

Querétaro 2021

Municipal Economic Yearbook

Axis 2:
Prosperous municipality



QUERÉTARO
— MUNICIPIO —



La DIFERENCIA
se siente
Municipio de Querétaro

Axis 2

Prosperous municipality



QUERÉTARO
— MUNICIPIO —



2. Prosperous municipality



ORDERLY CITY

2.1 Urban development and housing	05	2.9 Communication and transport	88
· Urban planning and infrastructure	05	· Road infrastructure	88
· Municipal Planning Institute	06	· Querétaro bus terminal	90
· Hopusing	07	· Intercontinental airport of Querétaro (AIQ)	92
· Funding for housing	09	· Postal and telegraphic service	95
2.2 City mobility	10	· Public transport in the municipality	96
· Municipal bike lane network program	12	· Media	97
· QROBICI program	12	· Internet in the city	98
· Free school transportation program	13	2.10 Agricultural production	100
· Programs in response to the public health contingency, COVID-19	14	· Agricultural programs	100
ECONOMIC DEVELOPMENT		2.11 Regulatory improvement for the industry	106
2.3 Competitiveness	16		
· Economic indicators	16		
· Industrial parks	34		
2.4 Work environment and job placement services	36		
2.5 Internal trade	45		
· Municipal operating licenses	46		
· Commercial infrastructure	53		
· Indicators of commercial establishments	58		
2.6 Foreign trade	60		
· Trade balance	63		
· Foreign Direct Investment	66		
· Inland customs	68		
2.7 Financial services	72		
· Commercial banking	72		
· Institutions for savings and low-income credits	75		
2.8 Tourism	78		
· Gastronomy	78		
· Historic Center	80		
· Festivities	84		
· Touristic infrastructure	85		
· Business tourism	87		

2.1 Urban development and housing

URBAN PLANNING AND INFRASTRUCTURE

It is essential to establish standards and principles for the planning, construction, development, management and improvement of urban areas through various national policies, and planning and design regulations. In this way, cities will follow the necessary strategies to eradicate problems that are common to urbanization processes and ensure the sustainable functioning of the entity.

The Municipality of Querétaro has several instruments for city planning and ecological ordering that, together, seek to balance the impact between productive use and urbanization.

Investment in infrastructure and equipment exceeded 1,326 million pesos during 2020, proof of this was the realization of 137 works at the municipal level. The districts that benefited the most were Santa Rosa Jáuregui with 18.9% of the total works; Epigmenio González Flores 18.2%; Félix Osos Sotomayor and Josefa Vergara y Hernández, 15.3% each; and 47.6% corresponded to the rest of the districts and to works that covered more than one of them.

PUBLIC WORKS EXECUTED PER DISTRICT, 2020.		
DISTRICT	NUMBER OF WORKS	INVESTMENT (PESOS)
Centro Histórico	16	98,753,493.8
Epigmenio González Flores	25	69,362,623.7
Felipe Carrillo Puerto	9	126,636,865.4
Félix Osos Sotomayor	21	99,653,998.5
Josefa Vergara y Hernández	21	237,433,431.2
Santa Rosa Jáuregui	26	94,070,877.3
Villa Cayetano Rubio	5	67,974,872.3
Otras ¹	14	532,648,806.5
TOTAL	137	1,326,534,968.7

Source: Municipality of Querétaro, Ministry of Public Works, 2021.
¹Refers to works that cover different districts.

MUNICIPAL PLANNING INSTITUTE (IMPLAN).

In an effort to achieve long-term urban prosperity, in 2020 (IMPLAN for its Spanish acronym) carried out a citizen consultation that allowed for the identification of challenges from a collective and inclusive perspective. The creation of the Querétaro 2050 Plan was a result of this research.

To this end, virtual workshops were held — 5 of them with 34 municipal links — to validate the lines of action contained in the 50 programs that constitute the master plan projected for 2050. To define the best implementation route, one more workshop, which involved 9 instances of civil society and experts from the academic sector, was conducted.

During the same period, the presentation of the Querétaro 2050 Plan began on social networks and public interest sites through infographics showing the evolution of population growth in the municipality and its urban area from 1970 to 2019.

The updating of 140 maps was part of the updating action —including metropolitan, municipal, district and monuments area— that are available for consultation and download on the IMPLAN website: <http://implanqueretaro.gob.mx/ciet-informacion-geografica/ciet-mapoteca>.

Faced with the health emergency due to the spread of the COVID-19 disease, the IMPLAN, with feedback from the Institute of Geography of the National Autonomous University of Mexico (INEGI for its Spanish acronym), created an index of priority attention for the neighborhoods of the municipality of Querétaro, obtaining the following indicators:

1. Neighborhoods with high densities and, therefore, more susceptible to contagion.
2. Neighborhoods with a large population over 60 years of age and at higher risk of mortality.
3. Neighborhoods where the population has great need to continue working or going to work.
4. Neighborhoods with high population density that is working.

This was possible thanks to the collaboration of the Municipal Development Planning Committee (COPLADEM for its Spanish acronym) through the georeferencing data of the food support allocations granted by the municipality through the Ministry of Human and Social Development.



For its part, the Department of Land Use issued 9,465 procedures related to municipal urban development.

HOUSING

The Municipality of Querétaro, with the support of the Urban Development Department, consolidated the commitment to an orderly, sustained and equitable growth during 2020, with administrative actions and regularization of land use with a total of 23,257 procedures attended.

AUTHORIZATION OF URBAN PROCEDURES IN THE MUNICIPALITY, 2020.

PROCEDURE	2019	2020
Billboards	1,237	1,355
Ruling on land use	2,625	2,170
Ruling on land use and/or feasibility for opening businesses	862	567
Feasibility of line of business	2,683	1,841
Land use report	1,459	1,187
Construction license	3,169	2,560
Express construction license	39	12
Breaking of pavement license	136	111
Official number	11,668	11,528
Conclusion of works	2,646	1,926
TOTAL	26,524	23,257

Source: Municipality of Querétaro. Department of Urban Development, 2021.

LAND USE PROCEDURES OF MUNICIPAL URBAN DEVELOPMENT, 2020.

PROCEDURES	AMOUNT
Ruling on land use	2,170
Ruling on land use and/or feasibility for opening businesses	567
Feasibility of line of business	1,841
Land use report	1,187
SAREDUF ¹	777
SAREFG ²	2,908
SATIDUF ³	15
TOTAL	9,465

Source: Municipality of Querétaro. Directorate of Urban Development, 2021.
¹SAREDUF: Expedite Business Start-up System, Ruling on Land Use, Feasibility of Line of Business and Operating License.
²SAREFG: Expedite Business Start-up System, Feasibility of Line of Business and Operating License.
³SATIDUF: System for Streamlining Industry Procedures, Ruling on Land Use, Feasibility of Line of Business and Operating License.

Construction licenses authorize owners and public or private entities to carry out construction, expansion, modification, repair, demolition, building and installation activities on land located in municipal territory.

During 2020, 2,572 construction licenses were issued, 12 of them in the express modality. Out of all the procedures, 82.5% of them were for housing, 14.8% for commerce and services, and 2.7% for industry.



MUNICIPAL CONSTRUCTION LICENSES, 2020.	
LICENSE	AMOUNT
Residential	1,441
Popular housing	567
Commerce and services	380
Countryside residential housing	113
Industrial	71
TOTAL	2,572

Source: Municipality of Querétaro. Department of Urban Development, 2021.
Note: Includes Express Construction Licenses.

During 2020, new development stages were authorized for 3 subdivision complexes in the districts of Santa Rosa Jáuregui, Felipe Carrillo Puerto and Josefa Vergara y Hernández. The projects included the division of land into plots for commerce and services in the municipality, and represented a real increase of 157.5% of its area in square meters.

CREATION OF NEW SUBDIVISION COMPLEXES AND/OR EXTENSION DURING THEIR DEVELOPMENT STAGES 2019 AND 2020.				
DISTRICT	2019		2020	
	SUBDIVISION COMPLEXES	SURFACE (SQUARE METERS)	SUBDIVISION COMPLEXES	SURFACE (SQUARE METERS)
Epigmenio González Flores	1	341,128	-	-
Felipe Carrillo Puerto	1	44,833	1	951,538
Josefa Vergara y Hernández	-	-	1	32,517
Santa Rosa Jáuregui	-	-	1	9,925
TOTAL	2	385,961	3	993,980

Source: Municipality of Querétaro. Department of Urban Development, 2021.

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 2020, 4,723 loans were authorized to benefit that same number of families. The authorized financial resources amounted to 3,368,000 thousand pesos.

INFONAVIT CREDITS IN THE MUNICIPALITY, 2020.	
CATEGORY	2020
Authorized credits	4,723
Authorized resources (millions of pesos)	3,368.74
Number of benefitted families	4,723

Source: The Institute of the National Housing Fund for Workers (INFONAVIT), 2021.



2.2 City mobility

Along with urban growth, the need for mobility according to the new challenges and objectives is also increasing. For the Municipality of Querétaro this has always been a central subject, and 2020 was no exception. The competitiveness of the city requires, among other things, that citizens move expeditiously in order to carry out their daily activities. Hence the need for safe, quality, accessible, affordable, sustainable, innovative, convenient and sufficient transportation.

CENTER FOR CENTRALIZED CONTROL AND ADAPTIVE TRAFFIC LIGHT SYSTEM

It is an organization that works to improve and guarantee the operation of 250 intersections of the municipal road network with traffic light installations. In 2020, the control center adjusted its working logistics so as not to stop its activities during the public health contingency arising from the spread of the COVID-19 disease.

Among the actions implemented by the Department of Traffic Light Installation of the Ministry of Mobility during the period, 3 of them stood out:

1. **Improve travel times in motorways with traffic lights.** The scheduled periods were optimized in the following avenues: Constituyentes, Pasteur, Corregidora and Paseo Querétaro, achieving an overall decrease of 20.0% in the duration of the journeys.
2. **Modernization of traffic lights and installation of cameras with 360° view.** The Traffic Management System was implemented in the Traffic Management Center (CDGT for its Spanish acronym), 16 intersections were enabled for the operation of traffic light installation controllers. 11 cameras with 360° view were installed to process vehicle movement information and monitor the operation of the intersection.
3. **Installation of solar panels and power backup.** An action that was possible thanks to an agreement with the Autonomous University of Querétaro (UAQ for its Spanish abbreviation), which developed the prototype installation to guarantee the safety of public motorway users. The installations were implemented in the 50 intersections that showed the highest incidence of power failures.

The Ministry of Mobility, through the Department of Traffic Operation, implemented 3 campaigns called "Safe Speed", each with their respective actions:

1. Fines.

- Fines were issued as of July 13th, 2020, in order to protect the integrity of pedestrians, cyclists and drivers. The action seeks to raise awareness and respect for what is established among motorists and thus reduce fatal accidents.

At the end of the year 7,832 fines were issued by mobility agents in the main avenues: Paseo Querétaro, Prolongación Tecnológico, Prolongación Bernardo Quintana and Espuelas del Ferrocarril.

- As of September 8th, 2020, the Cargo Transport Registry was implemented, with which 1,073 recommendations were given to carriers on the side road of 5 de Febrero Avenue, near the neighborhood Colonia Obrera, in both directions.

2. Traffic Ops and Road Devices.

- Road support was provided once the public works on the avenues of Viaducto Poniente and Avenida Pie de la Cuesta began, in order to manage vehicle traffic and protect the safety of pedestrians and cyclists.

3. Removal of Objects from Public Roads.

- In the same year 3,841 objects were placed at the disposal of the Municipal Civic Judge who determined their final destination through the sanctions in terms of the Administrative Justice Regulations for the Municipality of Querétaro.



MUNICIPAL BIKE-LANE NETWORK PROGRAM

In 2020, 232 neighborhoods were connected by 275.0 km of the municipal network of lanes built exclusively for bicycles.



QROBICI PROGRAM

In order to provide support against the problems arising from the pandemic, the Municipality of Querétaro offered a free bicycle service for 2,291 users and 12,666 trips, from August 17th until the end of 2020, as shown in the following table:

MUNICIPAL BIKE-LANE NETWORK, 2020.	
DISTRICT	CONNECTED NEIGHBORHOODS
Centro Histórico	76
Epigmenio González Flores	33
Felipe Carrillo Puerto	25
Félix Osores Sotomayor	39
Josefa Vergara y Hernández	32
Santa Rosa Jáuregui	15
Villa Cayetano Rubio	12
TOTAL	232

Source: Municipality of Querétaro. Ministry of Mobility, 2021.

QROBICI PROGRAM, 2020.		
MONTH	REGISTRY	TRIPS
August	754	1,896
September	681	3,596
October	418	3,189
November	251	1,970
December	187	2,015
TOTAL	2,291	12,666

Source: Municipality of Querétaro. Ministry of Mobility, 2021.

PROGRAM FOR SCHOOLS FOSTERING SUSTAINABLE MOBILITY

The action was only carried out from January to March 2020 due to the suspension of face-to-face classes derived from the pandemic, with only the following records:

SCHOOLS OF THE MUNICIPALITY OF QUERÉTARO FOSTERING SUSTAINABLE MOBILITY, 2020.					
EDUCATIONAL LEVEL	TRAINED SCHOOLS	TRAINING SESSIONS CONDUCTED	TRAINED STUDENTS	TRAINED TEACHERS	TRAINED PARENTS
Elementary	1	36	615	1	36
Middle School	1	56	599	-	87
TOTAL	2	92	1,214	1	123

Source: Municipality of Querétaro. Ministry of Mobility, 2021.

FREE UNIVERSITY TRANSPORTATION PROGRAM

Activities related to this proposal were also reduced due to the mobility restrictions resulting from the pandemic. Still, 19,455 transfers were possible between January and March of the same year.

FREE SCHOOL TRANSPORTATION PROGRAM

As in the case of support to university students, the program had to interrupt its service, but not before carrying out 455,617 transfers in the aforementioned period.



PROGRAMS IN RESPONSE TO THE PUBLIC HEALTH CONTINGENCY, COVID-19

The Ministry of Mobility made adjustments in the logistics of its work activities so as not to stop any activity and continue providing support to the citizens.

Mobility officers were commissioned to provide roadway support at the General Hospital of Querétaro, monitoring areas susceptible to crowds and inducing social distancing and a safe distance between individuals. Support was also provided for the delivery of packages with basic foods from the Economic Support Program.

The staff of the Temporary Occupation Program 2020 was trained in matters and activities pertaining to vehicle capacity, origin-destination mobility surveys, installation of vertical signage of traffic directions, execution of environmental impact opinions, administrative support, cleaning and maintenance of vertical signage and infrastructure.

The installation of restrictive parking signs in shopping centers, markets and roads that could present accumulations was planned and launched in coordination with the municipal and state authorities of the Ministry of Public Security and Civil Protection.

6 programs were carried out to deal with the public health contingency:

1. **Bringing You Closer Program** (*Acercándote*): 21 units and 6 routes to complete 39,754 transfers in December 2020 alone
2. **Route for Health Program** (*Ruta por la Salud*): 14 units and 13 routes to complete 56,635 transfers for the benefit of 306 people from April to December 2020.
3. **Vigilant Citizen Program** (*Vigilante Ciudadano*): 7 units and 103,736 people involved.
4. **Sanitization Brigades**: 11,800 benefited from April to June 2020.
5. **Hércules Free Transport**: 6 active units from Monday to Saturday to complete 64,827 transfers in December 2020.
6. **Night Transport**: 906 transfers to the Pie de la Cuesta, Satélite and Lomas de Casa Blanca neighborhoods in December 2020.



2.3 Competitiveness

ECONOMIC INDICATORS

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

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

As a result of the complexity in assessing the competitiveness of economies on macro and micro scales, various agencies and public and private institutions aim to analyze information and publish measurements and rankings that help facilitate its understanding.

The Mexican Institute for Competitiveness (IMCO, for its Spanish acronym) has designed studies that allow the establishment of analysis parameters at both, state and metropolitan levels.

The State Competitiveness Index (ICE, for its Spanish acronym) is the study that analyzes the 32 states of the country using 97 indicators categorized into 10 subindexes. Unlike the 2018 edition, the 2020 version did not establish a general classification but used a system where they assigned gold, silver and bronze medals to rate the performance of the states according to each of the subindexes.

