheric physical chemistry and environmental ecology Animal Chronobiology and Ecophysiology

13	Universidad del Valle de México (UVM for its Spanish abbreviation)	11	18	669	7	17	679	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 Educational research in mathematics and science Psychobehavioral markers of alcohol use Semiconductor materials and renewable energies Innovative methodologies for learning math, science and engineering topics Neuroeconomics, personality and behavior Neuroeconomics, personality and behavior Neuropsychology of executive functions
14	Juriquilla Academic Unit of the Institute of Mathematics of the UNAM, C.J. (IMAT for its Spanish acronym)	13	14	16	12	13	16	Algebra Numerical analysis Quantitative biology and other natural sciences Mathematical biology Biophysics 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
15	Polytechnic University of Santa Rosa Jáuregui (UPSRJ for its Spanish abbreviation)	2	17	186	9	20	186	General and specific software development Comprehensive training and transversality Research and technological innovation in automotive systems Fundamental and applied metrology Clinical Physical Rehabilitation
16	Autonomous University of Querétaro <sup>1</sup>	363	496	-	389	542	551	Ecology, fauna and plant diversity; immunology and molecular biology; architecture and urban art; competitiveness and globalization in organizations; innovative technological development; public health; software development for signal processing in embedded systems; artificial intelligence and image processing; telematic networks and services; computational complexity; modeling and simulation; water resources and environment; development and analysis of biosystems; transportation systems; Mechatronic; cellular, physiological, biochemical, biophysical and clinical studies in biomedical research; environmental analytical chemistry; environmental toxicology; environmental remediation; production and/or optimization of biotechnological products; among others
<b>SUBTOTAL</b>		<b>638</b>	<b>981</b>	<b>2,245</b>	<b>656</b>	<b>991</b>	<b>2,922</b>	



**RESEARCH CENTERS AND RESEARCHERS IN THE MUNICIPALITY OF QUERÉTARO, 2020 AND 2021.**

No.	INSTITUTION	RESEARCHERS OF SNI 2020	RESEARCHERS 2020	WORKFORCE	RESEARCHERS OF SNI 2021	RESEARCHERS 2021	WORKFORCE	AREA OF SPECIALIZATION
<b>CONACYT RESEARCH CENTERS</b>								
17	Center for Engineering and Industrial Development (CIDESI for its Spanish acronym)	31	152	326	40	118	570	Surface engineering Advanced manufacturing Metrology (technological services) Microtechnologies Automated systems Microelectronic systems Materials technology (technological services) Cold technologies
18	Advanced Technology Center (CIATEQ, A.C.)	7	160	313	9	177	392	Graduate Direction Virtual engineering and manufacturing Plant engineering and construction Plastics and advanced materials Measurement systems Mechanical systems IT electronics and control
<b>SUBTOTAL</b>		<b>38</b>	<b>312</b>	<b>639</b>	<b>49</b>	<b>295</b>	<b>962</b>	

**RESEARCH CENTERS AND RESEARCHERS IN THE MUNICIPALITY OF QUERÉTARO, 2020 AND 2021.**

No.	INSTITUTION	RESEARCHERS OF SNI 2020	RESEARCHERS 2020	WORKFORCE	RESEARCHERS OF SNI 2021	RESEARCHERS 2021	WORKFORCE	AREA OF SPECIALIZATION
<b>RESEARCH CENTERS WITH FEDERAL FUNDING</b>								
19	Interdisciplinary Center for Research and Teaching in Technical Education (CIIDET for its Spanish abbreviation)	5	10	96	6	11	99	Design, development and evaluation of educational proposals with the application of Information Technologies Teaching and learning Leadership and institutional management in technological higher education Educational models and curriculum Planning and development of higher education Training processes in higher education Emerging technologies, learning and society
20	INAH Center, Queretaro	1	13	13	1	13	13	Physical anthropology Social anthropology Archeology Ethnohistory History Linguist
21	National Institute of Forestry and Agricultural Research (INIFAP for its Spanish abbreviation, Querétaro)	-	9	11	1	8	8	Sustainable agriculture Management of soils, pastures and forage crops, fruit trees and basic grains Technology transfer methods Vegetal Nutrition Efficient use of water
22	Center for Educational Research and Teacher Training (CIEFD-IMSS for its Spanish abbreviation)	-	33	15	-	35	35	Analysis in health systems Comprehensive family care Breast cancer Health economics in chronic degenerative diseases Medical education Aging Epidemiology of chronic degenerative diseases Chronic kidney disease epidemiology Mortality factors associated with COVID 19 Frailty in the elderly Geriatrics and gerontology Use of oral anticoagulants in prevention of thromboembolic events in patients with COVID.19 Use of ivermectin in COVID 19 treatment
<b>SUBTOTAL</b>		<b>6</b>	<b>65</b>	<b>135</b>	<b>8</b>	<b>67</b>	<b>163</b>	



**RESEARCH CENTERS AND RESEARCHERS IN THE MUNICIPALITY OF QUERÉTARO, 2020 AND 2021.**

No.	INSTITUTION	RESEARCHERS OF SNI 2020	RESEARCHERS 2020	WORKFORCE	RESEARCHERS OF SNI 2021	RESEARCHERS 2021	WORKFORCE	AREA OF SPECIALIZATION
<b>PRIVATE RESEARCH CENTERS</b>								
23	CARSO Research and Development Center, CIDECA (CONDUMEX, S.A. de C.V.)	-	234	470	-	284	340	Cables and products for telecommunications Development of compounds and materials Development of energy and automotive conductors Development of solutions for mobility systems Development of information and communication technologies Electric design Mechanical design, manufacturing and metallurgy
24	Technology and Development Center (MABE S. de R.L. de C.V.)	1	300	366	1	480	762	Combustion Hydraulics Transport phenomena Refrigeration Sustainable design Industrial design
25	Technology and Development Center (TREMEX, S.A. de C.V.)	1	14	1,400	-	21	-	Design and development of power transmission systems for internal combustion, hybrid and electric vehicles
26	Center for Advanced Engineering in Turbomachinery (CIAT-GE IQ for its Spanish abbreviation)	2	1,039	-	-	1,099	-	Failure analysis for turbomachinery components Development in propulsion systems and power generation Digitization, internet of things FADEC Laboratory Aeronautical Materials Laboratory Aerospace Power Systems Laboratory Additive manufacturing Vibration table Hybrid drive Virtual innovation center

**RESEARCH CENTERS AND RESEARCHERS IN THE MUNICIPALITY OF QUERÉTARO, 2020 AND 2021.**

No.	INSTITUTION	RESEARCHERS OF SNI 2020	RESEARCHERS 2020	WORKFORCE	RESEARCHERS OF SNI 2021	RESEARCHERS 2021	WORKFORCE	AREA OF SPECIALIZATION
27	IMESS Innovation and Technological Development Center	-	4	173	-	4	175	Advanced manufacturing integrations Modeling and simulation Applied research development of embedded systems Automotive intelligence Development of control and automation Reverse engineering Tailor-made technological development Fixtures & gauges
28	Centro de Investigación Social Avanzada, A.C. (CISAV)	-	16	19	-	14	18	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 change of time Family and society Epistemological foundations of bioethics Gender in personal key Governance Religious freedom Person and education Contemporary bioethical issues
29	Querétaro Continental Research and Development Center	-	-	520	-	-	585	Security and movement Autonomous mobility
30	National Educational Research Center MAVIC	-	-	-	-	21	21	Curriculum and educational evaluation Training and educational practice Psychopedagogical research Educational planning Educational policy
31	NUCITEC S.A. DE C.V.	1	-	-	1	1	7	Development of specialized formulas to treat 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
32	CINDETEC	-	-	-	1	1	-	
<b>SUBTOTAL</b>		<b>5</b>	<b>1,607</b>	<b>2,948</b>	<b>3</b>	<b>1,925</b>	<b>1,908</b>	
<b>TOTAL</b>		<b>687</b>	<b>2,965</b>	<b>5,967</b>	<b>716</b>	<b>3,278</b>	<b>5,955</b>	

Source: Council of Science and Technology of the State of Querétaro (CONCYTEQ), 2022.

<sup>14</sup> Research Centers of the Autonomous University of Querétaro.



The following table shows the percentages of researchers according to the type of research center to which they are affiliated in the entity:

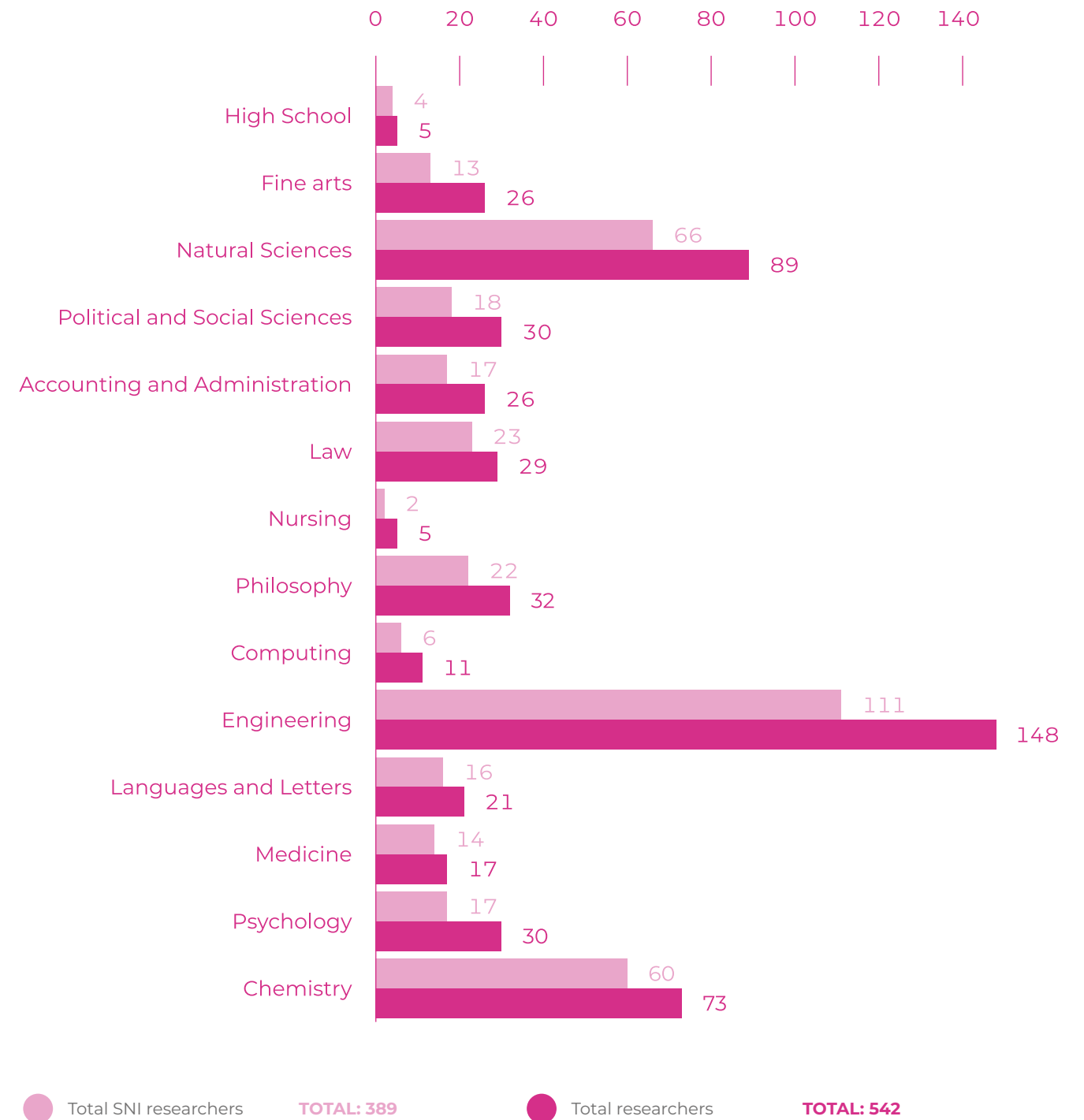
RESEARCH CENTERS AND RESEARCHERS BY TYPE, 2021.			
TYPE	CENTERS	TOTAL RESEARCHERS	PERCENTAGE (%)
CONACYT	2	295	9.0
Federal	4	67	2.0
Higher education institutions	16	991	30.2
Private	10	1,925	58.8
<b>TOTAL</b>	<b>32</b>	<b>3,278</b>	<b>100.0</b>

Source: Council of Science and Technology of the State of Querétaro (CONCYTEQ), 2022.



The Autonomous University of Querétaro (UAQ) is the institution with the highest participation in the workforce of collaborators in the municipality, it has 14 centers and 542 researchers specialized in the different areas of development.

### RESEARCH CENTERS OF THE AUTONOMOUS UNIVERSITY OF QUERÉTARO (UAQ), 2021.



Source: Council of Science and Technology of the State of Querétaro (CONCYTEQ), 2022.



AXIS 04  
MUNICIPALITY  
WITH QUALITY  
OF LIFE AND  
FUTURE





# AXIS 04 MUNICIPALITY WITH QUALITY OF LIFE AND FUTURE

## 4.1 Municipal public services



To improve the quality of life of the inhabitants, utilities must be efficient, easily accessible, with wide coverage and timely response to all social needs.

The Ministry of Municipal Public Services offers services directly and efficiently to the citizens of the municipality of Querétaro, resolving diverse social needs in accordance with the work of the different departments and coordinations that comprise it. The services provided are:

- Street lighting
- Streets, parks, landscaping and its infrastructure
- Cleaning
- Markets and supply centers
- Operation of cemeteries
- Slaughterhouses



In 2021, 1,177 people were assigned to the different departments that depend on the Ministry of Municipal Public Services, the figure represents a reduction of 0.4% with respect to 2020, just 5 workers less:

**MUNICIPAL OPERATING PERSONNEL BY DEPARTMENT, 2020 AND 2021.**

DEPARTAMENT	2020	2021
Street lighting	53	53
Public Cleaning	292	290
Quality Control	18	17
Creation of New Infrastructure	13	12
Sanitary Inspection	415	5
Maintenance of Green Areas	5	417
Infrastructure Maintenance	148	147
Municipal Markets	58	53
Cemeteries	30	30
Production	30	81
Human Resources	78	31
Material Resources	31	30
Animal Control Unit (UCAM)	11	11
<b>TOTAL</b>	<b>1,182</b>	<b>1,177</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

## CLEANING AND MAINTENANCE

These are processes that, together with the cleaning up of roads and public spaces, require consistency and continuity. These are conservation and prevention services necessary for cities that aspire to a healthy habitat and competitive insertion in an increasingly globalized regional market.