Only 5 states of the country managed to obtain at least one gold medal, among them, Querétaro, which reached the maximum medal in 3 different subscripts: "Efficient and Effective Governments", "Efficient Factor Market" and "Innovation and Sophistication in Economic Sectors".

STATE COMPETITIVENESS INDEX, 2020.

STATE	GOLD	SILVER	COPPER
 México City	● ● ● ●	●	
 Querétaro	● ● ●		
 Chihuahua	●		
 Colima	●		
 Yucatán	●		
 Aguascalientes		● ●	●
 Campeche		● ●	
 Nuevo León		●	● ●
 Baja California Sur		●	●
 Coahuila		●	●

Source: Mexican Institute for Competitiveness (2020). State Competitiveness Index 2020. Retrieved from: www.imco.org.mx.

Regarding the "Efficient and Effective Governments" subindex that measures "the way in which state governments are able to positively influence the competitiveness of their entities," Querétaro obtained a rating of 76.9 out of 100 and it's the second consecutive occasion in which it takes the leading position. It is also worth mentioning that it was the second entity where a property can be most easily registered and, in the case of opening a business, the fifth.

MAP OF THE "EFFICIENT AND EFFECTIVE GOVERNMENT" SUBINDEX.



Source: Mexican Institute for Competitiveness (2020). State Competitiveness Index, 2020.

The "Efficient Factor Market" subindex, on the other hand, values labor effectiveness as one of the main factors in production. It takes into account income distribution and equal pay, as well as the development of skills and knowledge through training and progress in the education sector. Querétaro's rating in this case was 73.2 out of 100, ranking first nationwide for the fourth consecutive year. Particularly noteworthy are the indicators regarding foreign population with higher education, ranking second, and having positioned itself as the entity with the lowest wage inequality in the country.

MAP OF THE "EFFICIENT FACTOR MARKET" SUBINDEX.



Source: Mexican Institute for Competitiveness (2020). State Competitiveness Index, 2020.

Finally, in the "Innovation and Sophistication in the Economic Sectors" subindex, the rating obtained was 77.4 out of 100, obtaining the first position nationwide for the second consecutive year. In this case, it "considers the ability to generate and apply new knowledge, so it includes indicators related to the characteristics of companies, the research context and the generation of patents".

In this regard, three indicators are of the utmost importance:

- Querétaro received the highest number of patents filed by Mexicans residing in the state with 8.1 per 100,000 of the Economically Active Population (PEA, for its Spanish acronym).
- It registered the second highest number of companies and scientific and technological institutions with 62.5 per 100,000 of the PEA.
- It ranked third in the number of members of the National System of Researchers (SNI, for its Spanish acronym) with 93.7 per 100,000 of the PEA.

The IMCO also calculates the Urban Competitiveness Index (ICU, for its Spanish acronym) used to measure the "ability of Mexican cities to attract and retain talent and investments." The factor is comprised of 10 subindexes that group 70 indicators aimed at evaluating the performance of 73 cities in 392 municipalities of the Mexican Republic that concentrate 64.0% of the country's total population, 87.0% of the Gross Domestic Product (GDP) and 89.0% of gross fixed investment, according to information from the IMCO (2020).

During 2020 the ICU placed Querétaro within the group of cities with "more than 1 million inhabitants" listing it in the fifth position, that is, 2 levels below what was established in the 2018 report. It should be noted that, due to methodological modifications, the IMCO itself establishes that the comparison between the two editions is not conclusive in general terms.



URBAN COMPETITIVENESS INDEX, 2020. "CITIES WITH MORE THAN ONE MILLION INHABITANTS".		
CITY	RATING 2018	LEVEL
Valle de México	1	High
Monterrey	2	
Mérida	3	Adequate
Mexicali	4	
Querétaro	5	
San Luis Potosí	6	
Guadalajara	7	Medium-high
Aguascalientes	8	
León	9	
Juárez	10	

Source: Mexican Institute for Competitiveness (2020). Urban Competitiveness Index, 2020. Retrieved from: www.imco.org.mx.

For the purposes of this study, the city of Querétaro is composed of 5 municipalities: Querétaro, Corregidora, El Marqués, Huimilpan and Apaseo el Alto (Guanajuato); altogether they have 1,594,212 inhabitants. The aforementioned municipalities of Querétaro account for 64.6% of the total population of the state.

The subindexes that are analyzed for this classification and the position of the city of Querétaro in each of them are:

URBAN COMPETITIVENESS INDEX, 2020. "CITIES WITH MORE THAN ONE MILLION INHABITANTS".	
SUBINDEX	RATING 2018
Objective and Trustworthy Legal System	5
Sustainable Management of the Environment	10
Inclusive, Prepared and Healthy Society	10
Stable and Functional Political System	6
Efficient and Effective Governments	6
Factors Market	8
Stable Economy	4
World-class Precursor Sectors	8
Harnessing of International Relations	7
Sophistication and Innovation of Economical Sectors	6

Source: Mexican Institute for Competitiveness (2020). Urban Competitiveness Index, 2020. Retrieved from: www.imco.org.mx.

Another important factor that contributes to the measurement of the level of competitiveness of a city is the credit rating, which must be evaluated by agencies of international relevance. In this sense, the Municipality of Querétaro has maintained an excellent rating by them.

Moody's Investors Services once again ratified the entity's credit notes during 2020, granting it the "Aa1.mx" rating on a national scale and the "Baa1" globally.

In 2004 these credit ratings were granted for the first time to the Municipality of Querétaro and they were ratified in 2014 and from 2016 to 2020 since then, that is, on the 7 occasions that Moody's has evaluated the demarcation, it has been characterized by a stable government administration with very low debt levels, in addition to being considered as the state's economic and financial center.

For its part, Standard&Poor's also ratified the credit ratings of the Municipality of Querétaro. On a national scale it received "mxAA+" and "BBB" globally.

During 2020 both rating agencies decided to establish a "Negative" outlook. The change from "Stable" to "Negative" responds to the high dependence of local governments on federal transfers. This means that a subsequent review of Mexico's declining score could have a direct impact on the credit rating of the country's municipalities.

In turn, the Dutch consulting firm KPMG conducts a survey every year among executives of companies installed in Mexico, and the results are published in the report "Senior Management Perspectives in Mexico". For the 2020 edition, 1,036 leaders of different organizations were interviewed.

Out of the total interviewees, 45.0% said they had expansion plans for their businesses over the next 3 years. Querétaro ranked first among the surveyed executives' preferences with 29.0%, followed by Nuevo León and Jalisco, both with 24.0%, Mexico City 22.0% and Guanajuato 19.0%.

It should be noted that Querétaro has been chosen as the most attractive destination for companies and their managers for 7 consecutive years.

SENIOR MANAGEMENT PERSPECTIVES IN MEXICO, 2020.

CITY	2019 (%)	2020 (%)
Plans to expand operations	54.0	45.0
Querétaro	33.0	29.0
Nuevo León	27.0	24.0
Jalisco	27.0	24.0
Ciudad de México	23.0	22.0
Guanajuato	28.0	19.0

Source: KPMG, Senior Management Perspectives in Mexico, 2020.

SENIOR MANAGEMENT PERSPECTIVES IN MEXICO. (HISTORIC 2012 TO 2020).



Source: KPMG, Senior Management Perspectives in Mexico, 2020.

Also at an international level, Querétaro has achieved great recognition thanks to its growing economic activity and the strength of its economic sectors. This can be seen in the positions it obtained in the various rankings published by the intelligence section of the Financial Times newspaper.

The aforementioned was confirmed in the study "fDi's Global Cities of the Future 2021/22", where the city of Querétaro was recognized as the 8th city with the most "Economic Potential" in the world within the category of metropolis with less 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.		
RANKING	CITY	COUNTRY
1	Luxembourg	Luxembourg
2	Sohar	Oman
3	Gurgaon	India
4	Zürich	Switzerland
5	San Luis Potosí	Mexico
6	Wroclaw	Poland
7	Antwerp	Belgium
8	Querétaro	Mexico
9	Düsseldorf	Germany
10	Edinburg	Scotland

Source: FDI Intelligence, FDI's Global Cities of the Future, 2020/21.



Regarding the study "fDi American Cities of the Future 2019/20", for which 218 cities of the American continent were analyzed, Querétaro ranked 7th as the best Latin American city of the future.



FDI'S AMERICAN CITIES OF THE FUTURE 2019/20.		
BEST LATIN AMERICAN CITIES.		
RANKING	CITY	COUNTRY
1	Mexico City	Mexico
2	Sao Paulo	Brazil
3	Bogotá	Colombia
4	Santiago	Chile
5	Monterrey	Mexico
6	San José	Costa Rica
7	Querétaro	Mexico
8	Silao	Mexico
9	Tres Ríos	Costa Rica
10	Guadalajara	Mexico

Source: FDI Intelligence, FDI's American Cities of the Future, 2019/20.

The study classifies cities into the following categories: Big (Major), Big (Large), Medium (Mid), Small (Small) and Micro (Micro). Querétaro is in the 2nd category, that is, the one that groups the cities with a direct population of over 500,000 inhabitants and a metropolitan area between 1 and 2 million inhabitants.

In this category Querétaro got 5th place in the general analysis of the "Best Large Cities in America" and the 4th in "Economic Potential of Large Cities".

BEST LARGE CITIES IN AMERICA (GENERAL).		
RANKING	CITY	COUNTRY
1	Seattle	United States
2	Vancouver	Canada
3	San José	United States
4	Orlando	United States
5	Querétaro	Mexico
6	Cincinnati	United States
7	Portland	United States
8	Saint Louis	United States
9	Nashville	United States
10	Denver	United States

Source: FDI Intelligence, FDI's American Cities of the Future, 2019/20.

ECONOMIC POTENTIAL OF LARGE CITIES		
RANKING	CITY	COUNTRY
1	Vancouver*	Canada
2	San José	United States
3	Vancouver*	Canada
4	Querétaro	Mexico
5	San Luis Potosí	Mexico
6	Ciudad Juárez	Mexico
7	Aguascalientes	Mexico
8	Portland	United States
9	Denver	United States
10	Mexicali	Mexico

Source: FDI Intelligence, FDI's American Cities of the Future, 2019/20.
*Ranking originally duplicated from the source of information.



Another published study was the "fDi Latin American States of the Future 2018/19", in which Querétaro ranked 5th out of 171 state entities analyzed in the Latin American region.

FDI'S LATIN AMERICAN CITIES OF THE FUTURE 2018/19.

BEST LATIN AMERICAN STATES (GENERAL).

RANKING	STATE	COUNTRY
1	Sao Paulo	Brazil
2	Buenos Aires	Argentina
3	Mexico City	Mexico
4	Nuevo León	Mexico
5	Querétaro	Mexico
6	Distrito Capital	Colombia
7	M. de Santiago	Chile
8	Guanajuato	Mexico
9	Rio de Janeiro	Brazil
10	Jalisco	Mexico

Source: FDI Intelligence, FDI's American Cities of the Future, 2019/20.

In general, in the different indicators considered, Querétaro obtained positive positions, particularly in the indexes of "Economic Potential" and "Friendliness to do business".

ECONOMIC POTENTIAL OF LATIN AMERICAN STATES OF THE FUTURE.

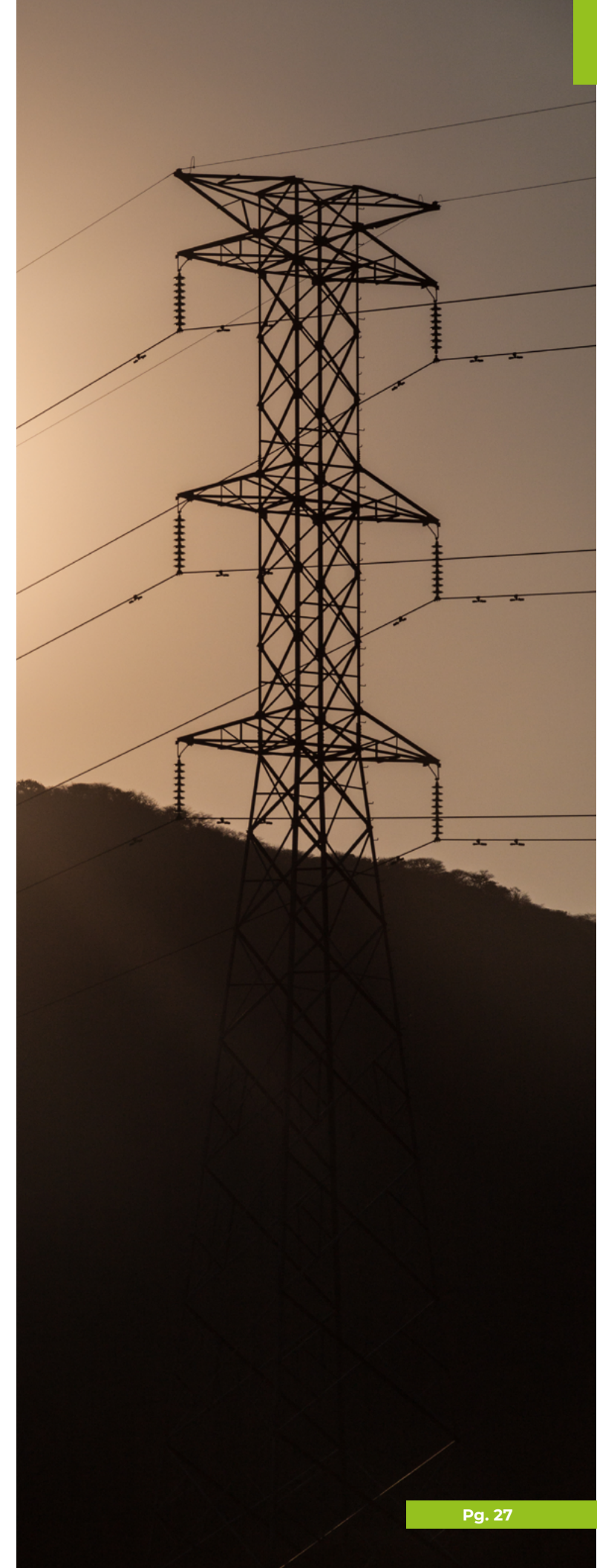
RANKING	STATE	COUNTRY
1	Sao Paulo	Brazil
2	Querétaro	Mexico
3	Autonomous City of Buenos Aires	Argentina
4	Nuevo León	Mexico
5	Mexico City	Mexico
6	Distrito Capital	Colombia
7	Metropolitana de Santiago	Chile
8	Guanajuato	Mexico
9	Rio de Janeiro	Brazil
10	Jalisco	Mexico

Source: FDI Intelligence, FDI's Latin American States of the Future, 2018/19.

FRIENDLINESS TO DO BUSINESS IN SOUTH AMERICAN STATES.