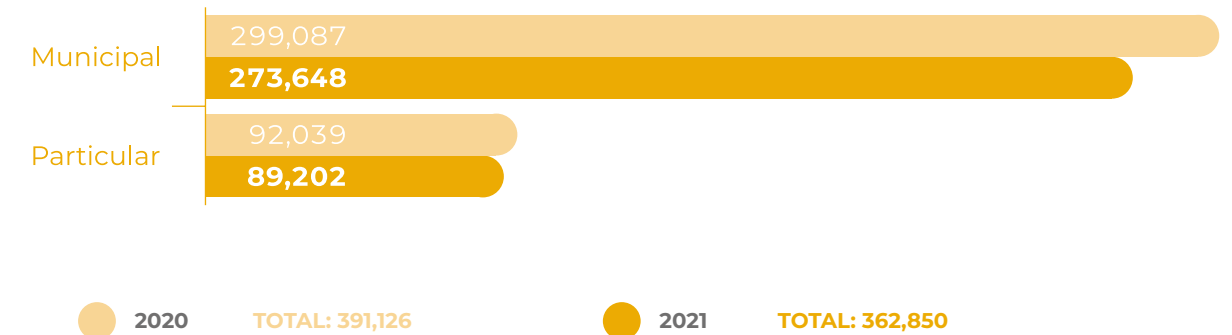
**GARBAGE COLLECTION LOGISTICS BY DISTRICT IN THE MUNICIPALITY, 2021.**

DISTRICT	ROUTES	NEIGHBORHOODS SERVED	FREQUENCY OF SERVICE
Centro Histórico	19	131	Daily
Epigmenio González Flores	23	176	Alternate days
Josefa Vergara y Hernández	29	114	
Felipe Carrillo Puerto	16	115	
Félix Osores Sotomayor	36	135	
Santa Rosa Jáuregui	18	114	
Villa Cayetano Rubio	8	49	
<b>TOTAL</b>	<b>149</b>	<b>834</b>	

Source: Municipality of Querétaro. Red Ambiental, 2022.

In 2021, 362,850 tons of waste were collected on 149 routes in 834 neighborhoods in the municipality of Querétaro. The amount was 7.2% lower than that of the previous year, with 75.4% being provided by the municipality itself and 24.6% by private individuals.

## SOLID WASTE ENTERING THE MOMPANÍ SANITARY LANDFILL (TONS)



Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.



The Municipality of Querétaro carries out conservation work in 8 cemeteries located in the districts of Centro Histórico, Felipe Carrillo Puerto, Félix Osores Sotomayor, Santa Rosa Jáuregui and Villa Cayetano Rubio. In 2021, the percentage of occupancy of the almost 46 thousand graves available reached 88.3%, even though the Santa Rosa and Hércules cemeteries are at their maximum capacity, as detailed in the following table:

PERCENTAGE OF OCCUPANCY IN MUNICIPAL CEMETERIES, 2020 AND 2021.			
DISTRICT	CEMETERY	2020	2021
Centro Histórico	Cimatarío	96.0	87.9
Felipe Carrillo Puerto	Mompaní	96.8	97.1
Félix Osores Sotomayor	San Pedro Mártir	99.8	99.5
	Buenavista	86.4	91.3
	Jofre	90.4	94.6
Santa Rosa Jáuregui	Pintillo	90.2	94.3
	Santa Rosa	100.0	100.0
Villa Cayetano Rubio	Hércules	100.0	100.0

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

CAPACITY AND OCCUPANCY IN MUNICIPAL CEMETERIES, 2021.				
DISTRICT	CEMETERY	CAPACITY	OCCUPATION	AVAILABLE
Centro Histórico	Cimatarío	15,520	11,005	1,515
Felipe Carrillo Puerto	Mompaní	5,940	5,768	175
Félix Osores Sotomayor	San Pedro Mártir	10,095	10,041	54
	Buenavista	3,525	3,217	308
	Jofre	4,200	3,974	226
Santa Rosa Jáuregui	Pintillo	1,820	1,717	103
	Santa Rosa <sup>1</sup>	3,750	3,750	-
Villa Cayetano Rubio	Hércules <sup>1</sup>	1,085	1,085	-
<b>TOTAL</b>		<b>45,935</b>	<b>40,557</b>	<b>2,381</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

<sup>1</sup>No quota capacity.



Another fundamental activity is the unblocking of culverts to capture rainwater runoff. During the period analyzed, 1,383 grates, 689 manholes and 163 septic tanks were cleaned.

UNBLOCKING CARRIED OUT BY THE MUNICIPALITY, 2020 AND 2021.		
ITEM SERVED	2020	2021
Septic tanks	96	163
Manhole	1,249	689
Grids	1,564	1,383
<b>TOTAL</b>	<b>2,909</b>	<b>2,235</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

In terms of the different cleaning activities, the combined area of intervention exceeded 186 million square meters throughout the district. Complete information can be found below:



**CLEANING ACTIVITIES IN THE MUNICIPALITY, 2021.**

CONCEPT	M <sup>2</sup>
Manual sweeping	24,814,580
Mechanical sweeping	141,050,000
Digging	192,874
Weeding	400,319
Weed control	6,671,976
Sidewalk weeding	1,325,016
Paper cleaning	9,906,000
Grass cutting	2,001,593
<b>TOTAL</b>	<b>186,362,358</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**LOW PRUNING OF TREES IN THE MUNICIPALITY, 2021.**

CONCEPTO	UNITS
Tree pruning	53,216

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**MAINTENANCE OF THE MUNICIPALITY'S INFRASTRUCTURE, 2021.**

CONCEPT	ACTIONS
Weeding of drains <sup>1</sup>	1,243,998
Painting of fittings <sup>2</sup>	21,826
Painting of infrastructure and street furniture <sup>1</sup>	20,317

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

<sup>1</sup>Square meter (m<sup>2</sup>).  
<sup>2</sup>Mililiters (ml).

**MAINTENANCE ACTIONS IN MUNICIPAL FACILITIES, 2021.**

CONCEPT	ACTIONS
Fountain maintenance	4,212
Maintenance of irrigation systems	387
Maintenance of sump	427
Electrical and hydraulic maintenance of fountains	21,191
Electrical and hydraulic system maintenance	23,304

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**STREET LIGHTING AND GREEN AREAS**

The Municipal Government is responsible for the compliance and control of public lighting; energy supply is the job of the companies. The objective is to illuminate streets, parks, monuments and public buildings, among other spaces of general circulation that are not under the responsibility of any individual.

The lighting of streets and avenues in the municipality of Querétaro during 2021 was achieved with 80,300 lamps installed, an amount that increased 15.2% with respect to 2020. Lighting reached 5,806 main roads in the city and 28 fountains in the municipality. Complete information in the following table:

**LIGHT FIXTURES BY DISTRICT IN THE MUNICIPALITY, 2019 AND 2020.**

DISTRICT	2020	2021
Centro Histórico	12,994	13,537
Epigmenio González Flores	11,113	13,547
Felipe Carrillo Puerto	6,815	8,196
Félix Osoreo Sotomayor	11,313	13,289
Josefa Vergara y Hernández	8,614	10,155
Santa Rosa Jáuregui	8,366	10,785
Villa Cayetano Rubio	4,681	4,957
<b>OTRAS</b>		
Main roads	5,802	5,806
Fuentes	28	28
<b>TOTAL</b>	<b>69,726</b>	<b>80,300</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

The municipality has a total surface area of green areas of 8,187,360.1 m<sup>2</sup>, during 2021, 64.2% of the total was maintained, including forestation, reforestation and pruning of trees and plants.



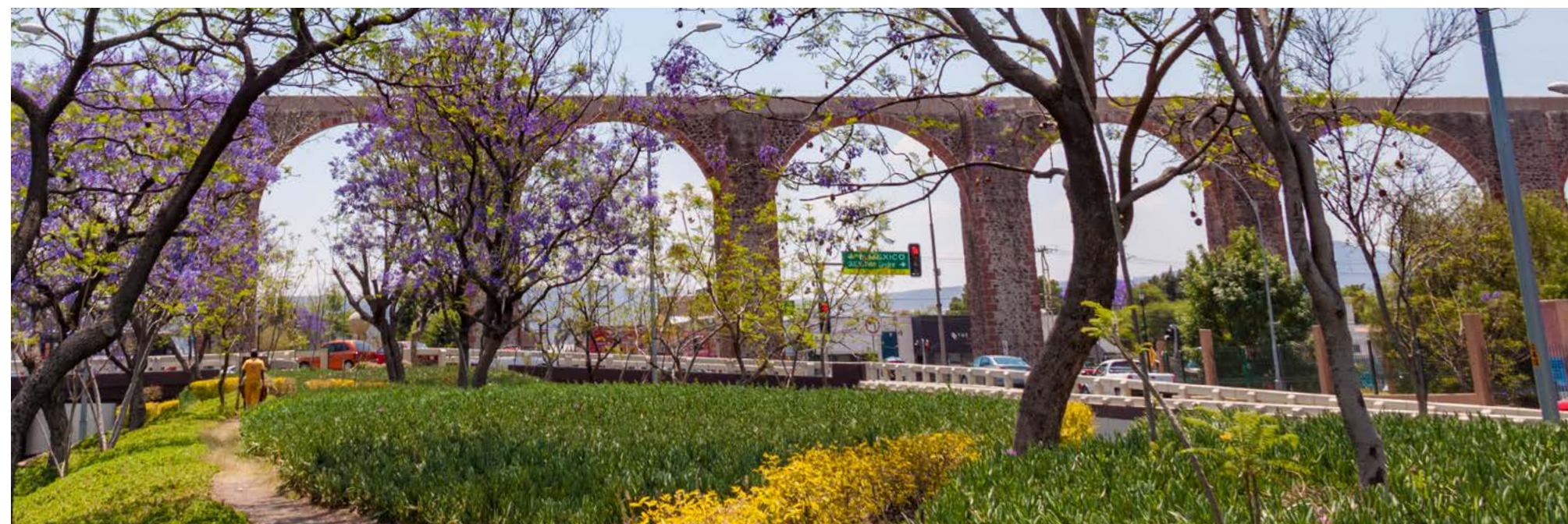
**MAINTENANCE OF GREEN AREAS, 2021.**

Total surface area m<sup>2</sup>  
**5,254,794.6**

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.



Green areas receive special attention; their good condition and conservation guarantee urban sustainability and it is essential to keep them in good condition. The details of the spaces and their presence in the 7 districts are detailed below:



SURFACE IN SQUARE METERS OF PUBLIC GREEN AREAS BY DISTRICT, 2021.

TYPE OF GREEN AREA	CENTRO HISTÓRICO	EPIGLENIO GONZÁLEZ FLORES	FELIPE CARRILLO PUERTO	FÉLIX OSORES SOTOMAYOR	JOSEFA VERGARA Y HERNÁNDEZ	SANTA ROSA JÁUREGUI	VILLA CAYETANO RUBIO	TOTAL
Sidewalks	-	37,051.1	9,733.6	316,963.3	8,561.4	23,825.1	-	<b>396,134.5</b>
Undefined green areas	-	-	1,178.0	886.7	726.3	71.0	-	<b>2,861.9</b>
Ridge of furrow	286,179.6	803,558.2	172,540.2	551,917.5	189,174.9	1,085,187.5	181,306.7	<b>3,269,864.5</b>
Distributors	91,485.4	214,720.3	70,293.8	246,110.3	62,549.3	127,633.1	194,437.7	<b>1,007,229.8</b>
Roundabouts	25,059.7	19,684.4	528.0	16,264.3	3,074.7	-	146.6	<b>64,757.7</b>
Gardens	69,138.0	75,996.5	50,186.6	295,184.4	206,851.8	223,132.6	50,331.9	<b>970,821.8</b>
Cemeteries	92,349.1	-	51,420.3	69,396.6	-	78,206.7	5,741.6	<b>297,114.3</b>
Parks	27,871.2	11,257.2	8,259.9	10,836.5	13,963.5	9,008.6	6,046.6	<b>87,243.5</b>
Squares	-	-	6,245.3	3,038.5	-	7,164.9	1,867.9	<b>18,316.6</b>
Remaining	439,042.6	62,393.5	78,708.3	113,403.9	400,889.3	31,392.8	95,774.8	<b>1,221,605.2</b>
Sports units	194,798.0	86,692.3	34,851.4	45,578.2	342,148.1	166,747.8	27,456.9	<b>898,272.8</b>
<b>TOTAL</b>	<b>1,225,923.6</b>	<b>1,311,353.5</b>	<b>483,945.5</b>	<b>1,669,580.1</b>	<b>1,227,939.3</b>	<b>1,752,370.1</b>	<b>563,110.6</b>	<b>8,234,222.7</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.



Rehabilitation actions were carried out in 111,328.5m<sup>2</sup> of green areas in 6 municipal districts. Santa Rosa Jáuregui stood out with 46.1% of the works, followed by Josefa Vergara y Hernández with 19.5%, while 34.4% corresponded to the rest of the districts:

**SUPERFICIE Y UBICACIÓN DE ÁREAS VERDES REHABILITADAS EN EL MUNICIPIO, 2021.**

DISTRICT	GREEN AREAS	SURFACE AREA M <sup>2</sup>
<b>Centro Histórico</b>	Parque Mercurio, calle Encarnación Cabrera, José Siurob. Col. Mercurio	417.0
	Álamos skating rink, avenida Corregidora. Col. Álamos	3,024.5
	Parque Bosques del Acueducto, calle Palma de Mallorca y Calzada de los Arcos	3,937.0
	Epigmenio González Dog Park, avenida Epigmenio González de calle Mecánica a Corregidora Norte	12,775.0
<b>Epigmenio González Flores</b>	Parque San Pablo II, Health Sector between Ministry of Environment and Fisheries and the Ministry of Labor. Col. San Pablo II	2,858.9
	Parque Ignacio Pérez, calle 10 de mayo y Josefa Vergara y Hernández. Col. Fraccionamiento Ignacio Pérez	6,000.6
	Glorieta Los Robles, avenida Pie de la Cuesta esq. Eurípides. Col. Los Robles	641.0
<b>Felipe Carrillo Puerto</b>	Parque Rancho San Pedro, calle Circuito Merlot, esq. avenida Valle Verde. Col. Fraccionamiento Rancho San Pedro	5,649.0
	Parque Sauces, calle Copenhague y Estocolmo. Col. Los Sauces	618.0
<b>Félix Osores Sotomayor</b>	Parque Misión Carrillo, calle Luis Herrera Vázquez. Col. Misión Carrillo	2,406.7
<b>Josefa Vergara y Hernández</b>	Parque Las Plazas, between Plaza de la Constitución and calle Prudencia Griffel	960.5
	Parque Universo 2000, calle Órbita, Astro y Siglo. Col. Universo 2000	12,635.0
	Parque Plazas del Sol, calle de la Concepción between San Juan Bautista and Ayuntamiento. Col. Plazas del Sol II sección	3,653.0
	Parque Hacienda Galeras, Hacienda Galeras, Hacienda la Muralla y Hacienda El Salitre. Col. Jardines de la Hacienda	647.5
	Parque Col. del Valle, calle Del Bosque casi esq. con Del Monte. Col. Fraccionamiento Residencial del Valle	1,023.8
<b>Santa Rosa Jáuregui</b>	Fraternidad de Santiago, calle Santiago de Compostela y Santiago Tianguistengo. Col. Fraternidad de Santiago	2,801.4
	Parque La Lagartija, boulevard Universitario esq. Misión San Francisco. Col. Jurica Real Convento	28,961.0
	Parque Santa Fe, calle Santa Teresa. Col. Juriquilla Santa Fe	12,281.7
	Parque San Francisco Juriquilla, calle Fray Antonio de Monroy e Híjar y San Hilario. Col. San Francisco Juriquilla	10,037.0
<b>TOTAL</b>		<b>111,328.5</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.