RANKING	STATE	COUNTRY
1	Sao Paulo	Brazil
2	Distrito Capital	Colombia
3	Nuevo León	Mexico
4	Guanajuato	Mexico
5	Querétaro	Mexico
6	Coahuila	Mexico
7	Baja California	Mexico
8	Jalisco	Mexico
9	Metropolitana de Santiago	Chile
10	Chihuahua	Mexico

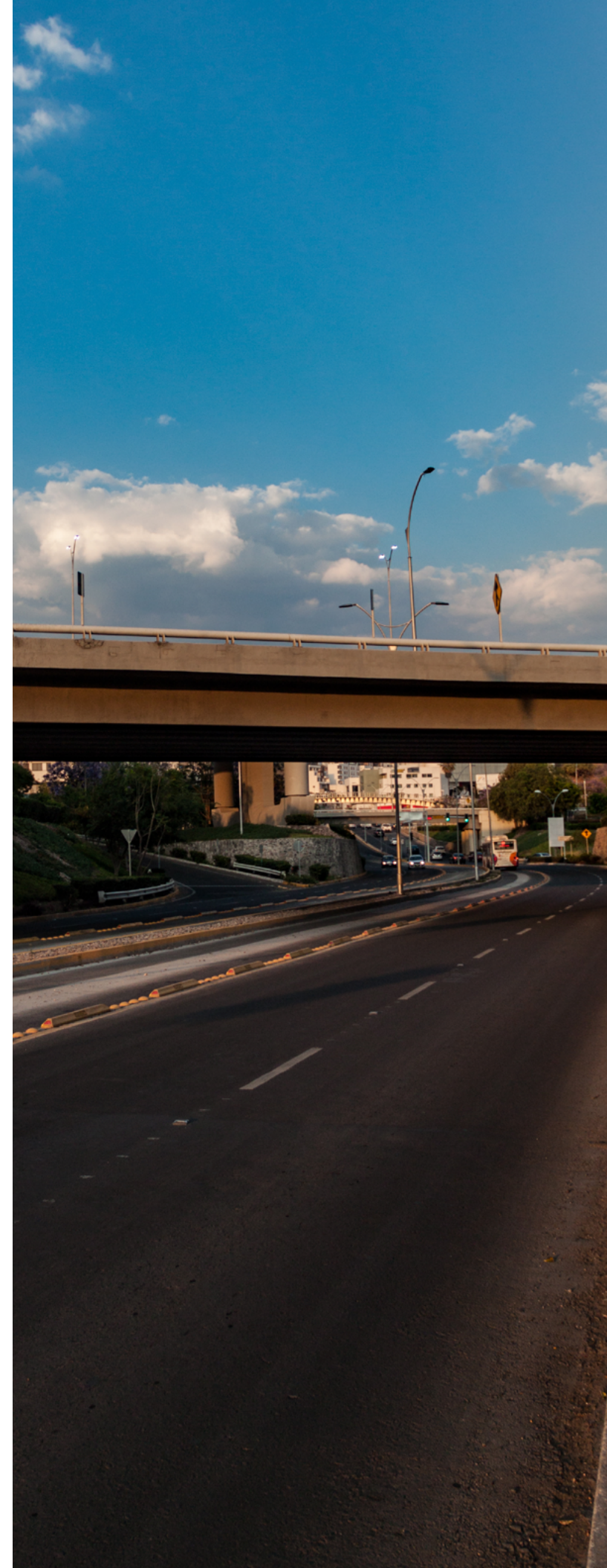
Source: FDI Intelligence, FDI's Latin American States of the Future, 2018/19.



Based on its classification as a Big (Large) entity in this same ranking, Querétaro appears as the 2nd best Latin American state in the general analysis, standing out especially in the "Economic Potential" and "Friendliness to do business" categories in which it ranks first place.

LARGE STATES IN LATIN AMERICA. (GENERAL)		
RANKING	STATE	COUNTRY
1	Autonomous City of Buenos Aires	Argentina
2	Querétaro	Mexico
3	Coahuila	Mexico
4	Baja California	Mexico
5	Chihuahua	Mexico
6	San Luis Potosí	Mexico
7	Quintana Roo	Mexico
8	Santa Fe	Argentina
9	Sonora	Mexico
10	Atlántico	Colombia

Source: FDI Intelligence, FDI's Latin American States of the Future, 2018/19.



FRIENDLINESS TO DO BUSINESS IN LARGE LATIN AMERICAN STATES.		
RANKING	STATE	COUNTRY
1	Querétaro	Mexico
2	Coahuila	Mexico
3	Baja California	Mexico
4	Chihuahua	Mexico
5	Autonomous City of Buenos Aires	Argentina
6	San Luis Potosí	Mexico
7	Valparaíso	Chile
8	Cundinamarca	Colombia
9	Atlántico	Colombia
10	Biobío	Chile

Source: FDI Intelligence, FDI's Latin American States of the Future, 2018/19.







ECONOMIC POTENTIAL OF LARGE LATIN AMERICAN STATES.		
RANKING	STATE	COUNTRY
1	Querétaro	Mexico
2	Autonomous City of Buenos Aires	Argentina
3	Coahuila	Mexico
4	Baja California	Mexico
5	San Luis Potosí	Mexico
6	Chihuahua	Mexico
7	Federal District	Brazil
8	Sonora	Mexico
9	Santa Fe	Argentina
10	Atlántico	Colombia

Source: FDI Intelligence, FDI's Latin American States of the Future, 2018/19.

Regarding the aeronautical sector, in the "FDI's Aerospace Cities of the Future 2018/19" report, Querétaro ranks 10th place in terms of performance of the Foreign Direct Investment (FDI). For the realization of this study, 54 locations around the world were considered, a fact that confirms Querétaro as the protagonist of this industry.

An example of this is that, between 1999 and the fourth trimester of 2021, Mexico has received 3,571.5 million USD in FDI for the manufacture of aerospace equipment, according to information from the Ministry of Economy (SE, for its Spanish abbreviation). Of the total amount, Querétaro has received 27.5%, becoming the sector's main destination nationwide.

FDI IN THE AEROSPACE SECTOR, 1999-2021 ¹ / ².

STATE	FDI ³	PERCENTAGE %
 Querétaro	964.4	30.6
 Baja California	714.8	22.6
 Chihuahua	705.0	22.3
 Nuevo León	240.3	7.6
 Sonora	51.3	1.6
 Resto	480.5	15.2
TOTAL	3,156.3	100.0

Source: Ministry of Economy, 2021.
¹Data of the fourth trimester of 2021.
²Calculation based on code 3364 of the SCIAN Catalogue.
³Numbers in millions of dollars.

FDI IN QUERÉTARO PER COUNTRY OF ORIGIN (1999-2021)¹.

COUNTRY	AMOUNT ²
United States	6,202.3
Spain	3,311.7
Canada	2,062.0
Germany	1,130.9
France	899.4
Japan	704.9
Switzerland	613.1
Brazil	591.2
Sweden	378.5
Netherlands	361.8
TOTAL	16,255.8

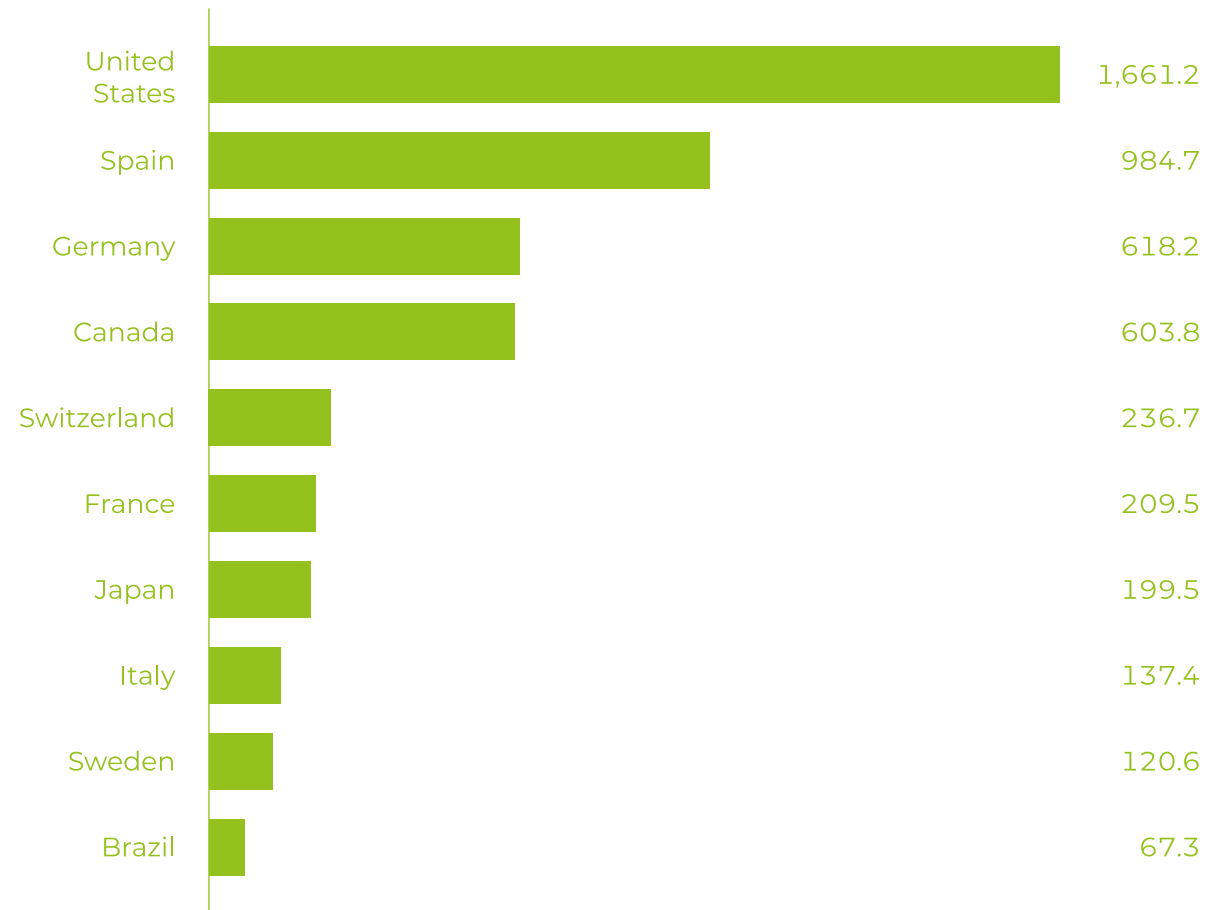
Source: Ministry of Economy, 2021.
¹Data from the first quarter of 2021.
²Numbers in million dollars.



The above data corroborates that Querétaro is a main actor in terms of FDI, not only at a state level but also at a municipal level.

Between 1999 and the fourth quarter of 2021, Querétaro has received a FDI of 18,198.1 million dollars. The United States and Spain stand out as the main investors with 34.1% and 18.2% of the total, respectively. Completing the list of the 5 countries with the highest FDI during the last 5 years are Canada, Germany and Switzerland; altogether the quintet accrues 5,063.5 million dollars invested in the entity.

FDI IN QUERÉTARO PER COUNTRY OF ORIGIN (2016-2020)

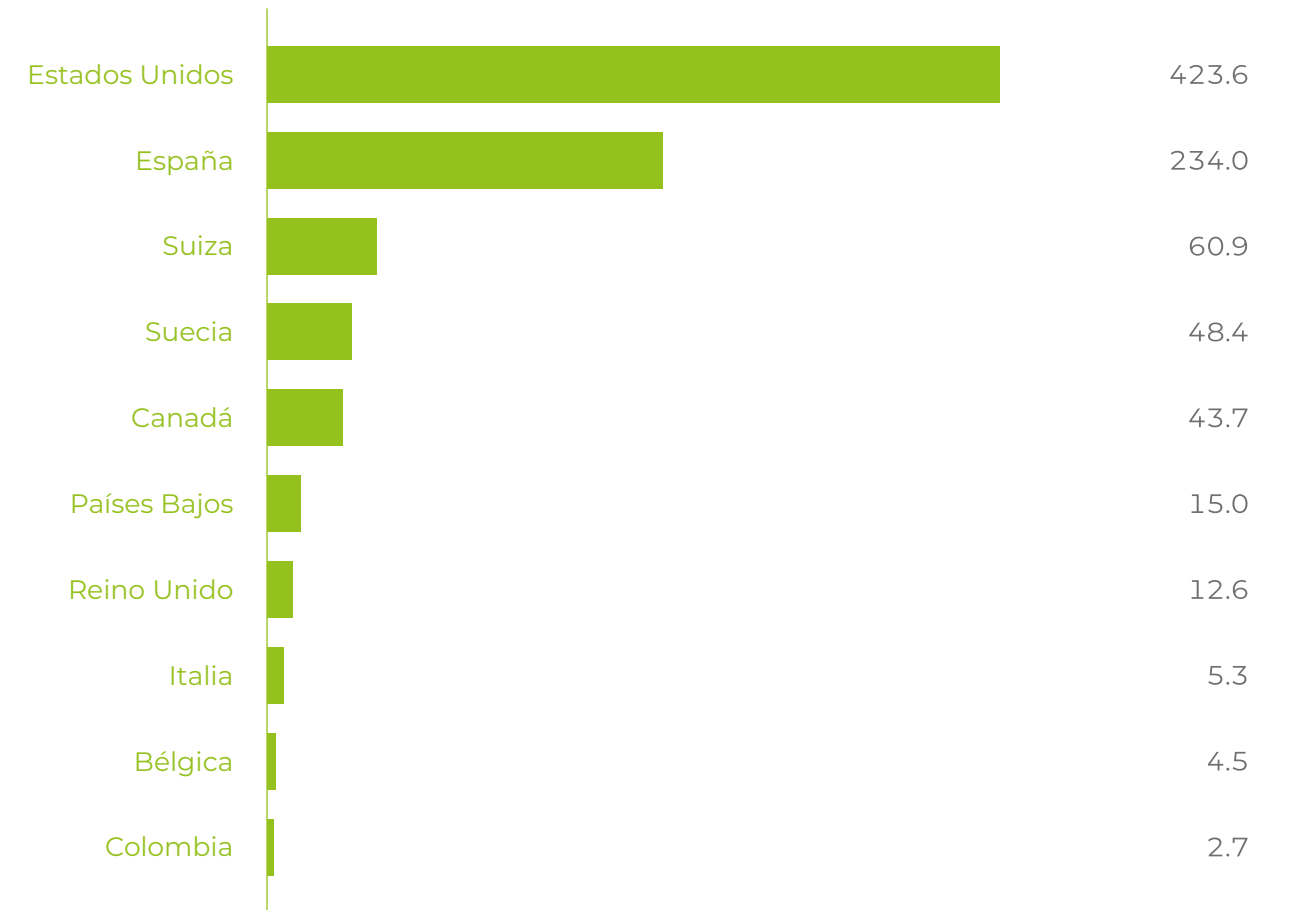


Total: 4,839

Source: Ministry of Economy, 2021.
Note: Numbers in million dollars

During 2020, FDI exhibited an unusual behavior due to the economic instability caused by the global health emergency due to COVID-19. Even so, 850.2 million dollars entered the entity during this period, from which the investments of the United States and Spain who, together, accumulated 78.0% of the total, can be pointed out.

FDI IN QUERÉTARO PER COUNTRY OF ORIGIN (2020)



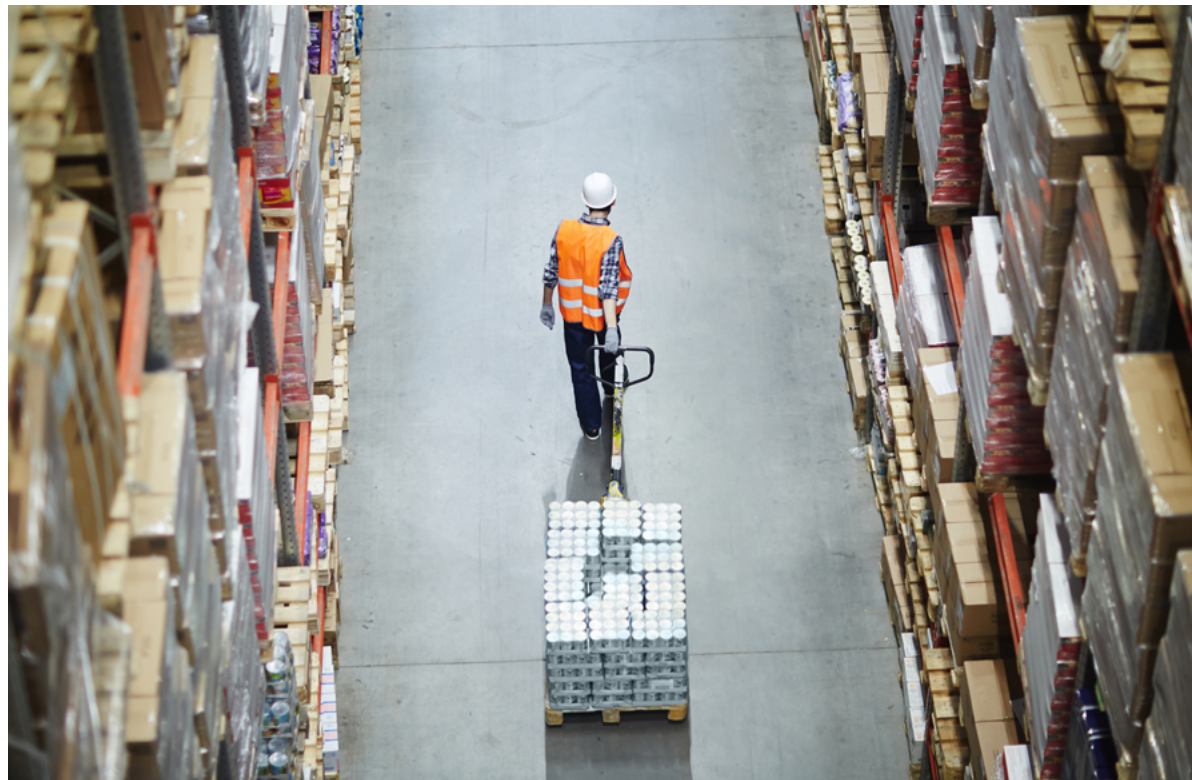
Total: 850.5

Source: Ministry of Economy, 2021.
Note: Numbers in million dollars

INDUSTRIAL PARKS

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

There are 24 parks and industrial areas in the municipality of Querétaro located mainly in 5 of the 7 municipal districts and housing 808 national and international companies.