In order to carry out the habilitation and rehabilitation tasks, 468,947 trees, shrubs, ground covers, herbaceous plants, flowers and succulents of different species, 96.9% were rehabilitated and 3.1% were authorized.

**NUMBER OF PIECES OF DIFFERENT SPECIES OF VEGETATION FOR THE HABILITATION AND REHABILITATION OF GREEN AREAS IN THE MUNICIPALITY, 2021.**

SPECIES	REHABILITATION	HABILITATION	TOTAL PIECES	TOTAL M <sup>2</sup>
Trees	1,423	295	1,718	68,720.0
Shrubs	13,155	5,121	18,276	731.0
Floor covering	16,911	1,700	18,611	186.1
Herbaceous	18,334	2,382	20,716	259.0
Flowers	19,691	2,996	22,687	907.5
Succulents	384,775	2,164	386,939	3,869.4
<b>TOTAL</b>	<b>454,289</b>	<b>14,658</b>	<b>468,947</b>	<b>74,673.0</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.



**ACTIONS FOR THE HABILITATION AND REHABILITATION OF GREEN AREAS, 2021.**

ACTION	TOTAL
Pruned trees	11,518
Felled trees	869
Pruning requests (tons)	829
Authorized pruning requests (permits)	1,334
Authorized logging or felling requests (permits)	183

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

Irrigation was carried out with 99.0% treated water. During 2021, 271,080,000 liters were tapped and distributed by municipal irrigation units (water tank trucks) in more than 27 thousand trips.

**TREATED WATER FOR IRRIGATION IN THE MUNICIPALITY, 2020 AND 2021.**

CONCEPT	2020	2021
Percentage of treated water used for irrigation (%)	99.0	99.0
Total liters	295,560,000	271,080,000
Total irrigation route shifts	3	3
Total irrigation units	33	23
Total trips	29,556	27,108

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

The various species of plants used to rehabilitate the green areas came from the Municipal Nursery. The species selected and the number of units used are listed below:

**PRODUCTION OF PLANTS AND GRASSES OF VARIOUS TYPES IN THE MUNICIPAL NURSERY, 2021.**

SPECIES	QUANTITY
Trees	13,914
Shrubs	76,678
Floor covering	64,637
Fruit trees	1,406
Herbaceous	71,787
Flowering plants	109,223
Succulents	537,999
<b>TOTAL</b>	<b>875,644</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**DONATION OF PLANTS AND GRASSES OF VARIOUS TYPES AT THE MUNICIPAL NURSERY, 2021.**

SPECIES	QUANTITY
Trees	42,503
Shrubs	1,237
Fruit trees	8,403
Herbaceous	308
Flowering plants	1,334
Succulents	2,990
<b>TOTAL</b>	<b>56,775</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.







### MUNICIPAL MARKETS

In the municipality of Querétaro there are 8 markets operating in the Centro Histórico, Félix Osores Sotomayor and Josefa Vergara y Hernández districts. A total of 2,214 premises receive ongoing maintenance.

PUBLIC AND LOCAL MARKETS IN THE MUNICIPALITY, 2021.		
DISTRICT	MARKETS	PREMISES
<b>Centro Histórico</b>		<b>1,782</b>
Josefa Ortiz de Domínguez "La Cruz"		570
General Mariano Escobedo	5	842
Benito Juárez "El Tepetate"		180
Miguel Hidalgo		126
Las Flores		64
<b>Félix Osores Sotomayor</b>		<b>1</b>
José María Morelos y Pavón		65
<b>Josefa Vergara y Hernández</b>		<b>367</b>
Lomas de Casa Blanca	2	241
Lázaro Cárdenas		126
<b>TOTAL</b>	<b>8</b>	<b>2,214</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

### ANIMAL CONTROL UNIT

In the municipality of Querétaro there are 3 public institutions in charge of animal care, control and attention:

- Animal Control Unit (UCAM)
- Municipal Animal Protection Unit (UPAM)
- Querétaro Municipal Animal Care Unit (UMAANQ)

SERVICES PROVIDED BY UCAM, 2021.	
SERVICE	TOTAL
Aggressive animals admitted	314
Animals dewormed	203
Adopted animals	47
Animals vaccinated against rabies	11,937
Neuters and spays	2,700

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.





**SERVICES PROVIDED BY THE UPAM, 2021.**

SERVICE	TOTAL
Complaints of animal mistreatment dealt with	613
Animal rescue reports	2,377

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**SERVICES PROVIDED BY THE UMAANQ, 2021.**

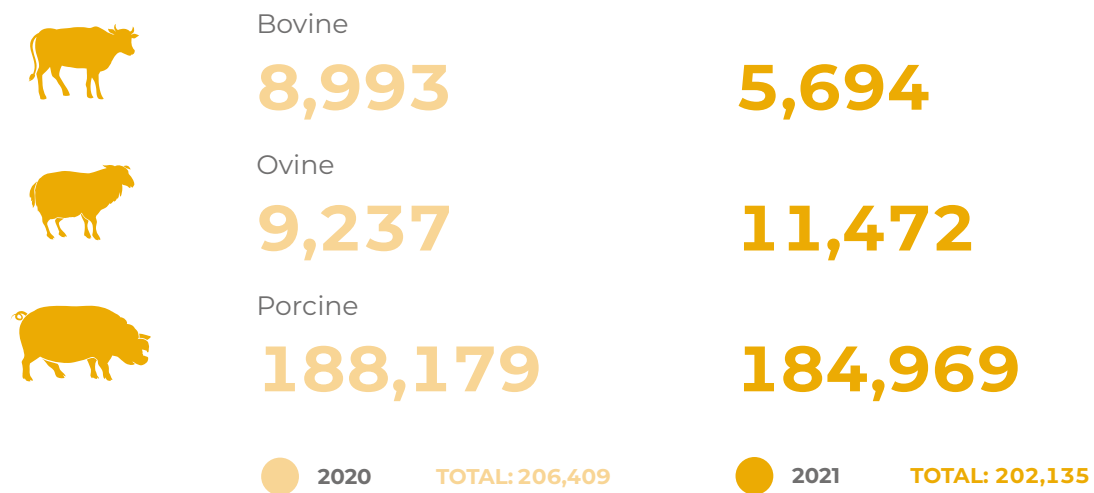
SERVICE	TOTAL
Adoptions	211
Medical consultations	1,009
Deworming	1,474
Neuters and spays	1,898
Rabies vaccination	1,339
Multiple vaccination	1,878

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**MUNICIPAL SLAUGHTERHOUSE**

The slaughterhouse in the municipality of Querétaro is the only place authorized to slaughter livestock, which makes it possible to quantify the supply of meat for the population. It has the Federal Inspection Type (TIF) 412 category and during 2021 recorded the following volume of action:

**SLAUGHTER OF CATTLE HEAD IN THE MUNICIPALITY, 2020 AND 2021.**

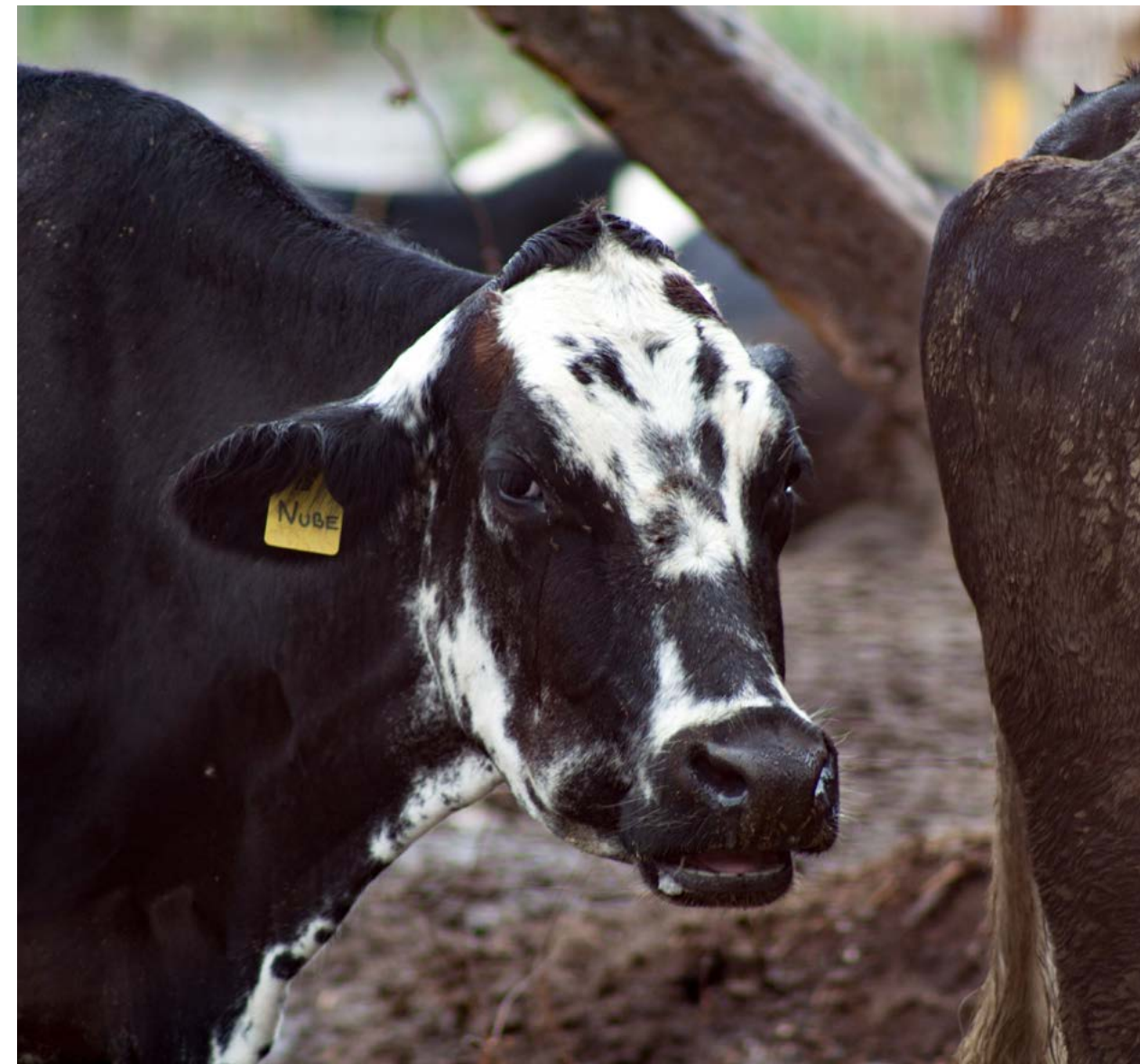


Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

**LIVESTOCK SLAUGHTER VOLUME IN THE MUNICIPALITY, 2020 AND 2021**

YEAR	HEADS	TONS
2020	206,409	19,642
2021	202,135	17,627

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.



## 4.2 Environmental management

According to the most recent data from the Situation of the Environment in Mexico 2018, from the Ministry of Environment and Natural Resources (SEMARNAT), Mexico has one of the greatest natural wealth. It concentrates more than 10.0% of the world's known biodiversity and is one of the 15 countries cataloged as mega-diverse that together amount for between 60.0% and 70.0% of global biodiversity.

The social economic development of the country and the impact of productive activities have caused significant deterioration in the environment, depletion of resources, health effects and loss of productivity in the fields. For this reason, there are institutions that support and contribute to environmental care and management.

### PROTECTED NATURAL AREAS (ANP)

They are the reserve zones over which the nation exercises sovereignty and jurisdiction, where the original environments have not been significantly altered by human activity or where their ecosystems and integral functions need to be preserved and restored. They are subject to the regime provided in the applicable ordinances in the laws on environmental matters.

The ANP are a conservation instrument that fulfills several objectives and provides multiple benefits for the inhabitants of surrounding areas. Their preservation is important at regional, national and global levels.

To meet these objectives, institutions such as the National Commission for Natural Protected Areas (CONANP) and SEMARNAT have joined efforts. Their main objective is the conservation and development of coexistence between society and nature.

Currently, CONANP manages 382 Areas Voluntarily Destined for Conservation (ADVC), covering an area of 623,090.5 ha. In addition, it is in charge of 184 ANP totaling 90,956,124 ha, of which 21,497,511 correspond to protected land areas (10.9% of the national total) and 69,458,613 to marine areas (22.1% of the national total).

The municipality of Querétaro has 10 ANP distributed in the different districts, the detail can be seen in the following table:



PROTECTED NATURAL AREAS IN THE MUNICIPALITY OF QUERÉTARO, 2021.				
NATURAL AREA	DISTRICT	CATEGORY	SURFACE AREA DECREED (HECTARES)	MUNICIPAL SURFACE AREA (%)
Bordo Benito Juárez	Epigmenio González Flores	Community ecological preservation zone with subcategory of intra-urban park	27.6	0.1
Cañada Juriquilla	Santa Rosa Jáuregui	Community ecological preservation zone with subcategory of intra-urban park	22.1	0.1
Cerro de las Campanas	CentroHistórico	National Park	3.8	-
Cerro Grande	Santa Rosa Jáuregui	Community ecological preservation zone with subcategory of intra-urban park	2,989.2	14.3
El Cimatario <sup>1</sup>		National Park	761.3	3.7
El Tángano <sup>2</sup>	Josefa Vergara y Hernández	Area subject to ecological conservation	114.8	0.6
Jurica Poniente	Félix Osoreo Sotomayor	Community ecological preservation zone with subcategory of intra-urban park	224.1	1.1
Montenegro		Ecological reserve area	547.4	2.6
Sierra Raspiño	Santa Rosa Jáuregui	Community ecological preservation zone with subcategory of intra-urban park	4,104.2	19.7
Western Microwatershed Zone	Santa Rosa Jáuregui and Felipe Carrillo Puerto	Area subject to ecological conservation	12,043.1	57.8
<b>TOTAL</b>			<b>20,837.6</b>	<b>100.0</b>

Source: Municipality of Querétaro. Institute for Ecology and Climate Change, 2022.

<sup>1</sup> The area referred to is that which corresponds to the municipality of Querétaro in accordance with the published decree.

<sup>2</sup> The entire industrial estate is considered in accordance with the partial Urban Development plans in accordance with its municipal delegations.



## RESPIRA QUERÉTARO

The Municipality of Querétaro, through the Ministry for Sustainable Development (SEDESO), carried out the "Program Respira Querétaro", whose objective is to generate alliances with different public and private agencies, business sectors, civil societies and citizens in general, to achieve a green city that provides environmental services and quality of life to its inhabitants.

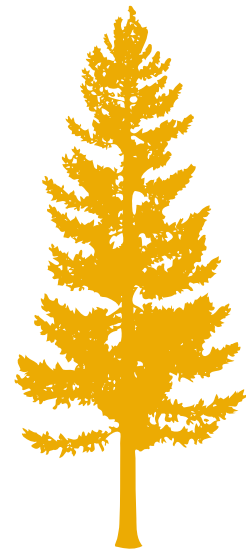
The program participated donating 80 trees in the National Festival for Water and Forests organized by SEMARNAT at the facilities of the Ministry of Youth, in the NUQLEO building.

One of the program's lines of action was the quarterly publication of the Green Action magazine, with the aim of disseminating environmental activities and information at the municipal level and raising awareness among the population on these issues.

In 2021, through the "Environmental Education Services Program", lectures were held for elementary students with the goal of promoting a culture of protection and improvement of the environment by changing and reinforcing habits, attitudes and values.

The personnel that works in the Municipality of Querétaro participated in the "Recycle your tires" and "Special Handling Waste Recycling" sessions, actions carried out in partnership with the Ministry of Municipal Public Services.

In collaboration with the Institute of Ecology and Climate Change, reforestation and tree donations were carried out, as described in the following table:



### RESPIRA QUERÉTARO PROGRAM, 2021.

Donated trees

**74,128**

Trees planted by the Municipal Public Services Ministry

**1,204**

**TOTAL**

**75,332**

Source: Municipality of Querétaro. Institute for Ecology and Climate Change, 2022.

During the same year, with the objective of raising public awareness about the prevention and control of pollution in rural areas, 66 environmental protection inspections were carried out and 55 licenses were granted by the Institute of Ecology and Climate Change.

### ENVIRONMENTAL PROTECTION ACTIONS BY DISTRICT, 2021.

DISTRICT	MUNICIPAL ENVIRONMENTAL LICENSE	
	VERIFICATION/INSPECTION VISITS	TOTAL LICENSES ISSUED <sup>1</sup>
Centro Histórico	33	27
Epigmenio González Flores	8	8
Felipe Carrillo Puerto	5	4
Félix Osores Sotomayor	9	7
Josefa Vergara y Hernández	5	3
Santa Rosa Jáuregui	3	3
Villa Cayetano Rubio	3	3
<b>TOTAL</b>	<b>66</b>	<b>55</b>

Source: Municipality of Querétaro. Institute for Ecology and Climate Change, 2022.

Note: Environmental impact reports are now only made by the Ministry for Agrarian, Territorial and Urban Development (SEDATU).

<sup>1</sup> The total number of licenses issued also includes temporary licenses that may have been obtained by any establishment prior to obtaining the definitive license.

In 2021, 115 complaints were received for affected resources, mainly water, air and soil, with 82.6% of them having been resolved. The air was the element most affected and reported by citizens, the complete information is shown below:

### CITIZEN COMPLAINTS IN ENVIRONMENTAL MATTERS OF COMPETITION FOR THE AFFECTED RESOURCE, 2021.

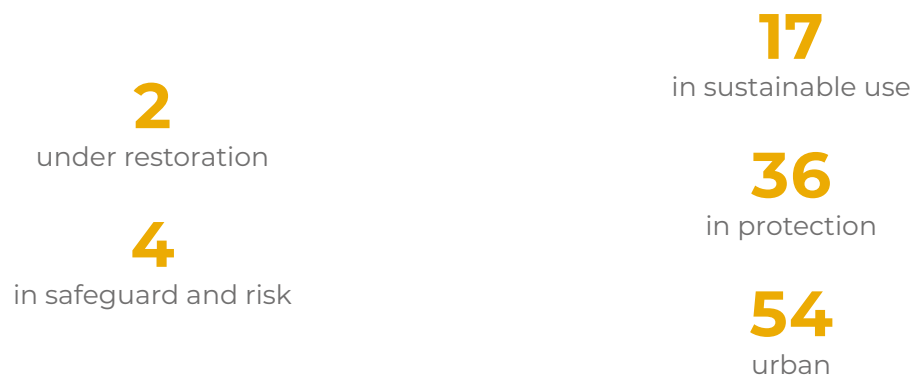
DELEGATION	AFFECTED RESOURCE					RESULTS	
	WATER	AIR	SOIL	OTHERS	TOTAL	COMPLETED	PERCENTAGE OF COMPLAINTS SOLVED (%)
Centro Histórico	1	37	2	2	42	31	73.8
Epigmenio González Flores	-	3	2	1	6	4	66.7
Felipe Carrillo Puerto	1	6	1	1	9	8	88.9
Félix Osores Sotomayor	-	17	1	-	18	17	94.4
Josefa Vergara y Hernández	1	16	-	-	17	13	76.5
Santa Rosa Jáuregui	3	8	1	-	12	11	91.7
Villa Cayetano Rubio	1	8	1	1	11	11	100.0
<b>TOTAL</b>	<b>7</b>	<b>95</b>	<b>8</b>	<b>5</b>	<b>115</b>	<b>95</b>	<b>82.6</b>

Source: Municipality of Querétaro. Institute for Ecology and Climate Change, 2022.



### ECOLOGICAL PLANNING

The Ecological Planning Model carries out technical studies and analyzes natural conditions in the state, dividing the 18 municipalities into Environmental Management Units (UGA), focused on territorial planning and natural resource management. The municipality of Querétaro has 113 UGA distributed in the 7 districts, each of them with a different classification:



### TRUST FOR THE CONSERVATION OF THE ENVIRONMENT OF QUERÉTARO (FIQMA)

It is a local entity with legal personality and its own assets. Its objective is to safeguard and preserve the natural capital of the municipality of Querétaro, guaranteeing its permanence, sustainability and development, for the benefit of the environment and the quality of life of the people of Querétaro.

FIQMA carries out joint actions with citizens to preserve the environment and optimize the use and planning of natural resources in the municipality of Querétaro. In 2021, it carried out the following restorations:

RESTORATION OF FIQMA PROPERTIES, 2021.			
DELEGATION	LOCALITY	REFORESTATIONS (HECTARES)	TREES
Epigmenio González Flores	Vergel	2.0	380
	Américas		
Felipe Carrillo Puerto	Ciudad del Sol	3.0	600
Villa Cayetano Rubio	Cuesta Bonita	2.0	500
	Bolaños		
<b>TOTAL</b>		<b>7.0</b>	<b>1,480</b>

Source: Queretano Trust for the Conservation of the Environment, 2022.





## FORESTRY ACTIVITIES

The National Forestry Commission (CONAFOR) coordinates forestry activities at the national level. In 2021, through the Forest Development Promoter in the State of Querétaro, it reported 3 forest fires that affected 25.1 hectares of the state surface.

WILDFIRES, 2021.				
DISTRICT	LOCALITY	AFFECTED AREA (HECTARES)		TOTAL (HECTARES)
		NOT WOODED		
		SCRUBS	GRASSLANDS	
	Ejido San José el Alto	5.0	6.4	11.4
Querétaro	Ejido San Miguelito	4.3	2.5	6.8
	Ejido el Nabo	4.8	2.1	6.9
	<b>TOTAL</b>	<b>14.1</b>	<b>11.0</b>	<b>25.1</b>

Source: National Forestry Commission (CONAFOR), Department of Restoration and Protection, 2022.



## ENVIRONMENTAL EDUCATION

The Municipality of Querétaro, through the Ministry of Sustainable Development and the Institute of Ecology and Climate Change, implemented actions to preserve natural resources and spread environmental education. In 2021, the instance continued with the following actions:

- 1. Environmental Education Services:** Family values of the citizens of Querétaro, the culture of protection and improvement of the environment, and the change of habits and attitudes, are promoted and reinforced through lectures for elementary school students.
- 2. Green Action Environmental Magazine:** Broadcasts activities and information related to the environmental issues and status of the municipality through the website [www.municipiodequeretaro.gob.mx](http://www.municipiodequeretaro.gob.mx).



### MUNICIPAL ANIMAL CONTROL UNIT

It is the body in charge of promoting the dignified and respectful treatment of animals and contributing legally and peacefully to their defense and well-being. It carries out specific activities such as:

- Adoption of cats and dogs
- Safeguarding and protection of animals
- Attention to complaints of abuse and protection of animals
- Deworming
- Low-cost spaying and neutering for cats and dogs
- Free spaying and neutering day campaigns for dogs and cats
- Observation of aggressive pets
- Prohibition of commercialization of pets on public roads
- Free rabies vaccination
- Multiple vaccination (puppy, parvovirus + corona, triple, fivefold and sixfold)
- Pet adoption campaigns

In 2021, through the Directorate of Animal Protection, Care and Control, the Ministry of Municipal Public Services applied 11,937 free anti-rabies vaccines, carried out 2,700 spays and neuters, 203 deworming and gave 47 pets in adoption.

MUNICIPAL ANIMAL CONTROL UNIT, 2020 AND 2021.

TYPE OF ACTION	2020	2021
Aggressor animals admitted	304	314
Dewormed animals	306	203
Animals for adoption	91	47
Animals vaccinated against rabies	21,208	11,937
Spaying and neutering	5,138	2,700
<b>TOTAL</b>	<b>27,047</b>	<b>15,201</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

The Municipal Animal Care Unit of Querétaro (UMAANQ) provides low-cost services and medical care to company pets, complete information is found in the following table:

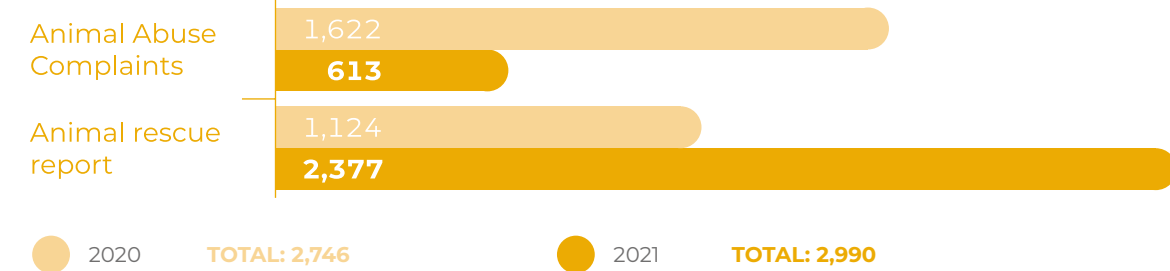
QUERÉTARO MUNICIPAL ANIMAL CARE UNIT, 2020 and 2021.

SERVICE	2020	2021
Adoptions	141	141
Medical consultation	873	873
Deworming	1,159	1,159
Spaying and neutering	1,710	1,710
Rabies vaccine	1,006	1,006
Multiple vaccine	1,898	1,898
<b>TOTAL</b>	<b>6,787</b>	<b>6,787</b>

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

The Municipal Animal Protection Unit (UPAM) receives and deals with complaints of animal abuse and rescue, the figures in this regard during 2021 were as follows:

### MUNICIPAL ANIMAL PROTECTION UNIT, 2020 and 2021.



Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.





## ENVIRONMENTAL AUDIT

The purpose of the Federal Attorney for Environmental Protection (PROFEPA) is to reduce the negative impact generated by the production processes of companies. Its actions provide added value to the environment in a positive way from the dynamics of prevention, improving ecological performance.

The National Environmental Audit Program (PNAA) aims to improve the environmental performance of the participating facilities so that it is higher than that required by law, verifying that companies comply with current federal and local environmental legislation and, at the same time, adopt self-regulatory measures and good operating and engineering practices.

The PNAA grants 3 types of certificates:

- 1. Clean Industry:** Awarded to companies that carry out manufacturing and transformation activities.
- 2. Environmental Quality:** Otorgado a aquellas empresas dedicadas a actividades comerciales y de servicios.
- 3. Tourist Environmental Quality:** Awarded exclusively to companies dedicated to this activity.

In 2021, as a result of the activities of the PNAA, PROFEPA registered 15 companies with a current Clean Industry certificate, all of them attached to the municipality of Querétaro.

The Querétaro Environmental Audit Subdelegation reported 18 legal entities in the municipality of Querétaro that began their quality certification process as a socially responsible company.



## COMPANIES CERTIFIED IN ENVIRONMENTAL MATTERS IN THE MUNICIPALITY OF QUERÉTARO, 2021.

DISTRICT	CERTIFICATE OF CLEAN INDUSTRY, ENVIRONMENTAL QUALITY AND TOURIST ENVIRONMENTAL QUALITY	CERTIFICATE IN PROCESS
Centro Histórico	1 Santander Tecnología México, S.A. de C.V. (Santander Technology and Operations Center Building)	1 Monterrey Institute of Technology and Higher Education. (Querétaro Campus)
Epigmenio González Flores	2 Faurecia Sistemas Automotrices de México, S.A. de C.V.  Kaeser Compresores México, S. de R.L. de C.V.	4 CFE Distribution Division Bajío Management, Maneuvers CFE Distribution Division Micro Park Management Teléfonos de México, S.A.B. de C.V., Triara.com Lubricantes Fuchs de México, S.A. de C.V.
Felipe Carrillo Puerto	2 Nutryplus, S.A.P.I de C.V. Italaise, S.A. de C.V.	2 Industria Envasadora de Querétaro, S.A. de C.V. Kellogg de México, S. de R.L. de C.V.
Félix Osores Sotomayor	5 Industrias Frigus Therme, S.A. de C.V. Dana de México Corporación, S. de R.L. de C.V. (Bevel Gear Division) Construlita Lighting International, S.A. de C.V. Grupo Fandelj, S.A. de C.V. Controladora Mabe, S.A. de C.V. (Plant Components)	3 CFE Distribution Division Bajío Management, Querétaro Industrial Zone CFE Distribution Division Satélite Management Dana de México Corporación, S. de R.L. de C.V. (Cardanes Plant)
Josefa Vergara y Hernández	-	3 CFE Distribution Division Bajío Management (Stadium Substation) CFE Distribution Division Management Querétaro Sur CFE Distribution Division and Cimatarío Management
Santa Rosa Jáuregui	5 Omni Manufacturing Services, S.A. de C.V. Eaton Technologies, S.de R.L. de C.V. CCL Secure, S.A. de C.V. Bussmann, S. de R.L. de C.V. Safran Landing Systems Services Americas, S.A. de C.V.	5 CFE Distribution Division Management San Idelfonso CFE Distribution Division and Cimatarío Management CFE Distribution Division Management Buenavista Norte Gill Querétaro, S. de R.L. de C.V. Troqueladora Batesville de México, S. de R.L. de C.V.
<b>TOTAL</b>	<b>15</b>	<b>18</b>

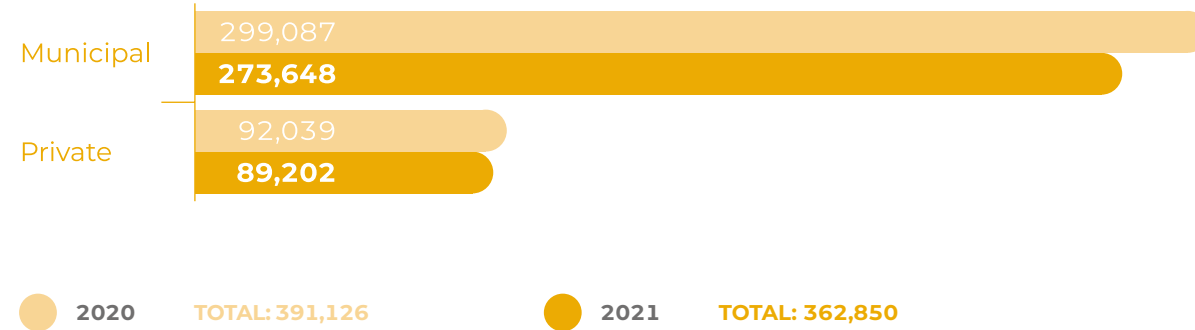
Source: Federal Attorney's Office for Environmental Protection (PROFEPA), 2022.