INDUSTRIAL PARKS PER MUNICIPALITY, 2020.		
DISTRICT	AMOUNT	PERCENTAGE (%)
Epigmenio González Flores	3	12.5
Felipe Carrillo Puerto	4	16.7
Félix Osores Sotomayor	10	41.7
Santa Rosa Jáuregui	5	20.8
TOTAL	24	100.0

Source: Municipality of Querétaro. Department of Economic Development and Entrepreneurship, 2021.

COMPANIES IN THE MAIN INDUSTRIAL PARKS, 2020.		
DISTRICT	INDUSTRIAL PARK OR AREA	COMPANY
Centro Histórico	La Montaña Industrial Complex	25
	Tecnológico Industrial Park	41
Epigmenio González Flores	Sotavento Industrial Complex	30
	Querétaro Park ¹	22
	San Pedrito Peñuelas Industrial Zone	27
Felipe Carrillo Puerto	San Antonio de la Punta Industrial Complex	11
	Vía Verte Park	4
	Querétaro Park III	13
Félix Osores Sotomayor	Querétaro Park IV	1
	Benito Juárez Industrial Complex	130
	Conjunto Santa Lucía Industrial Micro-Park ²	12
	Emprendedor Industrial Micro-Park	-
	Many Industrial Micro-Park ²	12
	Piti Luxt Industrial Micro-Park ²	17
	Santiago Industrial Micro-Park ²	64
	Victoria I Industrial Micro-Park ²	5
	Victoria II Industrial Micro-Park ²	15
	Zentrum Industrial Micro-Park ²	13
Santa Rosa Jáuregui	Jurica Industrial Park	52
	Luxar Industrial Complex	20
	La Presa Industrial Park	21
	Querétaro Industrial Park	165
	Santa Rosa Industrial Estate	100
	Querétaro Park II	8
TOTAL		808

Source: Municipality of Querétaro. Department of Economic Development and Entrepreneurship, 2021.

¹Located in the San Pedrito Peñuelas Industrial Area.

²Located in the Benito Juárez Industrial Complex.

2.4 Work environment and job placement services

An encouraging work environment impacts employee productivity in a direct and positive way, it benefits the organization's finances, and it strengthens the country's economy.

Pursuant to article 15 of the Social Security Law, employers are obliged to notify the Mexican Institute of Social Security (IMSS for its Spanish acronym) of their workers' registrations and discharges, changes to their wages and other related information.

In 2020, the state delegation of the IMSS recorded 731,913 insured workers, a number representing a decrease of 0.7% compared to the previous year. Out of the total of insured workers, 66.7% were permanent workers, 14.7% temporary and 18.6% special workers.

The municipality of Querétaro ended the year with 388,974 insured workers, a figure that equals a 3.2% decrease compared to 2019.

INSURED WORKERS IN THE STATE AND MUNICIPALITY, 2019 AND 2020.				
CATEGORY	DECEMBER		VARIATION	
	2019	2020	ABSOLUTE ¹ (ANNUAL)	PERCENTAGE ² (%)
Total insured in the State of Querétaro	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
Insured workers in the state of Querétaro	607,919	595,496	-12,423	-2.0
Insured workers in the municipality of Querétaro	401,712	388,974	-12,738	-3.2

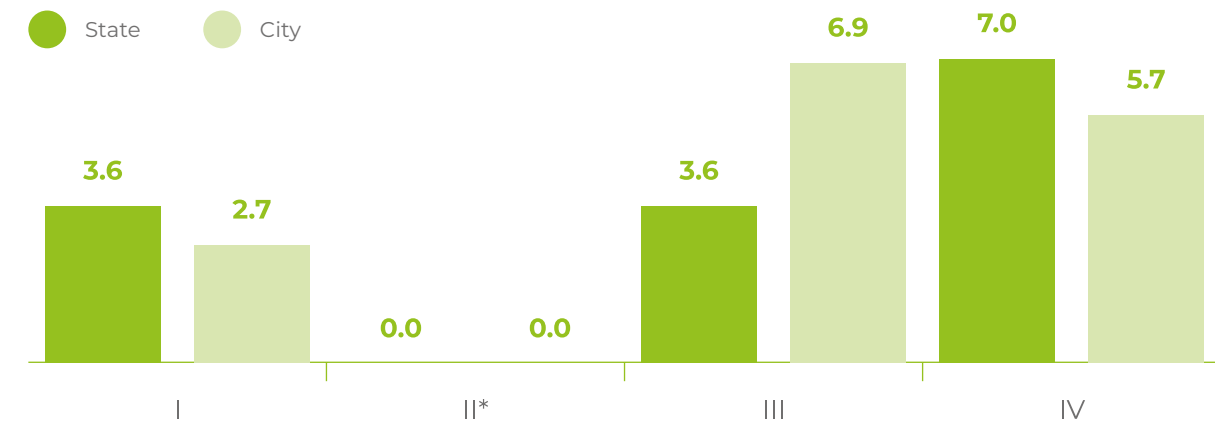
Source: IMSS State Delegation. Central Office of Affiliation and Collection, 2021.

¹The absolute variation (annual) is regarding December of the previous year.

²The variation % is an annual cumulative, regarding December of the previous year.

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

QUARTERLY UNEMPLOYMENT RATE, 2020.

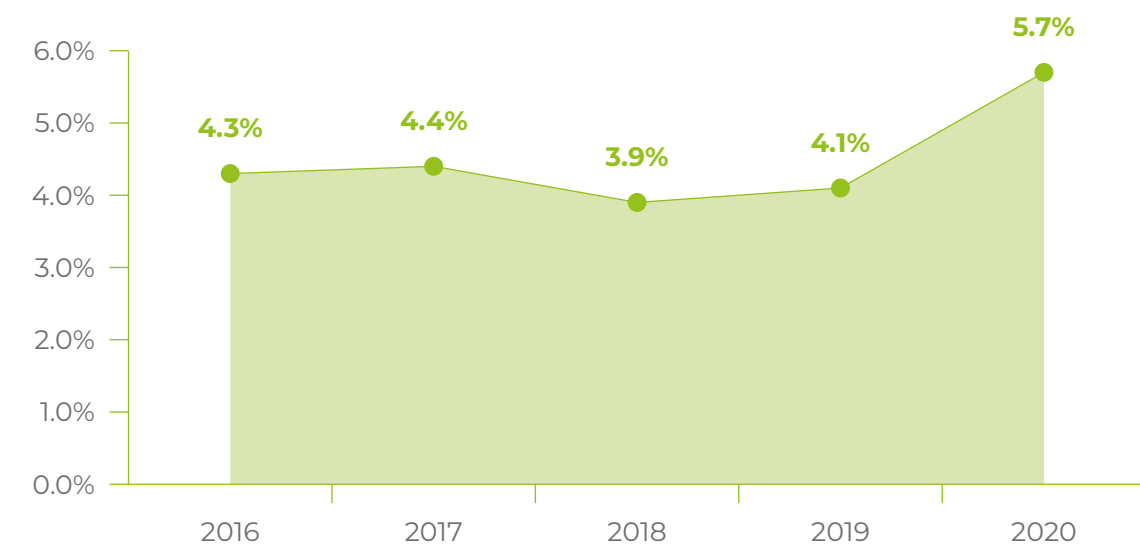


Source: INEGI. National Occupation and Employment Survey (ENOE), 2021.

*For the 2nd quarter of 2020, no ENOE results were published, only information from the Telephone Occupation and Employment Survey, ETOE, was provided. This information is not broken down at the city or state level.

As seen in the above information, the TD in the last quarter of 2020 in Querétaro was 7.0% at the state level and 5.7% at the municipal level. This information represents the highest indicator during the last 5 years, showing a variation of 1.4% regarding the same quarter registered in 2016.

UNEMPLOYMENT RATE AS OF 4TH. QUARTER, 2016-2020.



Source: INEGI. National Occupation and Employment Survey (ENOE), 2021.

The PEA registered in the 4th quarter of 2020 in the city of Querétaro amounted to 422,560 people. This figure reflects a 0.9% decrease compared to the same period of the previous year. The average age and education level for this sector of the population was 39.7 and 12.3 years respectively. On the other hand, their working time and average income recorded were 42.6 hours per week and 60.9 pesos per hour worked.



OCCUPATION AND EMPLOYMENT INDICATORS (INEGI), 2020.

CATEGORY	2020*		
	I QUART.	III QUART.	IV QUART.
Unemployment Rate (%)			
National TD	3.4	3.4	4.6
State TD	3.6	3.6	7.0
City of Querétaro TD	2.7	6.9	5.7
Economically active population (PEA), city of Querétaro			
Employed	414,081	371,782	398,520
Unemployed	11,575	27,592	24,040
Employed population per economic sector, city of Querétaro			
Primary	1,851	661	731
Secondary	110,606	94,498	104,234
Tertiary	300,393	276,123	293,066
Not specified	1,231	500	489
Employed population per income level, city of Querétaro			
Up to one minimum wage	36,709	30,717	38,705
More than 1 and up to 2 minimum wages	106,599	73,011	75,742
More than 2 and up to 3 minimum wages	84,786	57,765	63,830
More than 3 and up to 5 minimum wages	53,097	47,528	39,297
More than 5 minimum wages	18,583	14,653	20,310
Doesn't receive income	7,835	6,058	6,560
Not specified	106,472	142,050	154,076
Employed population per type of economic unit, city of Querétaro			
Companies and businesses	291,698	255,024	258,938
Institutions	53,269	50,590	57,387
Private	12,244	12,009	15,328
Public	41,025	38,581	42,059
Home sector	68,217	65,972	81,706
Informal sector	53,216	56,378	70,999
Employment rate in informal sector (%)	12.9	15.2	17.8
Special and not specified situations	897	196	489
Average			
Age of the PEA	39.1	39.4	39.7
Years of education of the PEA	12.0	12.2	12.3
Worked hours per week of employed population	43.5	41.9	42.6
Income (pesos) per hours worked of employed population	56.0	61.6	60.9

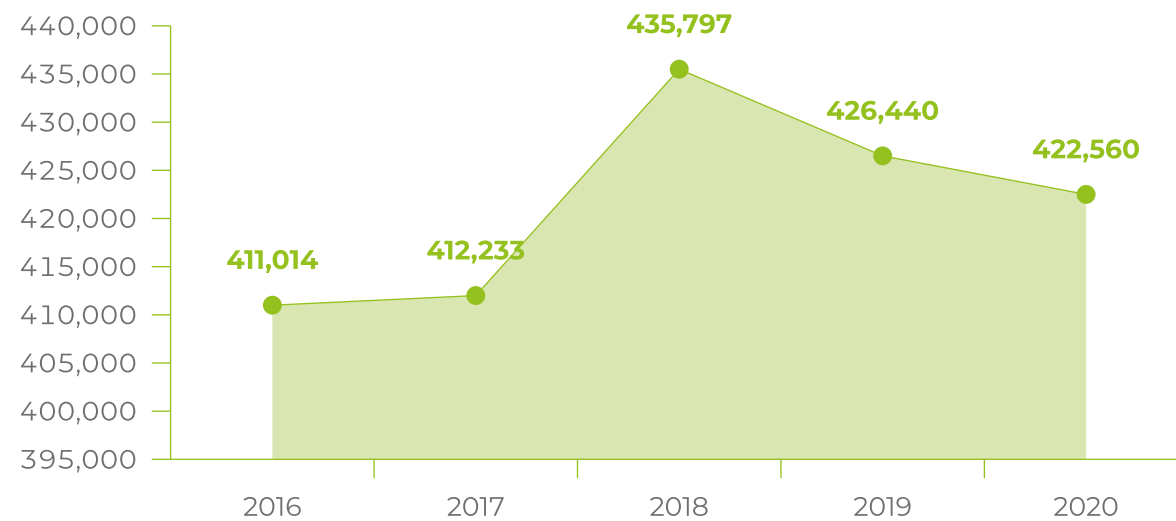
Source: INEGI. National Occupation and Employment Survey (ENOE), 2021.

*For the 2nd quarter of 2020, no ENOE results were published, only information from the Telephone Occupation and Employment Survey, ETOE, was provided. This information is not broken down at the city or state level.



Continuing with the comparative exercise, in the 4th quarter of 2020 the PEA increased by just 2.8% compared to 2016, showing the highest figure in 2018 with 435,797 people. After that peak, only decreases to the total have been recorded.

ECONOMICALLY ACTIVE POPULATION, 2016-2020.



Source: INEGI. National Occupation and Employment Survey (ENOE), 2021.

The Municipality of Querétaro has an area that directly serves and advises people who are unemployed. In the Department of Economic Development and Entrepreneurship there is the Department of Employment Promotion, an organization that offers placement alternatives according to the job postings provided by the companies.

During 2020, 14,374 applications were received from citizens in search of job opportunities and 2,496 job postings from the different companies in the municipality of Querétaro were promoted. This enabled a successful and direct placement of 1,114 people.

It is important to mention that the results of the job placement services were also affected by the health contingency caused by the COVID-19 disease. Both the number of people placed and the job offers were affected compared to 2019, decreasing by 64.0% and 74.0% respectively.

RESULTS OF MUNICIPAL JOB PLACEMENT SERVICE, 2019 AND 2020.		
CATEGORY	2019	2020
Placed	3,099	1,114
Applicants ¹	10,137	14,374
Offered positions	9,612	2,496

Source: Municipality of Querétaro. Department of Economic Development and Entrepreneurship, Department of Employment Promotion, 2021.
¹Refers to people seeking a job that were served by the Department of Employment Promotion.

It is worth mentioning that the holding of events that gathered crowds was also restricted by the same health contingency, which is why it was only possible to organize a single job fair in 2020.

EVENTS CARRIED OUT BY JOB PLACEMENT SERVICES, 2020.			
EVENT	PLACE	EVENT DATE	TOTAL POSITIONS OFFERED
Job Fair for Professionals. UAQ	UAQ gallery	February 20	244

Source: Municipality of Querétaro. Department of Economic Development and Entrepreneurship, Department of Employment Promotion, 2021.

According to data issued in 2020 by the Ministry of Labor, in the field of labor justice and conciliation of interests that comprise the productive sector of the state, 708 strike calls were registered. Of these, 47.3% were solved through the signing of a collective bargaining agreement, 17.5% comprehensive review, 22.5% salary review, 1.7% economic imbalance, 3.0% contract breaches, and 8.0% ended without a summons.

On the other hand, the summons status added 795 motives, 1.9% of them were solved, 37.1% are in process, 3.8% dismissed, 3.5% without solved summons and 3.7% without summons in process, the foregoing as a result of opinions of the Board of Conciliation and Arbitration.

RESULTS OF THE LOCAL BOARD OF CONCILIATION AND ARBITRATION IN THE MUNICIPALITY, 2020.	
CONCEPTO	2020
Motives for summons to strike:	708
Signing of collective agreement	335
Integral review	124
Salary review	159
Economic imbalance	12
Breaches (violations) of the collective bargaining agreement	21
Without summons	57
Status of summons to strike:	795
Solved	413
In process	295
Dismissed	30
Without solved summons	28
Without summons in process	29

Source: Government of the State. Ministry of Labor, 2021.

The National Employment Service (SNE for its Spanish abbreviation) is the nationwide public institution that links those who offer jobs and those who require them. Its purpose is to guide and support job seekers in order for them to obtain it, and to assist companies in finding the best candidates for the postings offered.

According to the SNE, Querétaro chapter, in 2020 the Employment Support Program (PAE for its Spanish abbreviation) implemented 2 subprograms named "Training Support for Employability (CE for its Spanish acronym)" and "Labor Mobility". Between both actions they favored 170 people with an investment of 341,280 pesos at the municipal level which represented 28.2% beneficiaries and 35.4% of investment from the PAE at the state level.

EMPLOYMENT SUPPORT PROGRAM (PAE), 2020.				
SUBPROGRAM	STATE		MUNICIPALITY	
	BENEFICIARIES	INVESTMENT (PESOS)	BENEFICIARIES	INVESTMENT (PESOS)
Training Support for Employability (CE)	131	964,440.0	54	341,280.0
Labor Mobility ¹	472	-	116	-
TOTAL	603	964,440.0	170	341,280.0

Source: Government of the State. Ministry of Labor, 2021.
¹Doesn't manage resources.

The State Employment Program (PEE for its Spanish acronym), had 2 subprograms named "Equipment for Self-Employment" and "Training for Self-Employment", supporting 134 people with an investment of 1.2 million pesos at the municipal level. These figures represented 15.0% of beneficiaries and 23.0% of PAE's investment at the state level.

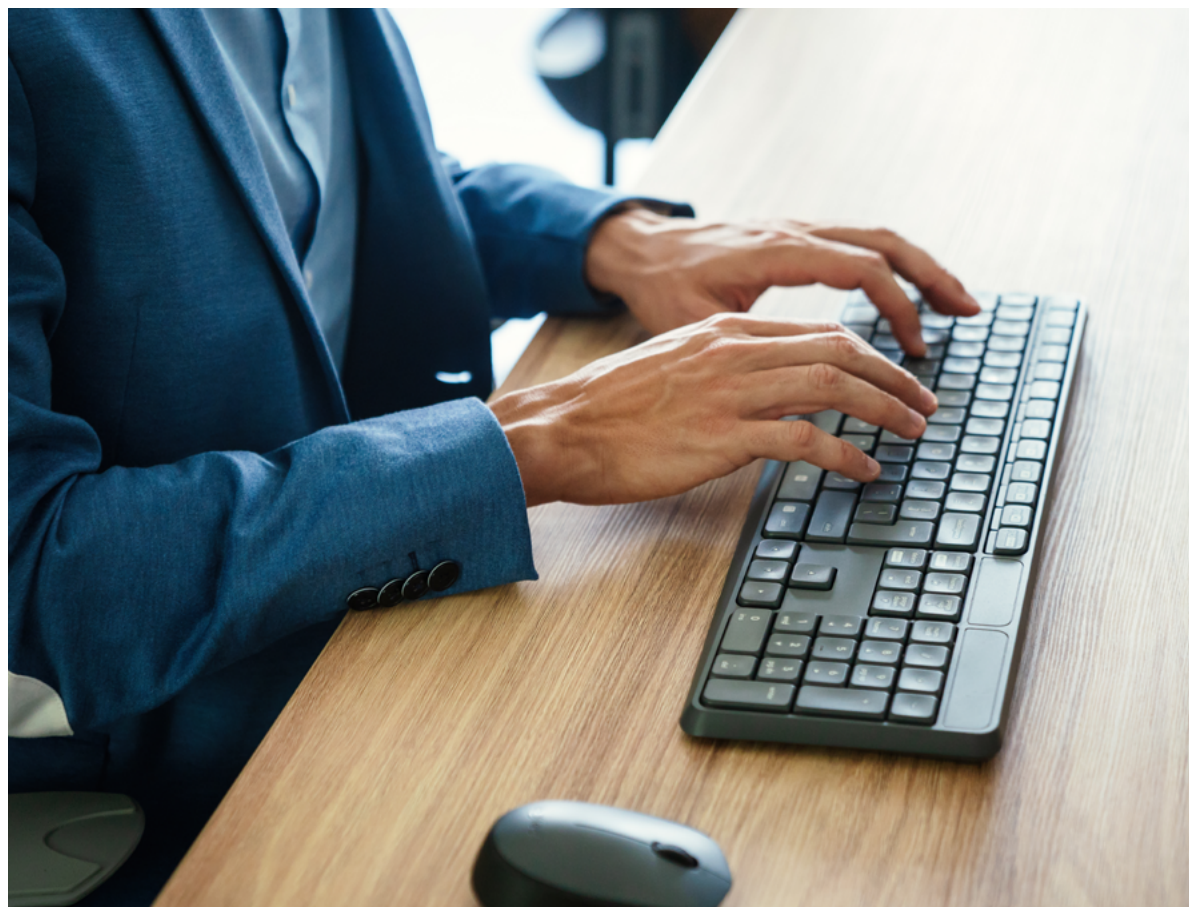
STATE EMPLOYMENT PROGRAM (PEE), 2020.				
SUBPROGRAM	STATE		MUNICIPALITY	
	BENEFICIARIES	INVESTMENT (PESOS)	BENEFICIARIES	INVESTMENT (PESOS)
Equipment for Self-Employment	233	3,625,086.0	71	1,094,405.6
Training for Self-Employment	663	1,968,353.5	63	197,064.0
TOTAL	896	5,593,439.5	134	1,291,469.6

Source: Government of the State. Ministry of Labor, 2021.

Lastly, 6 training courses related to the subject were held, from which “Self-employment” stood out granting 53.8% of the total of 117 scholarships available and 36.6% of the total investment.

TRAINING COURSES OFFERED BY THE MUNICIPALITY THROUGH THE NATIONAL EMPLOYMENT SERVICE, 2020.			
MODALITY	COURSES	SCHOLARSHIPS	INVESTMENT (PESOS)
Company Training (PAE)	3	54	341,280.0
Self-employment	3	63	197,064.0
TOTAL	6	117	538,344.0

Source: Government of the State. Ministry of Labor, 2021.

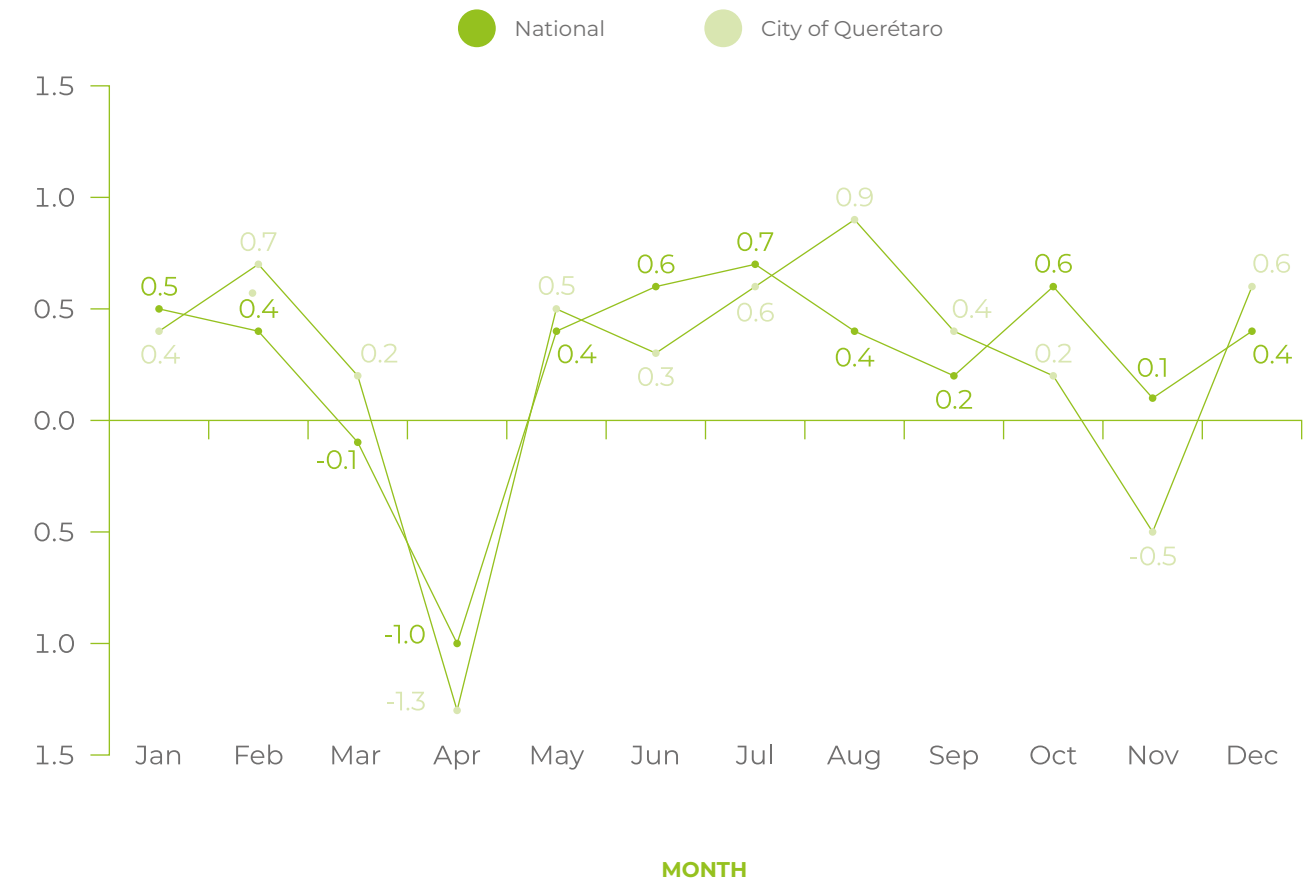


2.5 Internal trade

The National Institute of Statistics and Geography (INEGI, for its Spanish abbreviation) reported that, in annual terms, the Global Indicator of Economic Activity (IGAE, for its Spanish abbreviation) had a decrease of 3.8% as of December 2020. Primary activities increased 1.5%, while tertiary and secondary activities decreased 4.3% and 3.2% respectively.

Regarding the inflation obtained through the National Consumer Price Index, the national average was 3.2% and, in the city of Querétaro, the annual accumulated inflation was 3.0%.

NATIONAL MONTHLY INFLATION AND THE CITY OF QUERÉTARO, 2020.



Source: INEGI. National Consumer Price Index, 2021.

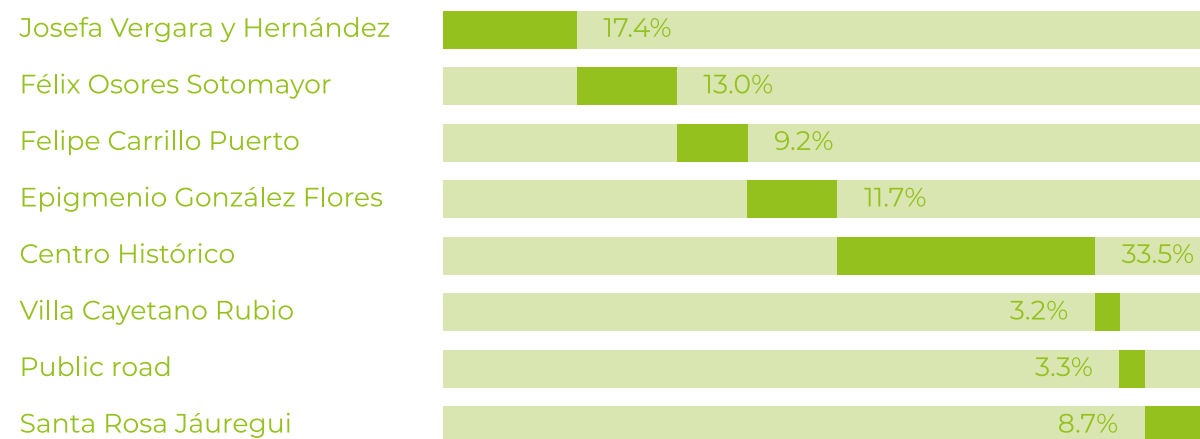
MUNICIPAL OPERATING LICENSES

The Municipality of Querétaro authorizes or denies the necessary permits to carry out legal economic activities according to the urban planning and under safe conditions. The formality of businesses before public and private entities is certified through these licenses to favor their access to commercial life, guaranteeing the free development of their economic activity.

Licenses are issued in favor of the business owner, who can request the authorization of one or more lines of business as long as they are related or complementary.

In 2020 the municipality registered 34,910 operating licenses: 22,975 of them with renewal status, 2,974 business openings and 8,961 deregistration of licenses. The businesses represented by these permits are located, for the most part, in the Historic Center district, followed in number by those located in the Josefa Vergara y Hernández, Félix Osoros Sotomayor and Epigmenio González Flores demarcations.

CENSUS OF OPERATING LICENSES IN THE MUNICIPALITY PER DISTRICT, 2020.



Source: Directorate of Economic Development and Entrepreneurship, Operating License Department, 2021.

One way to classify operating permits is according to the type of establishments they represent. The following graph reflects the percentages corresponding to the 30,867 established businesses, 2,837 markets, 1,142 street vendors and 73 slaughterhouses.

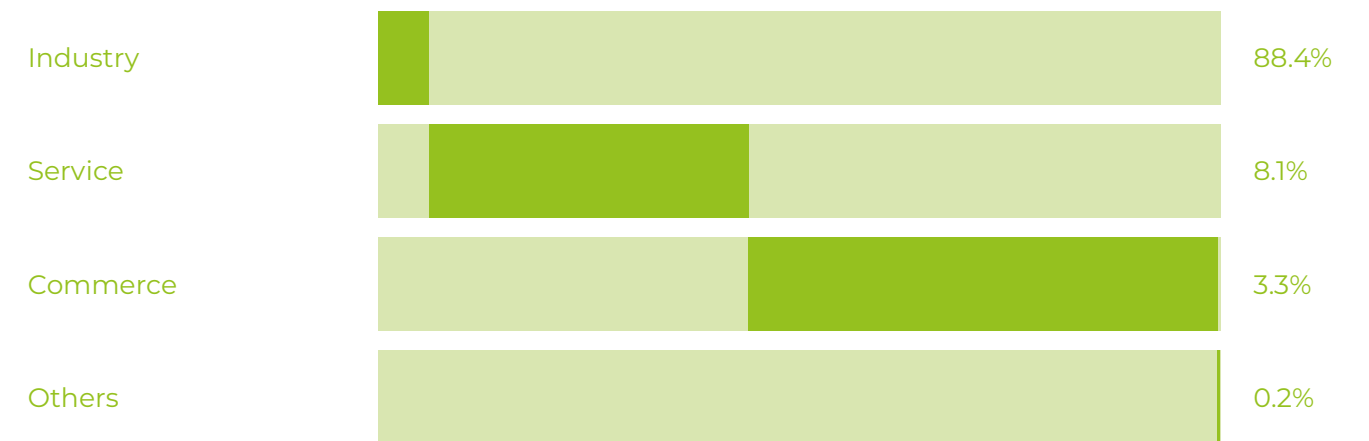
REGISTRY OF OPERATING LICENSES PER TYPE OF LICENSE, 2020.



Source: Directorate of Economic Development and Entrepreneurship, Operating License Department, 2021.

They can also be classified according to the type of activity that the holding businesses carry out. The following graph shows the percentages corresponding to 2,099 establishments in the industrial sector, 13,264 services sector, 19,452 commercial establishments and 95 for all other remaining types of activities.

REGISTRY OF OPERATING LICENSES PER TYPE OF ACTIVITY, 2020.



Source: Directorate of Economic Development and Entrepreneurship, Operating License Department, 2021.

Regarding license renewal procedures, compared to the previous year, 2020 presented a deficit in all types of renewals of authorization, except for the 2-year multiannual renewal, which increased 95.6%.