## ENVIRONMENTAL INFRASTRUCTURE

The Ministry of Municipal Public Services is in charge of the management and transfer of solid waste generated in the demarcation. During 2021, it moved 362,850 tons of waste to the landfill, a figure that represented a decrease of 7.2% compared to 2020.

### SOLID WASTE ENTERING THE MOMPANÍ LANDFILL, 2020 AND 2021.



Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2022.

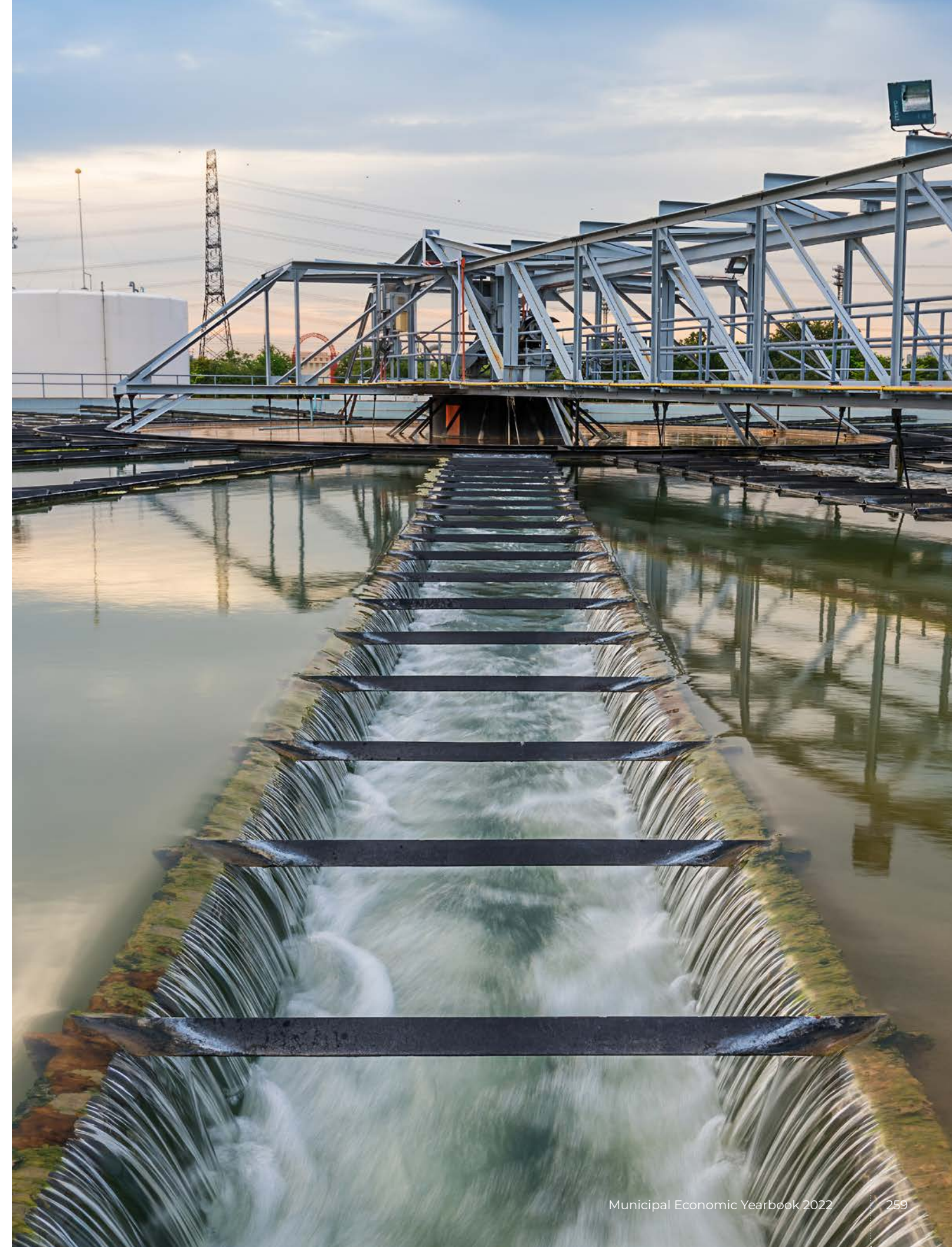
The following table shows the data referring to the treatment plants installed in the municipality of Querétaro. The information responds to data from the National Water Commission (CONAGUA) during 2021:

WASTEWATER TREATMENT PLANTS INSTALLED IN THE MUNICIPALITY OF QUERÉTARO, 2021.			
KIND	NUMBER OF TREATMENT PLANTS	INSTALLED CAPACITY (LPS)	ANNUAL VOLUME TREATED (M <sup>3</sup> /YEAR)
Public	6	964.4	23,297,775.7
Private	57	32.8	5,776,006.9
<b>TOTAL</b>	<b>63</b>	<b>997.1</b>	<b>29,073,782.6</b>

Source: National Water Commission, 2022.

LPS: Liters per second.

(M<sup>3</sup>/YEAR): Cubic meters per year.





# AXIS 05 OPEN GOVERNMENT AND RESULTS





# AXIS 05 OPEN GOVERNMENT AND RESULTS

## 5.1 Municipal structure

The municipal dependency, in accordance with articles 115 of the Political Constitution of the United Mexican States and 35 of the Political Constitution of the State of Querétaro, has its own legal personality and the power to independently manage its assets.

In order to provide a quality service to citizens, the Municipality of Querétaro meticulously selects, hires, and trains public officials and newly hired personnel.

The municipal structure is made up of 9 levels:

1. Presidency
2. Ministries
3. Regencies
4. Directorates
5. Coordination Offices
6. Department Headquarters
7. Administrative personnel
8. Operational Personnel
9. Police

On the other hand, the city council comprises 25 agencies:

- 1 Municipal Council
- 1 President's Office
- 1 Counseling
- 4 Coordination Offices
- 1 General Directorate
- 1 Trust
- 1 Institute
- 1 Internal Control Body
- 13 Ministries
- 1 Municipal DIF System.





## HUMAN RESOURCES

La plantilla laboral en 2021 ascendió a 5,643 servidores públicos, 40.0% del personal fueron mujeres y 60.0% hombres. Respecto al año anterior la matrícula se redujo 84 plazas, es decir, disminuyó 1.5%.

En 2004, año del primer registro, el personal que laboraba en las entonces 18 dependencias era de 4,358 personas. Con la incorporación de 9 secretarías, los lugares de trabajo aumentaron 50.0% y se sumaron 1,285 plazas para un crecimiento de 29.5%.



The following table shows the registration in 2021 of the municipal personnel. The Ministries of Public Security and Public Services concentrate 42.2% of the female labor force:

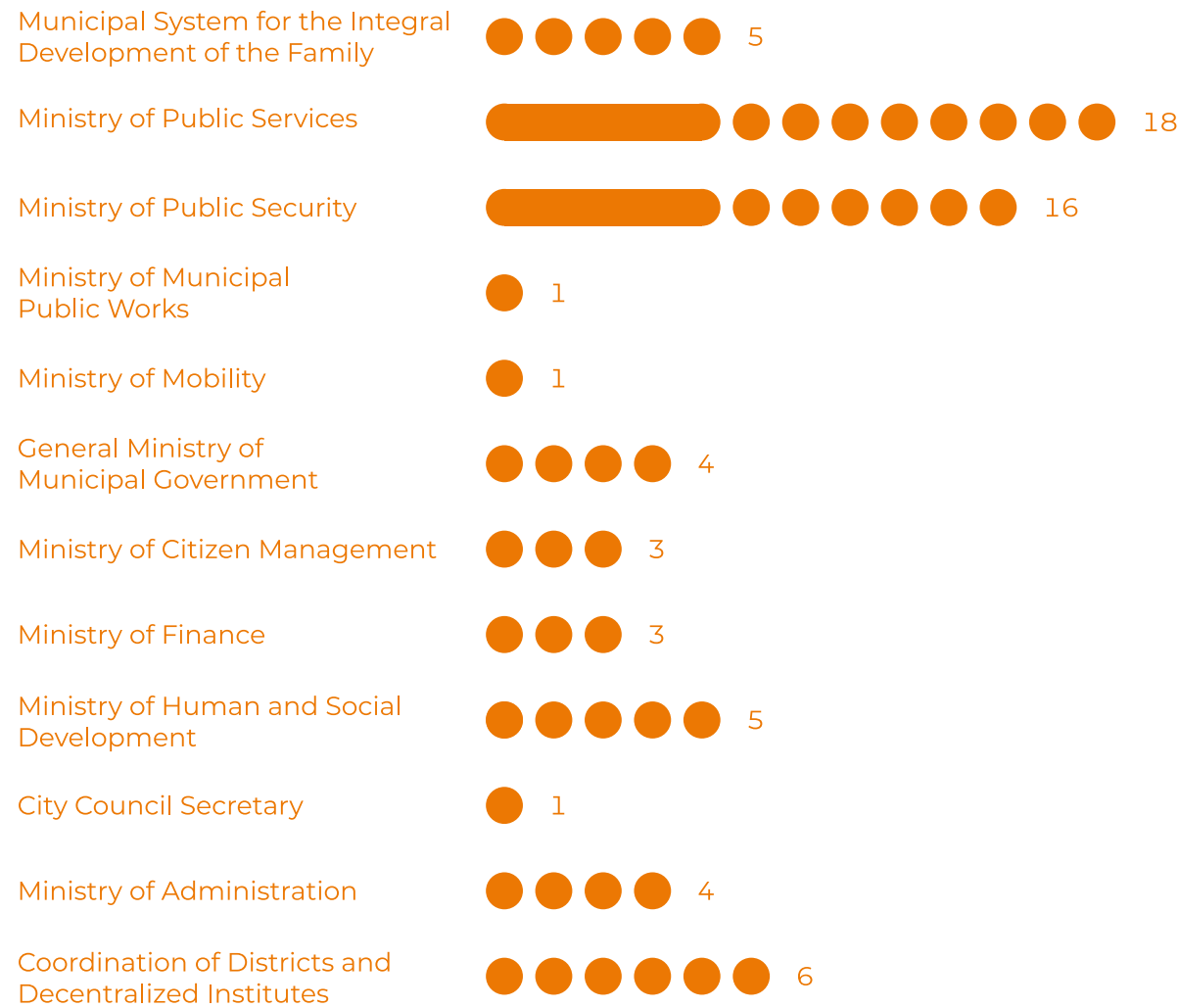
HUMAN RESOURCES BY AGENCY, 2021.			
AGENCY	WOMEN	MEN	TOTAL
Municipal Council	37	29	66
Legal Counsel	15	13	28
Coordination of Advisors and Inter-institutional Liaison	-	2	2
Coordination of Districts <sup>1</sup>	117	170	287
Coordination of Cabinet	14	8	22
General Coordination of Municipal Social Communication	14	20	34
Municipal System for the Integral Development of the Family	148	61	209
General Directorate of the Parque Bicentenario Park	19	29	48
Trust for the Conservation of the Environment of Querétaro	1	12	13
Municipal Planning Institute	6	7	13
Head of the Office of the Municipal Presidency	62	60	122
Internal Control Body	30	17	47
Ministry of Administration	181	149	330
Ministry of Culture	69	56	125
Ministry of Human and Social Development	123	162	285
Ministry of Sustainable Development	80	49	129
Ministry of Finance	143	138	281
Ministry of Women	7	1	8
Ministry of Mobility	47	77	124
Ministry of Municipal Public Works	25	137	162
Ministry of Public Security	607	975	1,582
Ministry of Public Services	347	1,010	1,357
Ministry of Tourism	9	6	15
Ministry of City Council	26	23	49
General Ministry of Municipal Government	133	172	305
<b>TOTAL</b>	<b>2,260</b>	<b>3,383</b>	<b>5,643</b>

Source: Municipality of Querétaro. Directorate of human Resources, 2022.

<sup>1</sup>Includes the 7 municipal districts.

67 public officials with different abilities work in the 12 municipal offices. The following table shows the details of the information:

**PERSONNEL WITH DISABILITIES BY AGENCY, 2021.**

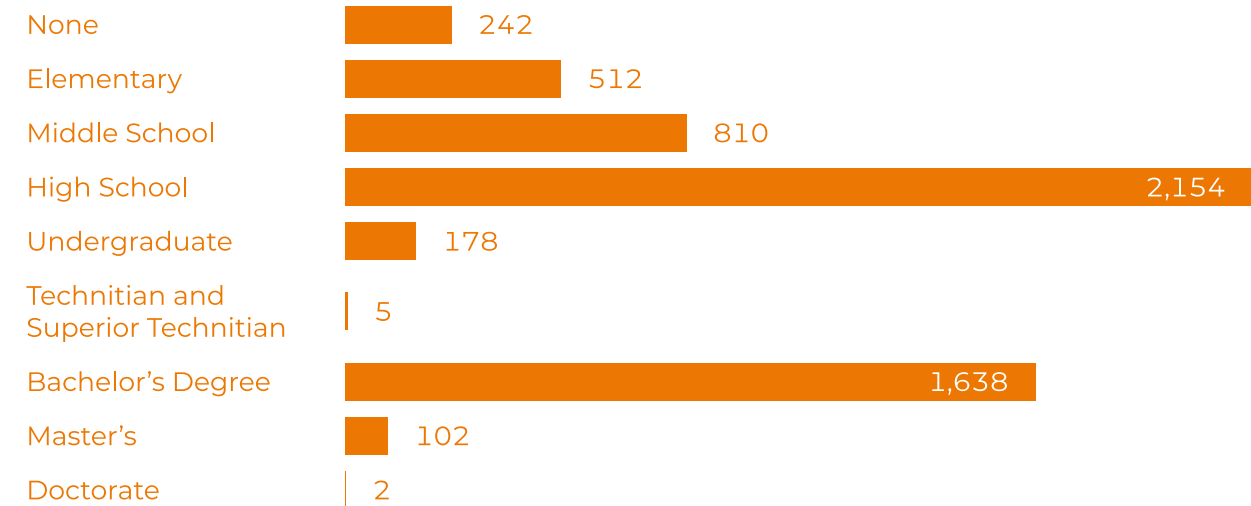


Source: Municipality of Querétaro. Directorate of Human Resources, 2022.

The percentage of employees according to their educational level is:

- 9.1% elementary
- 14.3% middle school
- 38.2% high school
- 29.0% bachelor's degree
- 3.3% technician and superior technician
- 1.8% master's and doctorate

**HUMAN RESOURCES BY EDUCATIONAL LEVEL, 2021.**



Source: Municipality of Querétaro. Directorate of Human Resources, 2022.