COMPARISON OF THE RENEWAL PROCEDURES OF MUNICIPAL LICENSES, 2019 AND 2020.			
TYPE OF RENEWAL	2019	2020	"PERCENTAGE (%) DIFFERENCE"
	AMOUNT	AMOUNT	
General business 1-year renewal	21,648	19,364	-10.6
2-year multiannual renewal	297	581	95.6
3-year multiannual renewal	5,240	1,170	-77.7
Alcoholic beverage business renewal	1,896	1,860	-1.9
TOTAL	29,081	22,975	-21.0

Source: Directorate of Economic Development and Entrepreneurship. Operating License Department, 2021.

The Department of Operating Licenses of the Municipality of Querétaro offers programs that provide opportunities and facilities so that more and more businesses decide to establish and formalize in the demarcation.

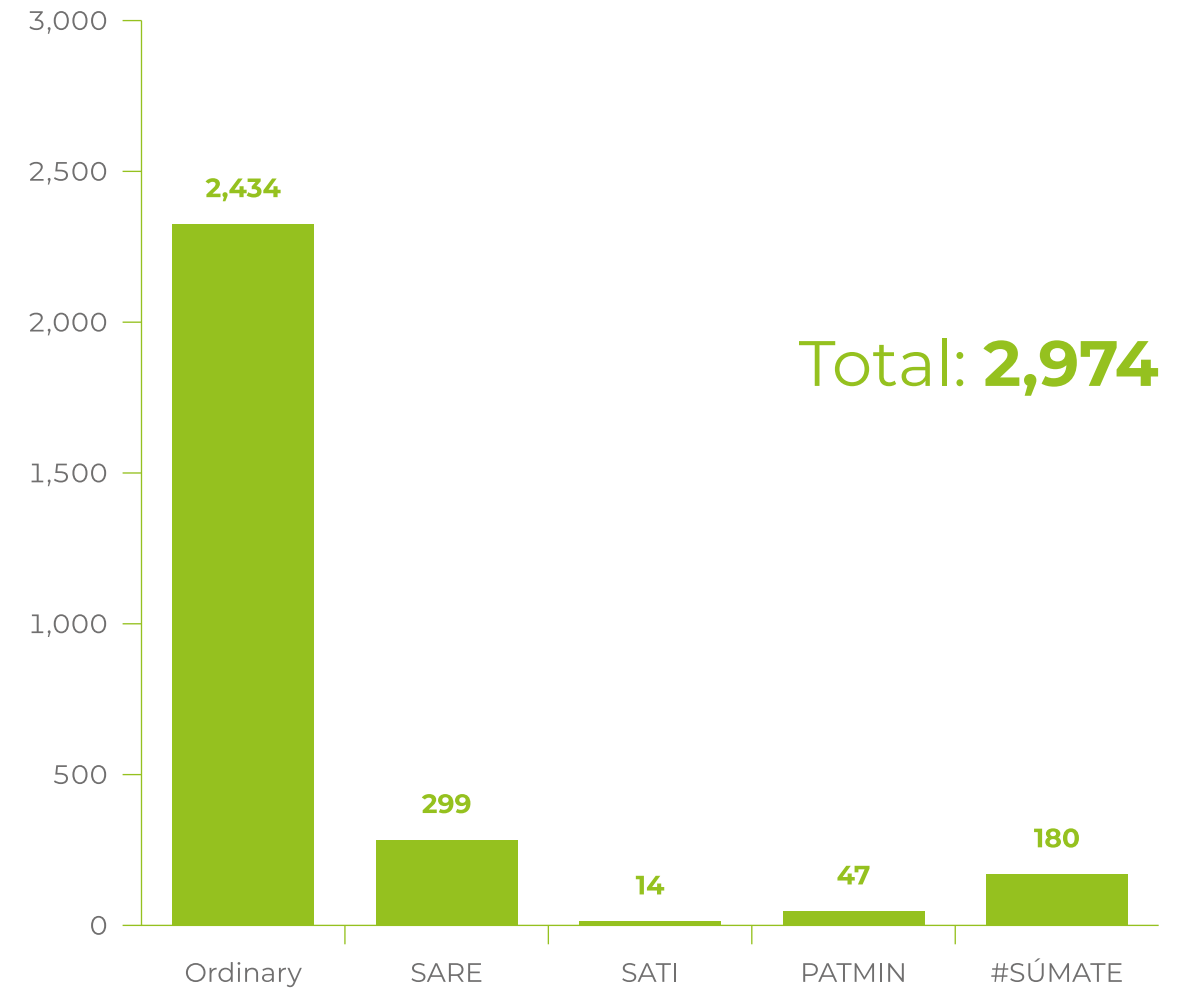
- **System for Streamlining Industry Procedures Program (SATI, for its Spanish abbreviation):** It streamlines and simplifies municipal procedures for the industrial sector in a single process and format within a maximum period of 24 hours. It applies to industries that intend to establish in industrial parks and compatible urban areas.
- **Expedite Business Start-up System Program (SARE, for its Spanish abbreviation):** It speeds up and simplifies the opening of companies with low risk for health and the environment. It primarily focuses on micro, small and medium-sized companies that want to start operating in a single process and format within a maximum period of 24 hours.
- **Temporary Support Program for Micro Businesses (PATMIN, for its Spanish acronym):** It applies to establishments that wish to settle in a private home's parking area in one of the 71 low-risk lines of business that are allowed, and covering an area of less than 20 m².
- **Multiannual Operating Licenses Program:** It encourages compliant taxpayers to carry out the business opening and renewal process with a validity of up to 2 or 3 years for the 412 lines of business that are considered low risk according to the Civil Protection classification.

- **#Súmate Program (meaning #JoinIn):** It focuses its efforts on the regularization of business units with low-risk commercial, industrial and/or service activities. It applies to 178 activities and 315 neighborhoods and human settlements.

- **Con tu Licencia PUEDES Program (meaning YOU CAN DO IT with your license):** It grants credits that amount up to 35,000 pesos, destined to micro, small and medium-sized companies that have a valid operating license. It is executed in coordination with the Ministry of Sustainable Development of the Government of the State of Querétaro (SEDESU, for its Spanish acronym).

In 2020, 2,974 operating license procedures were opened, out of which 81.8% correspond to the ordinary type, 10.1% to SARE, 6.0% to #SÚMATE, 1.6% to PATMIN and 0.5% to SATI.

LICENSES PER TYPE, 2020.



Source: Directorate of Economic Development and Entrepreneurship. Operating License Department, 2021.

The analysis of the percentages and sizes of the companies that applied for the opening process establishes that 94.7% were micro enterprises, 4.1% were small and the rest were made up of medium and large businesses.

BUSINESS OPENINGS PER SIZE, 2020.					
MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	101	1	-	-	102
February	189	8	2	-	199
March	208	3	2	-	213
April	68	3	2	-	73
May	79	4	3	-	86
June	175	4	2	-	181
July	267	11	3	-	281
August	302	20	1	2	325
September	314	16	1	-	331
October	422	15	3	1	441
November	412	10	3	1	426
December	280	28	6	2	316
TOTAL	2,817	123	28	6	2,974

Source: Directorate of Economic Development and Entrepreneurship. Operating License Department, 2021.

In addition, micro-businesses generated the highest number of jobs, contributing 43.4% of the total; followed by 22.3% from large businesses, 18.0% from medium and 16.3% from small businesses.

JOBS GENERATED BY OPENING BUSINESSES PER BUSINESS SIZE, 2020.					
MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	208	34	-	-	242
February	411	195	123	-	729
March	491	50	194	-	735
April	203	47	260	-	510
May	193	88	300	-	581
June	387	61	180	-	628
July	652	257	210	-	1,119
August	706	343	198	1,009	2,256
September	788	323	140	-	1,251
October	957	264	378	300	1,899
November	957	232	251	765	2,205
December	715	606	524	1,359	3,204
TOTAL	6,668	2,500	2,758	3,433	15,359

Source: Directorate of Economic Development and Entrepreneurship. Operating License Department, 2021.

Micro, small and medium businesses are cornerstones of the national economy. They represent an excellent means to promote economic development and a better distribution of wealth due not only to their contributions to the production and supply of goods and services, but also to their flexibility to adapt to technological changes, in addition to their great potential to generate jobs.

During 2020, 299 opening applications were authorized for new companies via SARE. Compared with the previous year, this represented a decrease of 83.4%. The two districts with the highest number of successful cases were Historic Center and Josefa Vergara and Hernández with 31.8% and 24.1%, respectively.

APPLICATIONS AUTHORIZED THROUGH SARE PER DISTRICT, 2019 AND 2020.		
DISTRICT	2019	2020
Centro Histórico	571	95
Epigmenio González Flores	232	41
Felipe Carrillo Puerto	197	23
Félix Osores Sotomayor	177	33
Josefa Vergara y Hernández	373	72
Santa Rosa Jáuregui	153	20
Villa Cayetano Rubio	94	15
TOTAL	1,797	299

Source: Directorate of Economic Development and Entrepreneurship. Operating License Department, 2021.

COMMERCIAL INFRASTRUCTURE

Properly equipped spaces for the exchange of goods and services in the Municipality of Querétaro grant the inhabitants access to various goods that satisfy their needs for food, clothing, education, health services, and recreation, among others.

Within the municipal demarcation, there are 8 markets distributed in the Historic Center, Félix Osores Sotomayor and Josefa Vergara y Hernández districts. All of them receive constant maintenance to house a total of 2,246 stands.

PUBLIC AND LOCAL MARKETS IN THE MUNICIPALITY, 2020.		
DISTRICT	MARKETS	STANDS
Centro Histórico		1,835
<i>Josefa Ortiz de Domínguez "La Cruz"</i>		570
<i>General Mariano Escobedo</i>	5	893
<i>Benito Juárez "El Tepetate"</i>		179
<i>Miguel Hidalgo</i>		126
<i>Las Flores</i>		67
Félix Osores Sotomayor		65
<i>José María Morelos y Pavón</i>	1	65
Josefa Vergara y Hernández		346
<i>Lomas de Casa Blanca</i>	2	241
<i>Lázaro Cárdenas</i>		105
TOTAL	8	2,246

Source: Municipality of Querétaro. Ministry of Municipal Public Services, 2021.

In addition to the markets, street markets are fundamental for the basic supply of goods to the population. During 2020, 77 of them were registered, allowing 1,195 merchants to carry out this activity.

STREET MARKETS AND MERCHANTS IN THE MUNICIPALITY, 2020.		
DISTRICT	STREET MARKET	MERCHANTS
Centro Histórico	9	620
Epigmenio González Flores	16	109
Felipe Carrillo Puerto	14	95
Félix Osores Sotomayor	23	153
Josefa Vergara y Hernández	10	105
Santa Rosa Jáuregui	3	68
Villa Cayetano Rubio	2	45
TOTAL	77	1,195

Source: Municipality of Querétaro. General Secretariat of Government, 2021.

The malls and shopping centers are spaces that, in addition to providing commercial opportunities, offer multiple possibilities for leisure and entertainment. The most important ones have retail premises, shops, restaurants, and bank branches, among others. This is shown in the following table:



MAIN SHOPPING CENTERS IN THE MUNICIPALITY OF QUERÉTARO, 2020.					MAIN SHOPPING CENTERS IN THE MUNICIPALITY OF QUERÉTARO, 2020.					
SHOPPING CENTER	TOTAL NUMBER OF COMMERCIAL PREMISES	AVAILABLE SPACES	OPEN STORES	ANCHOR STORES	RESTAURANTS	BANK BRANCHES	PARKING SPACES	AVERAGE NUMBER OF VISITORS PER DAY	TOTAL NUMBER OF VISITORS PER YEAR	
Antea LifeStyle Center	215	31	184	3	16	4	4,885	18,795	6,875,330	
Boulevares	95	40	55	2	2	2	950	1,005	366,825	
Del Parque	123	10	113	3	10	2	1,097	3,692	1,347,752	
Esfera	42	2	40	4	8	1	2,000	5,263	2,495,136	
Galerías	81	3	76	3	4	-	1,478	17,520	4,516,567	
Hilvana	74	27	47	1	1	-	418	3,571	1,200,000	
La Victoria	98	6	92	5	6	2	2,229	5,200	1,871,636	
Paseo Querétaro	169	19	114	1	9	5	3,163	10,636	3,886,544	
Patio	130	12	118	1	15	2	1,760	12,357	4,448,586	
Shopping Center Juriquilla	66	14	23	3	9	-	300	80	24,000	
Uptown Juriquilla	78	21	57	7	6	-	2,264	3,377	1,232,470	
Urban Center Jurica	41	11	30	1	5	2	507	1,700	612,000	
Urban Center Juriquilla	28	8	20	1	3	-	327	2,400	864,000	
TOTAL	1,240	204	969	35	94	20	21,378	85,596	29,740,846	

Source: Municipality of Querétaro. Directorate of Economic Development and Entrepreneurship, 2021.

Supermarkets complete the commercial offer. There are ten of them established in the Municipality of Querétaro. The following table specifies their number of stores:

SUPERMARKETS ESTABLISHED IN THE MUNICIPALITY, 2020.	
SUPERMARKET	STORES ¹
Aurrerá	28
Chedraui	2
City Club	1
La Comer	1
Costco	2
Fresko/ City Fresko	5
Sam's Club	2
Soriana	6
Superama	3
Wal-Mart	9
TOTAL	59

Source: Directorate of Economic Development and Entrepreneurship, Operating License Department, 2021.

¹Data obtained from the Municipal Information System (SIM, for its Spanish abbreviation), search made by commercial name, which shows the registries that have an operating license in the municipality.



INDICATORS OF COMMERCIAL ESTABLISHMENTS

The INEGI, through the Monthly Survey on Commercial Companies (EMEC, for its Spanish abbreviation), generates basic statistics that provide indicators which help measure the behavior of the country's internal trade. With this information it is possible to calculate the Gross Domestic Product (GDP) and obtain economic indexes about employment, intermediate consumption, final demand, and labor productivity.

The worldwide effects derived from the public health emergency caused by the COVID-19 disease also reached Mexico and the state of Querétaro. In 2020, the most affected index was merchandise purchased for resale, reporting a decrease of 11.9% in the wholesale modality and 13.0% in retail, both percentages in relation to the previous year.



INDICATORS OF COMMERCIAL ESTABLISHMENTS IN THE STATE OF QUERÉTARO, 2008-2020.
(BASE 2013=100)

YEAR	EMPLOYED PERSONNEL INDEX		TOTAL COMPENSATION INDEX		AVERAGE COMPENSATION INDEX		REMUNERATION FOR THE PROVISION OF GOODS AND SERVICES INDEX		INDEX OF MERCHANDISE BOUGHT 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

Source: INEGI. Monthly Survey on Commercial Establishments, 2020.

2.6 Foreign trade

It involves the exchanges, transactions, sale (import and export) of properties, intermediate goods, raw materials, final products and/or services between two or more countries, regions and/or blocks. It is regulated by international standards, treaties, agreements and conventions between the interested countries to simplify their processes and cover the internal demand which can't be met by national production.

January 1st, 2020 commemorated the twenty-seventh anniversary of the launch of the North American Free Trade Agreement (NAFTA), an instrument that has transformed Mexico's trade relationship with the United States and Canada.

NAFTA has allowed the modernization of national manufacturing, as well as the agricultural and agro-industrial sector, thanks to the insertion of Mexico in the world economy via global value chains.

Since the treaty came into effect, Mexico has become an attractive destination for the foreign investment of numerous transnational companies, focusing on a foreign-trade oriented development model. These actions have fostered the economic growth of the 3 member countries and have increased the living standard of their populations.



As of July 1st, 2020, the U.S. – Mexico – Canada Agreement (USMCA) entered into force, replacing the NAFTA. Among the most important priorities of this new commercial agreement, we can find the following:

- Promote the growth of digital commerce and strengthen consumer data protection.
- Expand access to commercial services and offer more opportunities for Mexican financial institutions in the regional markets.
- Adapt the agreement to the evolution of the telecommunications sector, optimizing the infrastructure and free market conditions necessary to encourage its development.
- Incorporate dialogue and collaboration mechanisms to promote the participation of SMEs in regional trade.
- Strengthen and expand the protection of workers' rights.
- Establish clear cooperation obligations in the fight against corruption.
- Incorporate provisions that regulate the activity of state-owned companies to prevent deviations in trade and investment flows between member countries.

Mexico also signed trade agreements with Israel, Japan and other nations in the area of Central America, South America, the European Union and the European Free Trade Association.

Treaties with other countries foster international trade and economic growth; they increase Foreign Direct Investment (FDI) and the generation of new job opportunities; they increase productivity, competitiveness and income; and improve living standards and social and well-being.

That is why Mexico has developed a network of 13 Free Trade Agreements (FTA) with 50 countries, 29 Reciprocal Investment Promotion and Protection Agreements (RIPPAs) with 30 countries, and 9 limited scope agreements (Economic Complementation Agreements and Partial Scope Agreements) within the framework of the Latin American Integration Association (ALADI).

In addition to ALADI, Mexico also has active participation in multilateral and regional organizations and forums, such as the World Trade Organization (WTO), the Asia-Pacific Economic Cooperation Mechanism (APEC) and the Organization for Economic Cooperation and Development (OECD).

The following table shows the treaties and agreements that the country has signed since it entered the General Agreement on Trade and Tariffs (GATT). The North American Free Trade Agreement (NAFTA), the Mexico-EU Free Trade Agreement (TLCUE for its Spanish abbreviation) and the Comprehensive and Progressive Agreement of Trans-Pacific Partnership (CPTPP) stand out.

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

FREE TRADE AGREEMENTS (FTA), ECONOMIC COMPLEMENTATION AGREEMENTS (ECA) AND PARTIAL SCOPE AGREEMENTS (PS), AS WELL AS MULTILATERAL AND REGIONAL PARTNERSHIPS, BODIES AND FORUMS.

YEAR	AGREEMENT / TREATY	YEAR	AGREEMENT / TREATY
1986	GATT	2001	NT FTA: Guatemala, Honduras and El Salvador
	14 PS: Panama		51 ECA: Cuba
1987	6 ECA: Argentina	2003	53 ECA: Brazil
1994	NAFTA: USA and Canada		55 ECA Common Market of the South-Automotive
	WTO entry into force	2004	FTA: Uruguay
1995	FTA: Costa Rica	2005	EPA: Japan
	G3 FTA: Colombia	2006	54 ECA Common Market of the South
	66 ECA: Bolivia	2012	EIA: Peru
1998	FTA: Nicaragua	2013	SINGLE FTA: Guatemala, El Salvador, Honduras, Nicaragua y Costa Rica
	29 PS: Ecuador	2015	FTA: Panama
1999	FTA: Chile	2016	Pacific Alliance: Colombia, Peru y Chile
	FTA: Israel		
2000	TLCUE: European Union	2018	CPTPP: Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore and Vietnam
	38 PS: Paraguay		
2001	FTA EFTA: Iceland, Liechtenstein, Norway and Switzerland	2020	USMCA: USA and Canada

Source: Ministry of Economy. Commercial Treaties, 2021.

EPA: Economic Partnership Agreement

PS: Partial Scope Agreement.

ECA: Economic Complementmentation Agreement.

EIA: Economic Integration Agreement.

PA: Pacific Alliance.

GATT: General Agreement on Tariffs and Trade.

WTO: World Trade Organization.

CPTPP: Comprehensive and Progressive Agreement of Trans-Pacific Partnership.

FTA: Free Trade Agreement.

FTA EFTA: Free Trade Agreement of the European Free Trade Association

NT FTA: Northern Triangle Free Trade Agreement.

NAFTA: North American Free Trade Agreement.

TLCUE: Mexico-EU Free Trade Agreement

USMCA: U.S. – Mexico – Canada Agreement.

TRADE BALANCE

The trade surplus of 6,262 million dollars reported in December 2020 compared to the 3,134 million of the same month of the previous year stands out from the information that the National Institute of Statistics and Geography (INEGI for its Spanish abbreviation) publishes on foreign trade.

The trade balance went from having a surplus of 5,409 million dollars in 2019 to 34,476 million in 2020. The increase in the period is explained by the increase in profits in non-oil products from 26,773 million to 48,471 million dollars, and the decrease in the deficit of oil products from -21,365 million to -13,995 million dollars.

EXPORTS

Foreign trade reported sales of goods with a value of 43,163.4 million dollars in 2020. Of these, 41,185.1 million corresponded to non-oil exports and 1,978.3 million to oil companies. The former reported a growth of 13.1% and the latter a decrease of 14.2% compared to 2019, resulting in a net annual increase of 11.5%.

Oil exports directed to the US market increased their annual rate by 13.9%, while those destined for the rest of the world did so by 9.1%.

Regarding the series adjusted for seasonality, in December 2020 total exports of goods registered a monthly increase of 3.4%, a figure resulting from increases of 3.1% in non-oil transactions and 10.5% in oil companies.

IMPORTS

On the other hand, international purchases of goods totaled 36,901.4 million dollars, a sum that represented an increase of 3.7% from 2019 to 2020. The figure is the result of the combination of the 5.5% increase in non-oil imports and the 12.5% decrease in oil imports.

According to the type of import, intermediate-use goods showed an increase of 6.7%, while consumer and capital goods presented decreases of 6.7% and 4.9% respectively.

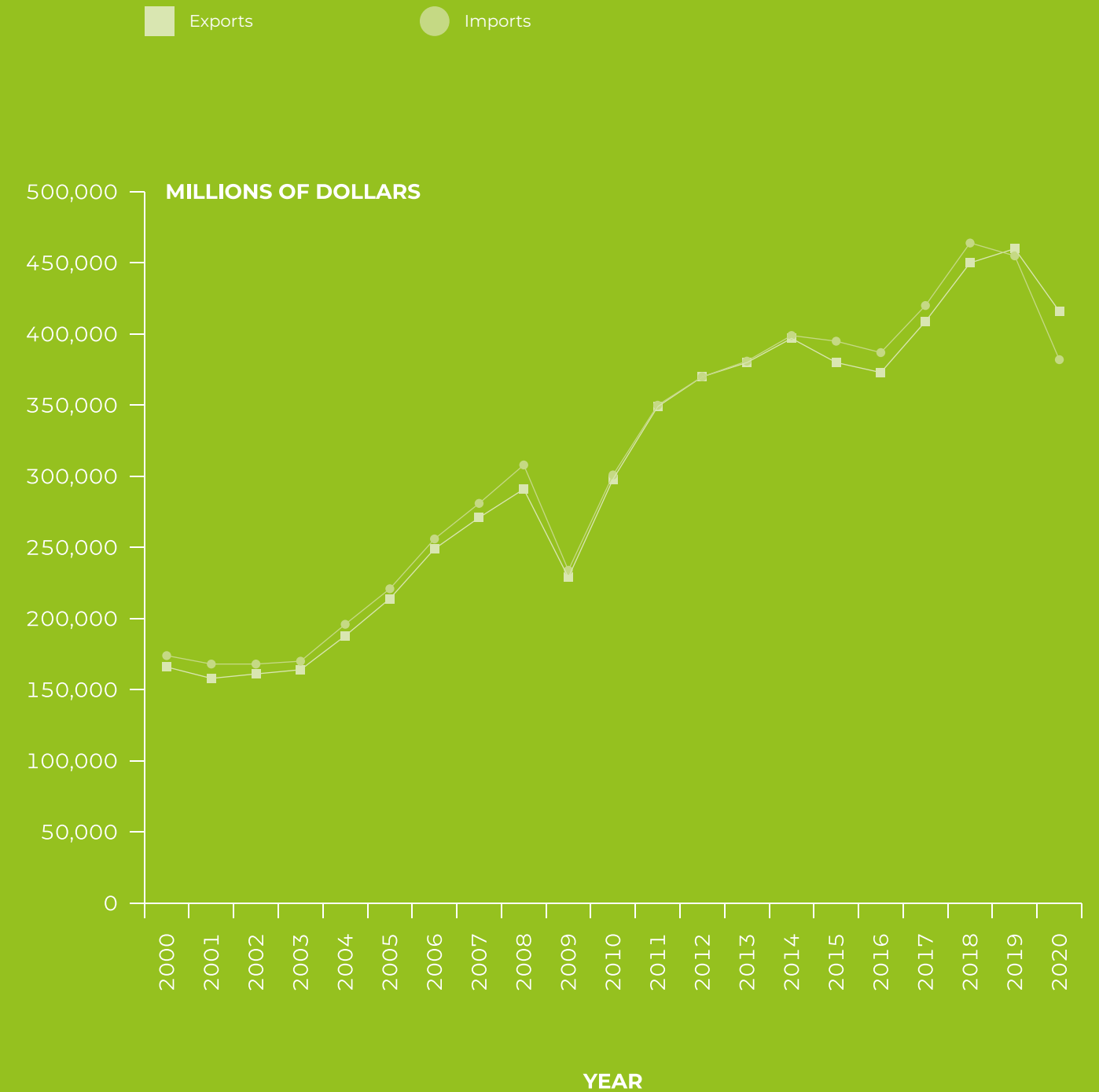
Considering the series adjusted for seasonality, in December 2020 total imports increased by 2.9% as a result of increases of 2.2% in non-oil transactions and 10.9% in oil transactions. Regarding the type of goods, the increase in consumer goods was 5.2%, 2.7% for intermediate-use goods and 1.0% for capital goods.

BALANCE OF TRADE OF GOODS IN MEXICO, 2020.				
CONCEPT	DECEMBER		JANUARY-DECEMBER	
	MILLIONS OF DOLLARS	ANNUAL (%) VARIATION	MILLIONS OF DOLLARS	ANNUAL (%) VARIATION
Total exports	43,163.4	11.5	417,670.3	(-) 9.3
Oil transactions	1,978.3	(-) 14.2	17,413.4	(-) 32.6
Non-oil transactions	41,185.1	13.1	400,256.9	(-) 8
Farming	1,802.9	2.7	18,682.5	4.7
Extractive	680.5	16.0	7,407.5	19.7
Manufacturing	38,701.7	13.6	374,166.9	(-) 8.9
Automotive	13,203.4	11.3	122,932.5	(-) 16.8
Non-automotive	25,498.3	14.8	251,234.4	(-) 4.5
Total imports	36,901.4	3.7	383,193.9	(-) 15.8
Oil transactions	3,208.1	(-) 12.5	31,408.0	(-) 33.5
Non-oil transactions	33,693.4	5.5	351,785.8	(-) 13.8
Consumer goods	4,661.4	(-) 6.7	45,139.8	(-) 26.2
Oil transactions	977.0	(-) 31.0	10,629.6	(-) 38.6
Non-oil transactions	3,684.4	2.9	34,510.2	(-) 21.3
Intermediate-use goods	28,889.2	6.7	303,317.2	(-) 13.9
Oil transactions	2,231.1	(-) 0.8	20,778.4	(-) 30.5
Non-oil transactions	26,658.1	7.4	282,538.8	(-) 12.4
Capital goods	3,350.8	(-) 4.9	34,736.8	(-) 16.9
BALANCE OF THE TRADE BALANCE	6,262.0	99.8	34,476.4	S.S.

Source: National Institute of Statistics and Geography (INEGI), 2021.

Notes: Due to the rounding off of figures, the sums of partials can't match the totals. Data for the month of December and the January-December period are timely figures from 2020.

W.M.: Without meaning.

BALANZA COMERCIAL DE MÉXICO, 2000-2020.


Source: National Institute of Statistics and Geography (INEGI), 2021.

FOREIGN DIRECT INVESTMENT (FDI)

The importance of creating lasting relationships for long-term economic and business purposes between a country and its foreign investors is fundamental. FDI helps generate employment; increases development, savings and the acquisition of foreign currencies; stimulates competition and the transfer of new technologies; and it boosts exports by positively influencing the productive and competitive environment of a nation. The direct benefit is reflected in domestic consumers who obtain a greater variety of products at better prices.

The Ministry of Economy (SE for its Spanish abbreviation), through the General Directorate of Foreign Investment, is the government agency responsible for facilitating and giving certainty to the flows of productive foreign investments in Mexico. According to the corresponding legal framework, all foreign investments must be registered in the information system of the National Registry of Foreign Investments (RNIE for its Spanish abbreviation) to monitor compliance with the provisions regarding maximum participation limits of said investment in national territory.

The RNIE reflects the investment sums that occurred in the year, as well as an estimate of the sums that have not yet been notified to the system, and the value of fixed asset imports made by maquila companies. That is, it registers new investments, reinvestment of profits and accounts between companies.

In 2020, Mexico registered 27,785.7 million dollars of foreign direct investment, a figure that decreased 18.9% in relation to the 34,243.9 million reported in 2019.

Of the FDI corresponding to 2020, 23.8% came from new investments, 57.8% from reinvestment of profits and 18.4% from intercompany accounts, as shown in the following table:

COMPARISON OF FDI IN MEXICO, JANUARY - DECEMBER 2019 AND 2020.				
CATEGORY	YEAR		VARIATION	
	2019*	2020*	ABSOLUTE	RELATIVE
New investments	13,228.8	6,622.0	-6,606.8	-49.9
Reinvestment of profits	17,999.0	16,064.9	-1,934.1	-10.7
Intercompany accounts	3,016.1	5,098.8	2,082.7	69.1
Total	34,243.9	27,785.7	-6,458.2	-18.9

Source: Ministry of Economy. General Directorate of Foreign Investment, 2021.
*Millions of dollars.

In 2020, the countries with the highest participation of FDI in millions of dollars were: United States 10,303.8 (37.1%), Canada 4,224.4 (15.2%), Spain 4,005.2 (14.4%), Japan 1,228.1 (4.4%) and the United Kingdom 874.8 (3.1%). The rest are contributions from other countries and confidential information at the company level which is recorded in the RNIE and that is not of a public nature.

In the same year, at the state level, Querétaro attracted 855.2 million dollars of productive capital from abroad, this reflects a decrease of 26.7% in relation to 2019, even so, the entity was ranked number 9 at the national level.

The largest flow of foreign investment to Querétaro came from the United States and Spain, with 50.1% and 27.7% respectively, the rest was contributed by Switzerland, Sweden, Canada, the Netherlands, the United Kingdom, Italy, Belgium and Colombia, among others.

FDI IN THE STATE OF QUERÉTARO BY COUNTRY OF ORIGIN, 2020.			
POSITION	COUNTRY OF ORIGIN	SUM (MILLIONS DE DOLLARS)	PERCENTAGE (%)
1	USA	423.6	50.1
2	Spain	234.0	27.7
3	Switzerland	60.9	7.2
4	Sweden	48.4	5.7
5	Canada	43.7	5.2
6	The Netherlands	15.0	1.8
7	United Kingdom	12.6	1.5
8	Italy	5.3	0.6
9	Belgium	4.5	0.5
10	Colombia	2.7	0.3
	Other countries	C	-
	TOTAL	845.7	100.0

Source: Ministry of Economy. Foreign Direct Investment flows into Mexico by country of origin and state of destination, data updated as of the 4th quarter of 2020.
C: Confidential. The information at the company level which is recorded in the National Registry of Foreign Investments (RNIE) is not of a public nature and is classified as confidential, which is why the total sum may not match with the breakdown.



During the last 5 years, the states of the north-central region of the country have concentrated 15.6% of the total FDI. The entities with the highest uptake of investment are Guanajuato with 25.8%, San Luis Potosí 22.8% and Querétaro 21.0%.

"FDI IN THE STATES OF THE NORTH-CENTRAL REGION OF THE COUNTRY, 2016 - 2020. (MILLIONS OF DOLLARS).						
STATE	2016	2017	2018	2019	2020	ACUMULADO PERIODO
National FDI	31,149.3	34,232.7	33,921.3	34,243.9	27,785.7	161,333.0
North-central region	4,606.5	6,276.9	7,313.7	4,194.1	2,831.7	25,222.9
Aguascalientes	593.1	1,576.3	1,197.0	452.1	754.3	4,572.9
Durango	266.2	101.0	383.8	180.4	543.9	1,475.3
Guanajuato	1,332.5	1,751.5	2,447.7	806.8	163.7	6,502.2
Querétaro	1,067.1	984.6	1,217.3	1,167.5	855.2	5,291.7
San Luis Potosí	814.9	1,405.9	1,766.2	840.8	920.2	5,747.9
Zacatecas	532.6	457.6	301.7	746.5	-405.5	1,632.9

Source: Ministry of Economy. General Directorate of Foreign Investment, 2021.