The average seniority of municipal employees is 9.7 years:

**32.6%**

from 1 to 5 years.

**12.1%**

from 16 to 20 years.

**3.6%**

from 26 onwards.

**18.6%**

from 6 to 10 years.

**8.0%**

from 21 to 25 years.

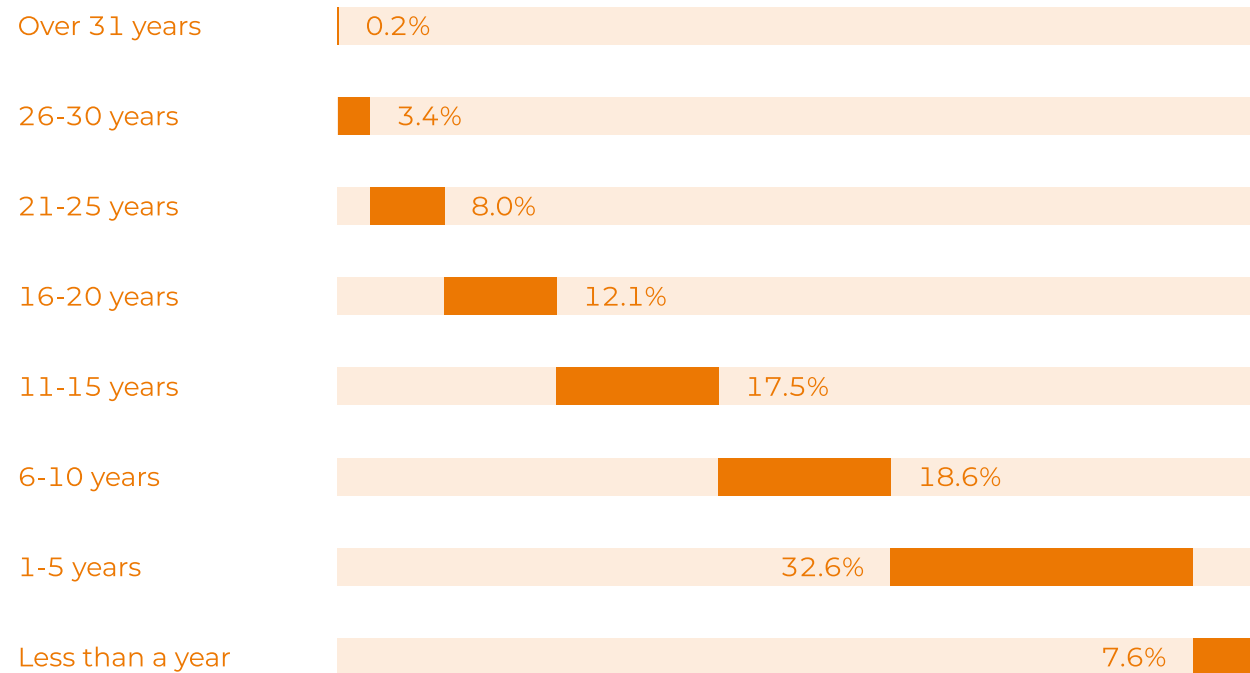
**17.5%**

from 11 to 15 years.

**7.6%**

less than 1 year.

#### HUMAN RESOURCES BY SENIORITY, 2021.



Source: Municipality of Querétaro. Directorate of Human Resources, 2022.

The Ministry of Administration, through the Directorate of Human Resources, provides constant training to the municipal workforce in order to improve their performance and raise the quality of public service. To achieve these objectives, 4 activities were carried out in 2020:

**1. Training of public officials:** More than 200 events related to the Municipal Public Administration were held, totaling almost 27,000 total hours of training by internal and external instructors.

#### TRAINING GIVEN TO MUNICIPAL PUBLIC OFFICIALS, 2021.

CONCEPT	BY INTERNAL INSTRUCTORS	BY EXTERNAL INSTRUCTORS	TOTAL
Hours of training	264	1,049	<b>1,313</b>
Number of training events	117	100	<b>217</b>
Trained personnel	2,938	1,473	<b>4,411</b>
Total hours	13,878	12,991	<b>26,869</b>

Source: Municipality of Querétaro. Directorate of Human Resources, 2022.

**2. Comprehensive training program:** In order to strengthen the organizational culture and institutional development through continuing education, 4,404 officials from all levels were trained through 3 subprograms.

#### COMPREHENSIVE TRAINING PROGRAM, 2021.

SUBPROGRAM	EVENTS	PARTICIPATIONS	PERCENTAGE (%)
Development and Continuous Education	3	22	0.5
Training, Updating and Specialization	99	993	22.5
Institutional	115	3,389	77.0
<b>TOTAL</b>	<b>217</b>	<b>4,404</b>	<b>100.0</b>

Source: Municipality of Querétaro. Directorate of Human Resources, 2022.

**3. Diploma courses:** Seeking to keep the personnel updated, the “2021 Results-Based Budget” diploma was offered, which 20 participants profited from in 2,400 hours of work.

DIPLOMADOS REALIZADOS, 2021.		
DIPLOMADO	HORAS	PARTICIPANTES
Diplomado en Presupuesto Basado en Resultados	2,400	20
<b>TOTAL</b>	<b>2,400</b>	<b>20</b>

Fuente: Municipio de Querétaro. Dirección de Recursos Humanos, 2021.

**4. Survey on "Organizational Climate:** A survey applied to public officials, both at the operational and administrative levels, revealed that their institutional feeling reaches an average rating of 86.4 out of 100.

RESULTS OF THE ORGANIZATIONAL CLIMATE SURVEY, 2021.	
FACTOR	RATING
Collaboration and work team	85.5
Trust	86.2
Improvement Dynamics	88.4
Management with vision and values	86.6
Facilitating change	86.8
Strengthening performance	84.9
Identity	90.3
Facilities	81.5
Achieving commitment	87.1
Value-added organization	92.1
Service-orientated	84.9
Passion and sense of urgency	88.7
Acknowledgement and satisfaction	80.6
<b>AVERAGE GRADE</b>	<b>86.4</b>

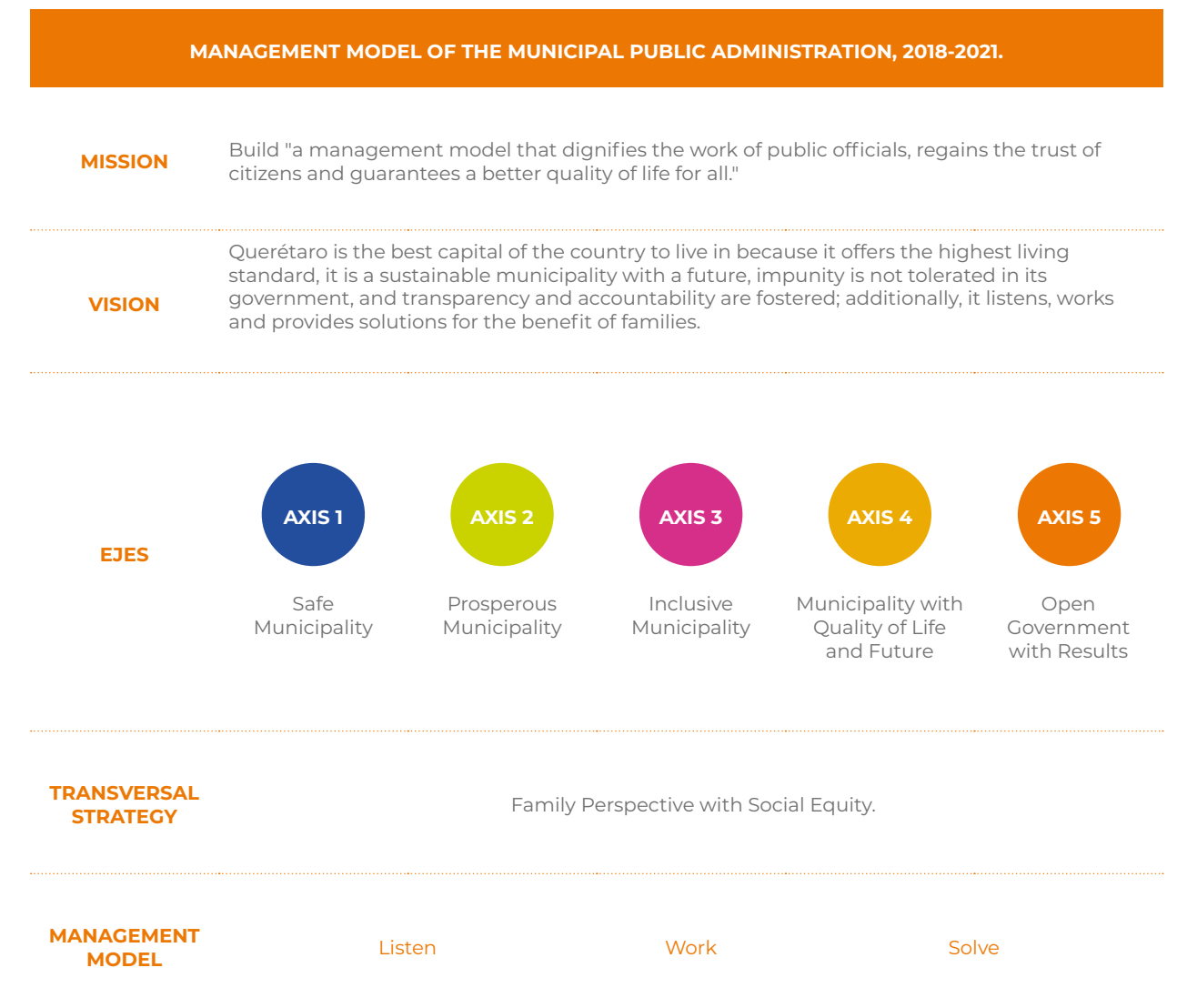
Source: Municipality of Querétaro. Directorate of Human Resources, 2022.

## 5.2 New public management

The municipal government maintains an open dialogue with citizens, demonstrating trust, social participation and public value. The consistent execution and monitoring of programs, strategies, projects, works and actions, ensures maximum effectiveness in the performance of its functions.

### 2018-2021 MUNICIPAL DEVELOPMENT PLAN (PMD for its Spanish abbreviation)

In accordance with the Planning Law of the State of Querétaro and the management results model, citizen proposals from different sectors and specialists were combined, in addition to those derived from the diagnosis made by the government team itself, resulting in the origin, implementation and monitoring of the PMD.



Source: Municipality of Querétaro. Cabinet Coordination, 2022.



The Transversal Axis of Perspective of Family with Social Equity maintains an environment of opportunities, equity and respect, so that everyone's rights can be exercised, strengthening the social fabric, generating a culture of community, solidarity and reciprocal support. The 5 axes and the programs that each one develops are the following:



Source: Municipality of Querétaro. Cabinet Coordination, 2022.

## REGULATORY IMPROVEMENT

It is a program established as permanent public policy. During 2021 it remained valid through 8 projects:

ANNUAL REGULATORY IMPROVEMENT PROGRAM OF THE MUNICIPALITY OF QUERÉTARO, 2021.		
NUMBER	PROJECT	RESPONSIBLE AGENCY
1	<p><b>Electronic Citizen File (Phase II).</b> It is a technological tool that avoids that when carrying out the procedures the same documents that had already been previously delivered to the Municipality have to be delivered. It prevents the same documents that the Municipality issues from being requested again from the citizen. During 2021, 4 procedures and 17 construction license modalities were integrated into this tool.</p>	
2	<p><b>Obtaining the PRO SIMPLIFICA Certification.</b> The diagnosis prepared by CONAMER on the social cost of municipal procedures was received, in which it was certified that the Municipality of Querétaro reached a simplification rate of 55.9% compared to the first diagnosis made in 2019.</p>	Cabinet Coordination
3	<p><b>Regulatory Impact Analysis (Phase III).</b> It consists of carrying out an analysis prior to the publication of a new regulation, in order to ensure that the benefits to citizens are greater than their compliance costs.</p>	
4	<p><b>Simplified Construction Window (VECS).</b> It consists of the integration in a single process and form of the 5 procedures that are required to carry out a construction: Land Use Opinion, Official Number, Alignment, Construction License and Completion of Work. In the case of the Municipality of Querétaro it was possible to implement and certify this system, reducing response times by 61.0%.</p>	Ministry of Sustainable Development
5	<p><b>Automation of the Elaboration of Agreements, Opinions and Technical Studies for Real Estate Developments.</b> A system was developed to streamline the processes related to this type of procedure. It is a program that remained in force during 2022.</p>	
6	<p><b>Medium Risk Rapid Business Opening System (SARE).</b> It expanded its capacity to 325 businesses or activities, of which 245 are low risk and 80 medium risk. In both cases, the maximum response time is 1 business day. Under this mechanism, the Land Use Opinion, the Feasibility of Turning and the Operating License are processed in a single step in a maximum time of 24 hours.</p>	Ministry of Sustainable Development
7	<p><b>Optimization of the Program for the Temporary Opening of Microbusinesses (PATMIN).</b> It increased its catalog from 39 to 153 spins susceptible to the program. It allows and regulates, under certain restrictions, the opening of very low risk businesses in garages, land, booths, doors, windows, etc.</p>	
8	<p><b>Specific Improvement and Simplification Actions.</b> During 2021, 28 simplification actions were carried out, which impacted on the improvement of 14 procedures related to the construction and opening of businesses.</p>	

Source: Municipality of Querétaro. Cabinet Coordination, 2022.

### PERFORMANCE EVALUATION SYSTEM OF THE MUNICIPALITY OF QUERÉTARO (SEDMQRO for its Spanish acronym)

It is the set of methodological elements with which the exercise of the programs is evaluated, under the principles of verification of the degree of fulfillment of goals and objectives, based on strategic and management indicators to evaluate their social impact.

The Coordination Counseling Office evaluates and monitors the objectives of the PMD and its 10 Budgetary Programs, through the development of the Matrix of Indicators for Results (MIR). With this action, 6 registered evaluations in the 2021 Annual Evaluation Program (PAE 2021) and those corresponding to the 10 Budgetary Programs presented in the PMD were fulfilled, following up on the performance, strategy and management indicators developed in the MIR. The accumulated results for each axis in the period were as follows:

#### SUMMARY OF COMPLIANCE WITH THE MUNICIPAL DEVELOPMENT PLAN, 2018-2021.

Axis	BUDGETARY PROGRAM	PROGRAM PROGRESS (PERCENTAGE %)	AXIS PROGRESS (PERCENTAGE %)
<b>Axis 1. Safe Municipality</b>	Everybody Safe	100.0 ●	100.0 ●
	Culture of Peace	100.0 ●	
<b>Axis 2. Prosperous Municipality</b>	Orderly City	98.0 ●	86.0 ●
	Economic Development	74.0 ●	
<b>Axis 3. Inclusive Municipality</b>	Queretaro Friendly	88.5 ●	94.0 ●
	Mayor in your Neighborhood	99.5 ●	
<b>Axis 4. Municipality with Future Quality of Life</b>	Land of Wellness	94.2 ●	97.1 ●
	Infrastructure for the Future	100.0 ●	
<b>Axis 5. Open Government and Results</b>	Zero Impunity	100.0 ●	100.0 ●
	Optimal Management and Healthy Finances	100.0 ●	

Fuente: Municipio de Querétaro. Coordinación de Gabinete, 2022.

The reports of each one of the 6 evaluations are published on the transparency portal of the website of the Municipality of Querétaro and can be consulted at the following address: <https://municipiodequeretaro.gob.mx>.

### RESULTS OF THE IMPLEMENTATION OF THE ANTI-CORRUPTION SHIELDING

The Anti-Corruption Shielding platform allows citizens to participate in a permanent and orderly manner in monitoring compliance with issues related to transparency and accountability, in order to achieve a corruption-free environment through the Citizen Councils by Axis, carrying out the following activities:

- The Municipal President, through the Counseling Office Coordinator, invites the presidents of chambers, colleges, university rectors and recognized experts in the subject matter of each of the guiding principles of the PMD to participate.
- Each council is made up of 7 participants, including a member of the Citizen Accountability Commission and another from the State Citizen Participation Council, meeting once every 3 months to monitor the Municipal Performance Evaluation System and validate the results of the budgetary programs (PbR/SED).
- The secretaries and heads of the areas are present in the sessions. In the sessions of the Citizen Councils by Axis, detailed follow-up is given to the quarterly evaluations of the Municipal Performance Evaluation System (SED). The 35 citizens involved verify the progress of the 5 Axes, 10 Municipal Programs and 130 Lines of Action of the PMD.

The following table shows the complete structure of the Anti-Corruption Shielding:

#### ELEMENTS THAT MAKE UP THE ANTI-CORRUPTION SHIELDING OF THE MUNICIPALITY OF QUERÉTARO, 2021

ELEMENTS	SESSIONS
General Coordination	3
Citizen Commission for Accountability	11
Citizen Councils by Axis	3
Transparency Committee	5
Regulatory Improvement Council	2
<b>TOTAL</b>	<b>24</b>

Fuente: Municipio de Querétaro. Coordinación de Gabinete, 2022.



## 5.3 Internal Control Body (OIC) of the Municipality of Querétaro

It is the administrative unit designated by the Law of Administrative Responsibilities of the State of Querétaro that is responsible for the promotion, evaluation, strengthening and proper functioning of internal control in public entities and other instances of autonomous constitutional bodies that, in accordance with their respective laws, are competent to apply the laws on the Responsibilities of Public Officials.

In the Municipality of Querétaro, the OIC is constituted as a decentralized public body of the City Council with technical autonomy and that is in charge of the application of the Municipal System of Prevention, Surveillance, Control, Inspection and Evaluation, with the objective that the human, material and financial resources are administered and exercised in accordance with the approved plans, programs and budget, taking into account their area of competence.

Its main attributions are:

1. To issue the Code of Ethics of the Municipality of Querétaro in accordance with the guidelines issued for this purpose by the National Anticorruption System and give it maximum circulation, so that it is known by public officials, suppliers, concessionaires, builders and citizens in general.
2. To issue the Code of Conduct of the Municipality of Querétaro in accordance with the guidelines issued for this purpose by the National Anticorruption System.
3. To implement, within the scope of its competence, the necessary mechanisms to prevent acts and omissions that could constitute administrative responsibilities, in the terms established by the National and State Anticorruption Systems.
4. To carry out the functions established by the Public Works Law of the State of Querétaro, regarding the Committee for the Selection of Contractors for Public Works. And monitor that the public works executed with municipal public resources, directly or with the participation of third parties, comply with the projects, technical specifications and applicable regulations.
5. To investigate and qualify administrative offenses committed by public officials of the Municipality of Querétaro and individuals, in the terms ordered by the provisions of the National and State Anticorruption Systems.

6. To order the practice of verification visits within the procedures of investigation and qualification of administrative faults, in accordance with the applicable regulations.
7. To participate in the Committees of Acquisitions, Disposals, Leases and Contracting of Services, in accordance with the provisions of the law and regulations in the matter, as well as manage the register of contractors and laboratories of the Municipality in accordance with the legal orders.
8. To validate and resolve procedures within the scope of its competence, determine the existence or lack of responsibility and, when appropriate, apply the corresponding sanctions in accordance with the General Law and the Law of Responsibilities.
9. To monitor, evaluate, verify the exercise of expenditure, verify its correct application and comply with the obligations arising from the provisions on planning, budget, income, financing, investment, debt, equity, securities and financial discipline, as well as issue an opinion on projects of accounting and control systems in terms of programming, budget, administration of human, material and financial resources, contracting of debt and management of funds and securities formulated by the different dependencies, entities and agencies that make up the Municipal Public Administration.
10. To monitor, advise and instruct on the application of the manuals of procedures and controls related to the purpose of the audit, following up on the observations that are in accordance with the applicable legal systems.

In 2021, the OIC issued 34.5% more agreements than in 2020, as shown in the following table:

PUBLICATION OF AGREEMENTS IN THE MUNICIPALITY OF QUERÉTARO, 2020 AND 2021.		
CATEGORY	2020	2021
Agreements issued	2,034	2,736
Issued Lists	230	231
Average deals per day <sup>1</sup>	8.4	8.3

Source: Municipality of Querétaro. Directorate of Responsibilities of the Internal Control Body, 2022.

<sup>1</sup>The data on the average number of agreements per day is obtained with data from the Integral System for Monitoring Administrative Procedures (SISPA).

During the same year, the 5 lines of action established continued to work according to the Municipal Work Plan 2018-2021:

- Procedural activity
- Citizen participation
- Information to public officials
- Professionalization
- Quality certification

In 2021, 80 administrative investigation files were opened, 58 more than the previous year, representing an increase of 263.6% compared to 2020.

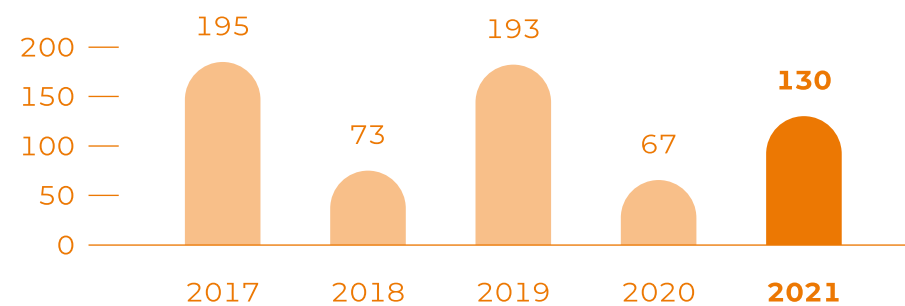
#### INITIATED ADMINISTRATIVE RESPONSIBILITY PROCESSES 2020 AND 2021.



Source: Municipality of Querétaro. Directorate of Responsibilities of the Internal Control Body, 2022.

In the same year, what was then known as the Legal and Research Department received 130 Administrative Procedures of Responsibility against a public official, an amount 94.0% higher than the previous year. The detail of the information in the following table:

#### ADMINISTRATIVE RESPONSIBILITY PROCEDURES INITIATED, 2017-2021.



**Total:  
658**

Source: Municipality of Querétaro. Internal Control Body, 2022.

Funds officials can incur in 2 types of responsibility, disciplinary or patrimonial. The cases registered during 2021 are shown below:

#### ADMINISTRATIVE PROCEDURES BY TYPE OF RESPONSIBILITY, 2021.



Source: Municipality of Querétaro. Internal Control Body, 2022.

The following table shows the municipal agencies that had the most procedures initiated and the number of public officials involved:

PUBLIC OFFICIALS SUBJECT TO ADMINISTRATIVE PROCEDURES, 2021.		
AGENCY	NUMBER OF PUBLIC OFFICIALS	PERCENTAGE (%)
Coordination of Projects and Continuous Improvement	1	0.8
Ministry of Finances	29	22.3
Ministry of District Management	1	0.8
Ministry of Government	5	3.8
Ministry of Public Works	3	2.3
Ministry of Public Safety	9	6.9
Ministry of Public Services	25	19.2
Private Ministry	8	6.2
Other agencies	49	37.7
Secretaría de Gobierno	3	4.4
<b>TOTAL</b>	<b>130</b>	<b>100.0</b>

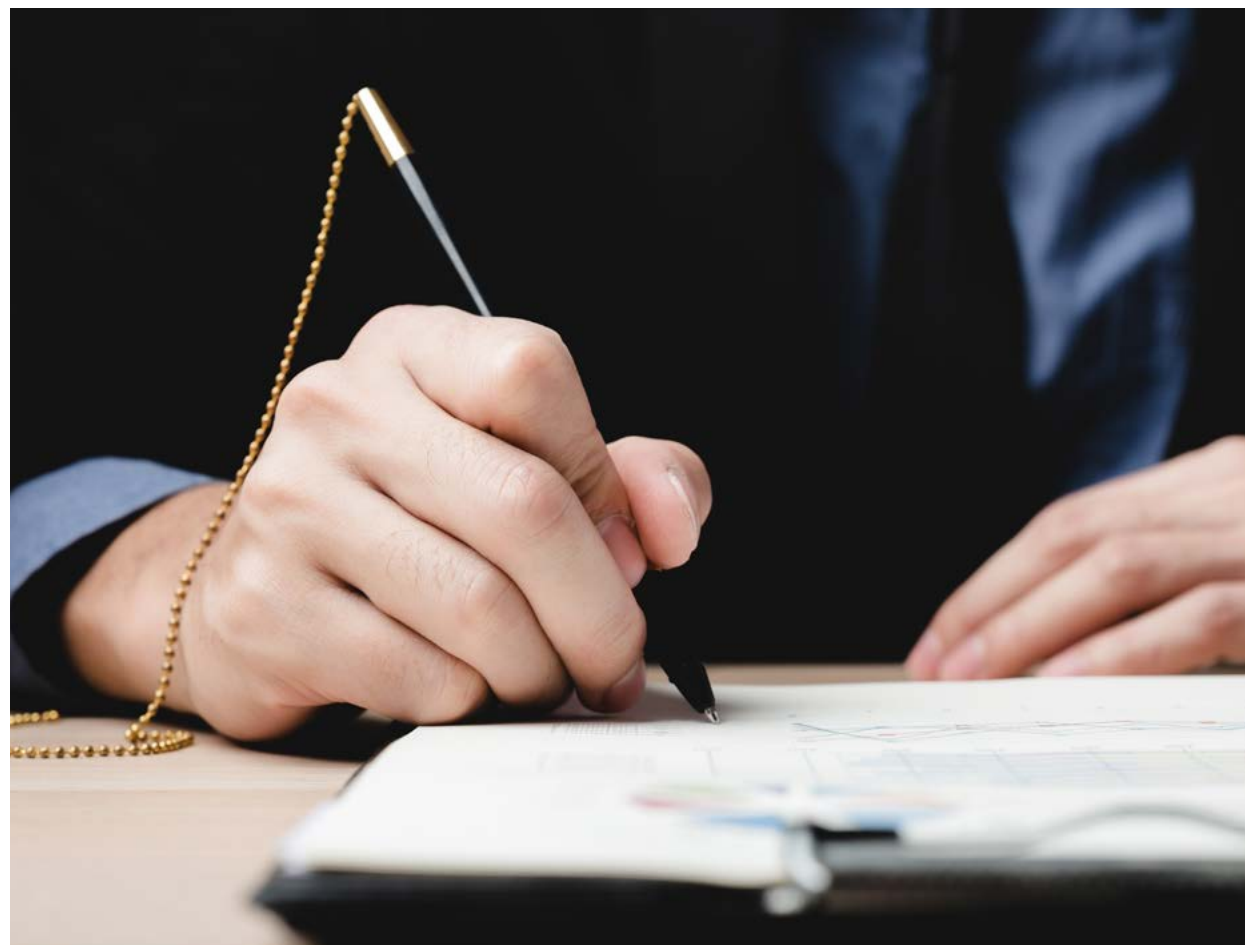
Source: Municipality of Querétaro. Directorate of Responsibilities of the Internal Control Body, 2022.



During 2021, all reprimand sanctions to public officials were made as a reprimand, as shown in the information in the following table:

SANCTIONS AND RESOLUTIONS ISSUED, 2021.	
TYPE OF SANCTION	NUMBER OF SANCTIONS
Reprimand	37
Removal	-
Disqualification	-
Suspension	-
<b>TOTAL</b>	<b>37</b>

Source: Municipality of Querétaro. Internal Control Body, 2022.

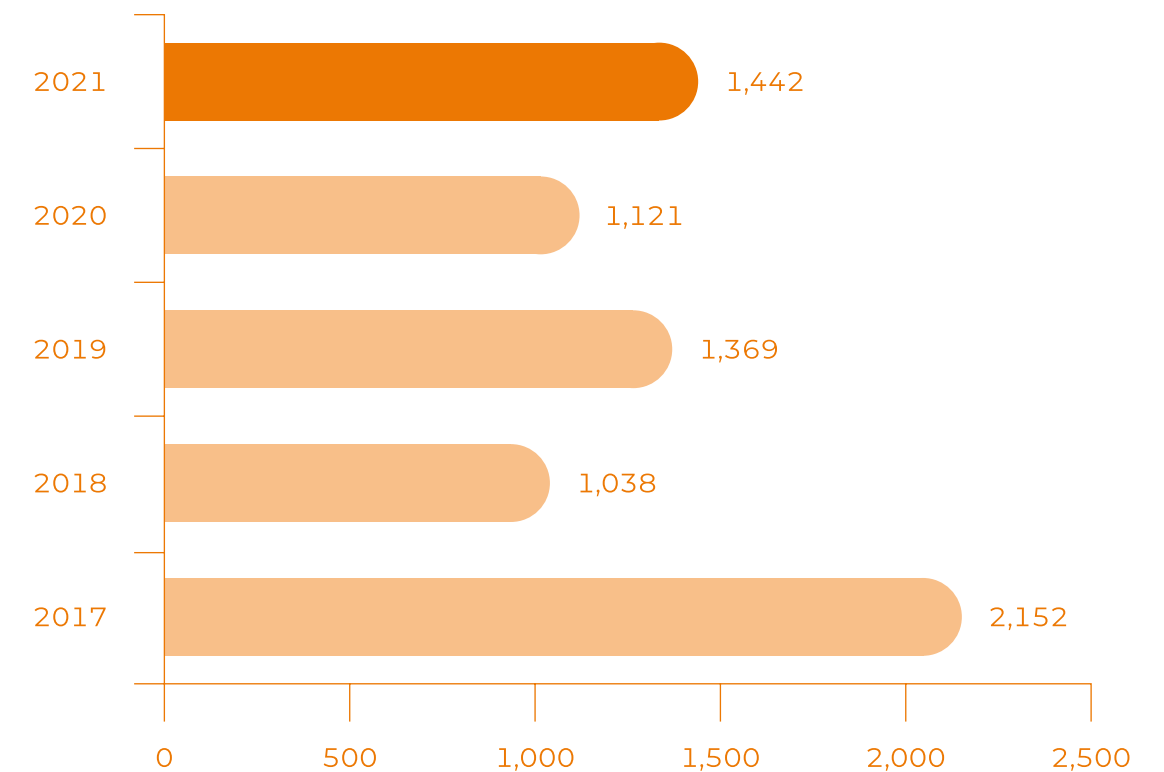


## 5.4 Transparency and access to public information unit

This agency is in charge of receiving and processing requests for access to information, managing requirements made to the agencies and the necessary notifications to citizens. It handles appeals for review filed with the State Commission for Transparency and Access to Public Information of the State of Querétaro, and trains municipal public officials on the subject.

In 2021, information requests increased by almost 30% over the previous year. These are entered through the National Platform for Government Information (INFOMEX), which issues a unique folio for follow-up and promises a response within 20 business days. The complete information is shown in the following table:

### REQUESTS RECEIVED BY THE MUNICIPAL TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION UNIT, 2017-2021.



Source: Municipality of Querétaro. Transparency and Access to Public Information Unit, 2022.

The agency with the highest number of requests was the Ministry of Sustainable Development with 549 of the total. The following table provides detailed information:

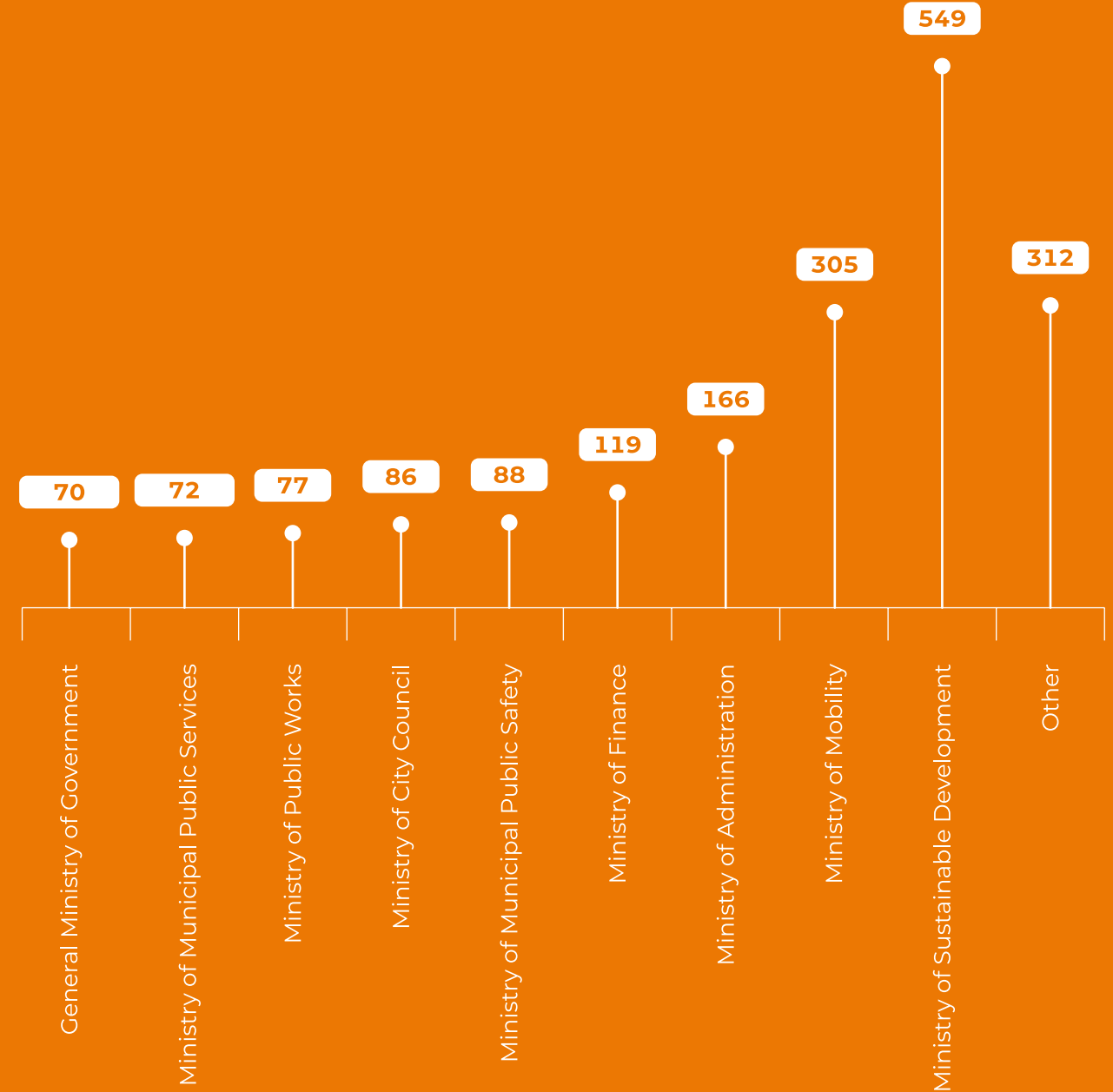
**INFORMATION REQUEST REQUIREMENTS, 2021<sup>1</sup>.**

AGENCY	NUMBER OF REQUIREMENTS	PERCENTAGE (%)
Legal Counseling	18	1.0
Coordination of the Presidency Agenda	39	2.1
Coordination of Delegations and Decentralized Institutes	24	1.3
Cabinet Coordination	21	1.1
Coordination of tours	9	0.5
Coordination of the Municipal Presence Office	14	0.8
Coordination of Public Relations and Inter-Institutional Relations	5	0.3
General Coordination of Social Communication	30	1.6
Head of the Office of the Municipal Presidency	6	0.3
Internal Control Body	51	2.8
Councilmen	4	0.2
Ministry of Administration	166	9.0
Ministry of Culture	14	0.8
Ministry of Human and Social Development	43	2.2
Ministry of Sustainable Development	549	29.8
Ministry of Finance	119	6.5
Ministry of Citizen Management	18	1.0
Ministry of Mobility	305	16.5
Ministry of Public Works	77	4.2
Ministry of Municipal Public Safety	88	4.8
Ministry of Municipal Public Services	72	3.9
Ministry of Tourism	5	0.3
Ministry of City Council	86	4.7
General Ministry of Government	70	3.7
Private Secretary	11	0.6
<b>TOTAL</b>	<b>1,844</b>	<b>100.0</b>

Source: Municipality of Querétaro. Transparency and Access to Public Information Unit, 2022.

<sup>1</sup> Requests are counted to a single instance and requirements can be to more than one agency.

**AGENCIES WITH THE HIGHEST NUMBER OF INFORMATION REQUIREMENTS, 2021.**



Source: Municipality of Querétaro. Transparency and Access to Public Information Unit, 2022.



## 5.5 City Council

It is the administrative body of the municipal government that bases its guidelines on the Political Constitution of the United Mexican States and is represented by a mayor who personifies the highest institutional command on a municipal level.

The state of Querétaro is directed by a governor and 18 mayors. Each municipality establishes its number of legal representatives in accordance with Article 115 of the Political Constitution of the United Mexican States: "The states will adopt for their internal regime the republican, representative, democratic, secular and popular form of government, based on their territorial division and their political and administrative organization, in the free municipality."

The municipality of Querétaro, on the other hand, has 13 council members and 2 trustees who legally represent it, completing a staff of 16 officials involved in its management. The councilors have the obligation to participate, represent and preside over 2 (and up to a maximum of 6) Permanent and Temporary Opinion Commissions, as dictated by the Municipal Organic Law of the State of Querétaro.

The City Council of Querétaro conducts different meetings, mostly public, of the Municipal Council. Regular meetings are carried out periodically 2 times per month, and special meetings are carried out as many times as necessary. Solemn sessions are held when the members of the new City Council take an oath; government reporting; and visits by the President of the Republic, Governor, representatives of the Executive, Legislative or Judicial Branch and, in general, distinguished personalities.

MEETINGS HELD BY THE CITY COUNCIL, 2020 AND 2021.

TYPE OF MEETING	2020	2021
Regular	24	24
Special	6	5
Solemn	2	8
<b>TOTAL</b>	<b>32</b>	<b>37</b>

Source: Municipality of Querétaro. City Council Ministry, 2022.

In 2021, 4 new municipal regulations were implemented, and 8 existing ones were reformed. The following tables provide detailed information:

NEW MUNICIPAL REGULATIONS, 2021.

No.	REGULATION	GAZETTE	DATE
1	Regulation of the Committee for the Comprehensive Care of People Living on the Street in the Municipality of Querétaro	No. 78 Volume I	March 2
2	Internal Regulations of the Ministry of Culture	No. 78 Volume I	March 2
3	Regulation of the Municipal Institute of Women of Querétaro	No. 92 Volume II	September 21
4	Regulation of the Legal Department of the Municipality of Querétaro	No. 93 Volume II	September 30

Source: Municipality of Querétaro. City Council Ministry, 2022.



## 5.6 Public resources

### AGREEMENTS REGARDING MUNICIPAL AGREEMENTS, 2021.

No.	AGREEMENTS	MUNICIPAL GAZETTE	DATE
1	Agreement Amending Various Articles of the Regulations of the Municipal System of Substantive Equality Between Women and Men and to Prevent, Address, Punish and Eradicate Violence Against Women	No. 89	August 3
2	Agreement That Reforms Various Articles of the Regulation of Administrative Justice for the Municipality of Querétaro	No. 85 Volume I	June 1
3	Agreement that Reforms the Internal Regulation of the Ministry of Mobility of the Municipality of Querétaro	No. 92 Volume II	September 21
4	Agreement amending Various Provisions of the Organic Regulations of the Ministry of Public Security of the Municipality of Querétaro	No. 92 Volume II	September 21
5	Agreement reforming various articles of the Urban Image Regulation of the Municipality of Querétaro	No. 92 Volume III	September 21
6	"Agreement amending Article 17 of the Regulation for the Simplification of Procedures of the Municipality of Querétaro de Querétaro"	No. 93 Volume I	September 30
7	Agreement amending various provisions of the Regulations for the Operation of Commercial Establishments in the Municipality of Querétaro	No. 93 Volume I	September 30
8	Agreement that Reforms Various Provisions of the Internal Regulations of the City Council of the Municipality of Querétaro	No. 93 Volume I	September 30

Source: Municipality of Querétaro. City Council Ministry, 2022.



The Municipal Public Administration is committed to maintaining healthy public finances and preserving an economic balanced budget and stability through an open transparent government and strict accountability.

With these actions, the Municipality of Querétaro complies with article 60 of the General Law of Government Accounting publishing on the website [www.municipiodequeretaro.gob.mx](http://www.municipiodequeretaro.gob.mx) the documents provided in the legal ordinances in the initiative of the Revenue Law, the Expenditure Budget Project and other applicable regulations.

The total income of the Municipality amounted to 6,563,728,244.05 pesos at the end of fiscal year 2021, from which 58.9% were own income, 22.1% from federal participations, 11.3% from federal contributions and 7.7% obtained from agreements.

Making a comparison between the capture of own income, participations and contributions in 2021 with respect to 2020, a growth of 11.2% is observed. The detailed information is shown in the following table:

### INCOME OF THE MUNICIPALITY OF QUERÉTARO 2020 AND 2021.

CONCEPT	2020 INCOME (PESOS)	PERCENTAGE (%)	2021 INCOME (PESOS)	PERCENTAGE (%)
<b>OWN INCOME + HOLDINGS AND CONTRIBUTIONS</b>	<b>5,903,579,305.85</b>	<b>100.0</b>	<b>6,563,728,244.05</b>	<b>100.0</b>
<b>TOTAL OWN INCOME</b>	<b>3,484,024,369.29</b>	<b>59.0</b>	<b>3,863,949,741.63</b>	<b>58.9</b>
Taxes	2,643,224,648.74	75.9	3,031,735,777.12	46.2
Fees	547,521,853.09	15.7	539,725,772.52	8.2
Products	121,035,788.74	3.5	88,803,411.29	1.4
Public use taxes	172,242,078.72	4.9	203,684,780.70	3.1
<b>TOTAL FEDERAL HOLDINGS</b>	<b>1,352,759,538.00</b>	<b>23.0</b>	<b>1,452,862,411.00</b>	<b>22.1</b>
<b>TOTAL FEDERAL CONTRIBUTIONS</b>	<b>716,037,159.94</b>	<b>12.1</b>	<b>742,851,897.84</b>	<b>11.3</b>
<b>AGREEMENTS</b>	<b>348,493,450.32</b>	<b>5.9</b>	<b>502,300,000.00</b>	<b>7.7</b>
<b>TOTAL INCENTIVES ARISING FROM TAX COLLABORATION</b>	<b>2,264,788.30</b>	<b>0.0</b>	<b>1,764,193.58</b>	<b>0.0</b>

Source: Municipality of Querétaro, Ministry of Finance, 2022.



Expenses, meanwhile, reached 6,147,645,496.27 pesos. The classification according to the type of expense and its percentage distribution is shown in the following comparative table between 2020 and 2021:

EXPENSES OF THE MUNICIPALITY PER EXPENDITURE CONCEPT 2020 AND 2021.				
CONCEPT	2020 EXPENSES (PESOS)	PERCENTAGE DISTRIBUTION (%)	2021 EXPENSES (PESOS)	PERCENTAGE DISTRIBUTION (%)
Individual services	1,628,834,779.06	23.9	1,615,647,170.25	26.3
Materials and supplies	404,571,866.50	5.9	348,931,432.93	5.7
General services	1,457,964,818.74	21.4	1,495,511,994.94	24.3
Transfers, allowances, subsidies and other aids	566,480,016.83	8.3	753,192,157.28	12.3
Movable, immovable and intangible property	248,381,292.84	3.8	149,377,966.54	2.4
Public investment	2,368,634,014.35	34.8	1,695,234,045.97	27.5
Public debt	128,815,278.71	1.9	89,750,728.36	1.5
<b>TOTAL</b>	<b>6,803,682,067.03</b>	<b>100.0</b>	<b>6,147,645,496.27</b>	<b>100.0</b>

Source: Municipality of Querétaro, Ministry of Finance, 2022.

The Ministry of Finance reported that, in 2021, Moody's Investors Service evaluated the credit profile of the Municipality of Querétaro as Baa1/Aa1.mx negative, a rating that reflects strong management practices, very low debt levels, and high levels of liquidity and operating margins. This shows that, despite the pandemic, a solid and debt-free operating balance was maintained.

According to the rating agency, 3 credit strengths stand out:

1. High economic dynamism and high generation of own income.
2. Strong operating balances, ample liquidity levels and very low debt levels.
3. Good administration and internal governance practices.

As a credit challenge, Moody's Investors Service points out unfunded pension liabilities.

For its part, the rating agency Standard & Poor's assigned in January 2021 the BBB/Negative rating on a global scale for the Municipality of Querétaro, and -CaVal- mxAA+/Stable/ on a national scale. This reflects the excellent fiscal space to maneuver in the midst of the economic crisis thanks to the prudent financial policies of the municipal administration.





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