INLAND CUSTOMS

Customs are the bodies in charge of the administration and regulation of activities related to the entry and exit of products, people, and capital, from and to other countries. They fulfill functions of tax control, security, health and international commercial statistics.

In Mexico, they are located on the northern borders with the United States and the southern borders with Guatemala and Belize, on the coasts of the Pacific and the Gulf of Mexico, and at strategic points inside the country.

Mexico has 49 customs offices distributed in the following way:

- **19 at 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 at the southern border:** Ciudad Hidalgo and Subteniente López.

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

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

The General Customs Administration –an agency of the Tax Administration Service (SAT for its Spanish abbreviation), a decentralized body of the Ministry of Finance and Public Credit (SHCP for its Spanish abbreviation)– is responsible for supervising, monitoring and controlling the entry and exit of goods and the means of transport involved in the process. It also verifies compliance with the provisions on foreign trade issued by the SHCP and other ministries of the federal executive branch competent in the subject matter. With these actions it helps to guarantee national security; it protects the country's economy, public health and the environment by preventing the flow of dangerous or illegal goods into the territory; and encourages voluntary compliance of the users with the provisions.

The customs office of Querétaro began its activities on July 22th, 1983 and is currently located on State Highway 200 Querétaro-Tequisquiapan, km 22.5, in the municipality of Colón. Its territorial circumscription includes the states of Querétaro and Hidalgo and 88 municipalities of Michoacán.

Customs clearances of goods are carried out by air, land (highway complex) and rail through the Strategic In-Bond Site. The tactical points that make up the customs office of Querétaro are:

TACTICAL POINTS THAT MAKE UP THE INLAND CUSTOMS OF QUERÉTARO, 2020.

Querétaro Inland Customs

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

International Airport of Querétaro

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

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

Source: Inland Customs of Querétaro, 2021.

The opening hours and operation of the customs office of Querétaro are the following:

WORKING HOURS OF THE INLAND CUSTOMS OF QUERÉTARO, 2020.	
CUSTOMS AND CUSTOMS SECTIONS	WORKING HOURS
Customs Office of Querétaro	Administrative: Monday to Friday 09:00 to 18:00 h Operative: Monday to Friday 10:00 to 21:00 h and extraordinary services
Customs Section of Atotonilco de Tula, Hidalgo	Operative: Monday to Friday 09:00 to 18:00 h
AIRPORTS	
	WORKING HOURS
International Airport of Querétaro	
"General Francisco J. Múgica" International Airport of Morelia, Michoacán	24 h from Monday to Sunday
"General Ignacio López Rayón" International Aerodrome of Uruapan, Michoacán	

Source: Inland Customs of Querétaro, 2021.

Electronic commerce operations –also known as E-commerce– carried out by courier companies such as DHL Express México, S.A. de C.V. and Federal Express Holdings México y CÍA decreased in 2020 derived from the public health emergency caused by the COVID-19 disease.

In 2020, 229,797 import and export customs declarations were processed, a figure that represented a decrease of 8.0% in relation to the previous year. Meanwhile, collection decreased 1.0% during the same period.

EXPORT AND IMPORT CUSTOMS DECLARATIONS OF THE INLAND CUSTOMS OF QUERÉTARO, 2020.			
MONTH	IMPORTS	EXPORTS	TOTAL
January	13,846	6,137	19,983
February	13,043	6,811	19,854
March	14,148	6,871	21,019
April	8,614	3,259	11,873
May	8,375	3,208	11,583
June	11,716	5,601	17,317
July	13,263	6,342	19,605
August	12,889	6,138	19,027
September	14,118	6,662	20,780
October	14,810	7,339	22,149
November	15,204	6,937	22,141
December	17,695	6,771	24,466
TOTAL	157,721	72,076	229,797

Source: Inland Customs of Querétaro, 2021.

The goods with the highest volume of imports were those related to the automotive and metallurgical industries; parts and components for aircraft assembly and repair; and miscellaneous items for department stores through warehousing and courier companies.

To facilitate logistics activities, there are 6 assigned customs agents and 44 authorized to operate in the customs office of Querétaro and its circumspection.

There is also an authorized bonded warehouse for the provision of handling, storage and custody services for the goods, and a Strategic In-Bond Site (RFE for its Spanish abbreviation):

- Terminal Logistics, S.A. de C.V. (CR:210).
- RFE Puerto Interior Querétaro (IR 11).

2.7 Financial services

COMMERCIAL BANKING

The Mexican Financial System is made up of institutions, markets and instruments that organize economic activity and mobilize savings towards their most efficient uses. Its main objective is to maintain stability and sustained growth in monetary activities for the well-being of the population.

The effective organization of these entities allows economic, production and consumption activities to find the necessary balance between individuals who have a surplus and those who require financial support, thus sharing the risks inherent to the environment.

To guarantee that these organizations operate in accordance with the needs and rights of users, and in compliance with the laws that concern them, there are financial authorities responsible for supervising them according to specific tasks which are previously designated.

The authority figures of the country in this matter are:

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

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. Stock market instruments that buy or sell financial assets in the future participate in this sector.
- 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 and Siglo XXI.
- Insurance and finance. The agencies 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. It is made up of auxiliary credit companies: currency exchange companies, financial factoring, leasing companies, savings and loan companies.

The Mexican Financial System, in turn, is regulated by the National Banking and Securities Commission. Its attributions and responsibilities are consolidated supervision, fighting against crime and investigations into possible infringements of regulations.

In 2020, the municipality of Querétaro registered 163 of the 232 bank branches in the state (70.3%). Similarly, the number of ATMs installed in the municipal territory accounted for 894 out of the 1,282 in the state (69.7%).



BRANCHES, PERSONNEL AND FUNDING IN THE MUNICIPALITY
AND STATE OF QUERÉTARO, DECEMBER 2020.

CONCEPT	MUNICIPALITY	PARTICIPATION (PERCENTAGE) ¹ %	STATE	PARTICIPATION (PERCENTAGE) ² %
Branches	163	70.3	232	1.9
ATMs	894	69.7	1,282	2.2
Number of ATM transactions	2,682,925	66.9	4,012,049	2.3
Number of bank employees	4,139	92.4	4,479	3.4
Number of establishments with point of sale terminals (POS)	16,883	73.7	22,900	2.8
Number of point-of-sale terminals (POS)	24,774	74.7	33,161	2.3
Number of transactions in POS	4,138,632	73.7	5,617,224	2.0
Number of contracts in the following accounts:				
Payroll	591,606	76.8	770,260	2.3
Transactional (total)	1,289,922	72.5	1,779,120	1.7
Open market transactional	698,316	69.2	1,008,860	1.5
Level 1 transactional	4	80.0	5	0.0
Level 2 transactional	194,992	69.9	278,833	1.4
Level 3 transactional	9,880	84.5	11,698	3.9
Traditional transactional	1,085,046	72.9	1,488,584	1.8
Term deposits	59,961	79.8	75,177	2.8
Debit cards	1,582,191	74.1	2,135,469	1.8
Credit cards	391,328	71.4	547,898	2.0
Transactions via mobile phone	546,446	65.6	832,551	1.7

Source: National Banking and Securities Commission (CNBV), 2021.

¹Percentage with respect to the state total.

²Percentage with respect to 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. Thanks to the offer of savings, investment and adequate credits, they promote the well-being of the most modest families and communities on educational and training bases, appealing to 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 acronym) and the Law to Regulate the Activities of Savings and Loan Unions (LRASCAP for its Spanish acronym). The entities involved are:

BANXICO. It is the central bank of the Mexican State constituted in autonomy of 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 their own information, the savings and credit entities established in the municipality of Querétaro in 2020 reported 74 branches. The following table specifies the number of transactions generated and their sum, the partners who participated and the number of employees involved. These transactions helped pay for family expenses and financing for micro and small businesses:

FINANCIAL ASSOCIATIONS OFFERING SERVICES FOR LOW-INCOME POPULATIONS ESTABLISHED IN THE MUNICIPALITY, BY INSTITUTION, 2020.					
INSTITUTIONS	NUMBER OF BRANCHES	NUMBER OF PARTNERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNTS LOANED (MILLIONS OF PESOS)
Alianza, Savings and Loan Union	6	6,828	19	3,254	143.3
Bienestar, Loans and Savings	12	41,624	169	5,702	264.2
Caja Gonzalo Vega	13	98,429	288	30,615	1,434.4
Caja Inmaculada	5	45,996	170	8,956	541.0
Caja Morelia Valladolid	9	25,612	48	5,445	309.0
Caja Popular Florencio Rosas de Querétaro	7	41,293	124	8,824	361.4
Caja Popular Mexicana	7	2,051	46	4,757	253.5
Libertad Servicios Financieros	15	276,007	133	17,743	720.0
TOTAL	74	537,840	997	85,296	4,026.8

Source: Information provided directly by the aforementioned institutions, 2021.

Thanks to its geographical location, the Centro Histórico district concentrates the largest number of branches (35.1%), it also accounts for the largest number of partners (52.9%), employees (52.9%), loans (41.2%) and the sums of transactions (46.5%).

FINANCIAL ASSOCIATIONS OFFERING SERVICES FOR LOW-INCOME POPULATIONS ESTABLISHED IN THE MUNICIPALITY, BY DISTRICT, 2020.					
DISTRICT	NUMBER OF BRANCHES	NUMBER OF PARTNERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNTS LOANED (MILLIONS OF PESOS)
Centro Histórico	26	284,557	527	35,128	1,873.2
Epigmenio González Flores	11	35,534	83	12,290	565.5
Felipe Carrillo Puerto	8	36,619	59	4,805	177.7
Félix Osores Sotomayor	10	63,992	169	15,794	609.9
Josefa Vergara y Hernández	11	93,598	109	10,700	512.5
Santa Rosa Jáuregui	5	9,033	36	4,694	198.3
Villa Cayetano Rubio	3	14,507	14	1,885	89.7
TOTAL	74	537,840	997	85,296	4,026.8

Source: Information provided directly by the aforementioned institutions, 2021.

2.8 Tourism

Tourist activity has an important economic and commercial impact, it fosters income and investment, it drives the creation of jobs, and it promotes activities that strengthen the identity of the country.

Querétaro stands out nationwide for its variety of natural resources, cultural wealth, progress and history. The capital city is the birthplace of Mexican Baroque and of architectural, monumental, religious and artistic heritage. In 1996 the United Nations Educational, Scientific and Cultural Organization (UNESCO) declared the Historic Center of Querétaro as a cultural world heritage.

Thanks to its great multimodal connectivity articulated by an important network of roads, air routes and railways, Querétaro is a fundamental strategic and logistical point that allows for comfortable and simple transfers to every part of the country, offering specialized tourist products for the cultural, alternative, business and conventions segments.

GASTRONOMY

In 2010, the UNESCO included traditional Mexican cuisine on the Representative List of the Intangible Cultural World Heritage. This inclusion has sparked a renewed interest in national gastronomy and, at the same time, has fostered respect for cultural diversity and human creativity.

The application file for admission included the participation of representatives of the different types of cuisine in Mexico, and the research of anthropologists from the National Institute of Anthropology and History (INAH for its Spanish abbreviation).

The UNESCO is responsible for ensuring that the traditional practices and customs of farmer, creole and mestizo cultures are preserved throughout all the regions of the country.

Mexican gastronomy acknowledges the participation of the community throughout the entire traditional food chain, from the sowing and harvesting of crops, to the preparation and tasting of delicacies. Among its highlights we can find widely used ingredients such as corn, beans and chili; its cultivation methods, unique in their kind, such as the *milpa* (cornfield) and *chinampa* (man-made islands); its culinary preparation procedures, such as the nixtamalization; and their special utensils, such as stone *metates* (square stone used to grind corn) and *molcajetes* (large stone mortar with three short legs used to grind seasonings).

Another fundamental element of the national gastronomy is the pairing of basic food products with local ingredients: plenty of varieties of tomato, squash, avocado, cocoa and vanilla. Mexican culinary art is lavishly elaborate and full of symbols; the tortillas and tamales that are consumed regularly are also part of the offerings of the Day of the Dead.

The gastronomy in Querétaro dates back to colonial times in the 16th century. Since then, several pre-Hispanic ingredients that give its identity to the cuisine of the region, such as corn, chili, cacti and various fruits, have been preserved. An example of this is the enormous variety of stews with cacti such as *nopales* and *biznagas*, or cacti fruits such as *huamiches* and sweet *xoconostles*, chilies, and corn in all its presentations, including tamales, atoles and tortillas which are part of the typical Otomí cuisine.

The history of Querétaro's cuisine is closely linked to its traditional civic and religious festivities. Numerous annual harvest cycles of gastronomic ingredients match with festivities, such as the celebrations of the Holy Cross, the Holy Week and that of the Faithful Departed, to mention a few examples.

The typical food of Querétaro is very rich and varied. Some of its highlights are:

Dishes: pork carnitas; almond chicken with pears, apples and peaches; tufted tongue; corn soup and Querétaro-style soup; cheese and/or meat tamales with chili and sugar; cheeses from Tequisquiapan; *pancholas* (a type of meat); pork gorditas; *huaraches* (flattened corn dough commonly served with toppings); Querétaro-style enchiladas; *barbacoa* (mutton cooked following traditional methods) and beef *chicharrón* (fried skin); among others.

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* (sweet made from milk and sugar); *biznaga*; coconut-stuffed lemons; custards and *dulce de leche*.

Drinks: mead atole; *menjengue* (pulque drink with corn, banana and jaggery) and a variety of wines.



HISTORIC CENTER

The Historic Center of the city of Querétaro was declared a cultural world heritage by the UNESCO because of its splendid baroque and neoclassical architecture, which can be appreciated in its impressive religious and civil buildings, a clear example of a Mexican city from the Viceroyalty period. The public squares, museums and walkways are appealing for morning coffees and evening drinks.

Santiago de Querétaro is one of the most visited cities in Mexico by both national and foreign tourists. The Historic Center is spread over 4 km² and comprises 203 blocks that house 1,400 buildings of great architectural value.

The monumental aqueduct – an emblem of the city – is one of the largest and most important hydraulic works of the seventeenth century worldwide. The work was sponsored by Juan Antonio de Urrutia y Arana, Marqués de la Villa del Villar del Águila, in his quest to bring water to the city.

Among the most important and visited sites are:

• Mansions

- Casa de Ecala
- Casa de la Marquesa
- Casona de los Cinco Patios



• Buildings

- Academy of Fine Arts
- Conservatory of Music
- Conín Palace
- Government Palace
- Municipal Palace
- Theater of the Republic



• Fountains:

- Capulines
- Cinco Señores
- Del Marqués
- Hebe
- Las Danzarinas de la Plaza Mariano de las Casas
- Constitución
- Neptuno

• **Gardens and Squares**

- Alameda
- Cerro de las Campanas
- Jardín Corregidora
- Jardín Guerrero
- Jardín Zenea
- Plaza de Armas
- Plaza Constitución



• **Museums and Cultural Center**

- Casa del Faldón Cultural Center
- Center for Arts and Culture
- Manuel Gómez Morín Educational and Cultural Center of the State of Querétaro (Central)
- Casa de la Zacatecana Museum
- Cerro de las Campanas Museum
- Art Museum
- Sacred Art Museum
- Museum of the City
- Museum of Mathematics
- Museum of the Restoration of the Republic
- Museum of the Conspirators
- Santiago Carbonell Foundation Museum
- The Magic of the Past Museum
- Regional Museum of Querétaro



• **Temples**

- San Agustín Temple
- San Francisco Temple
- Santa Clara Temple
- Santa Cruz Temple and Convent
- Santo Domingo Temple
- Santa Rosa de Viterbo Temple



FESTIVITIES

Most of the celebrations have their origin in the last century, and they are full of tradition and legends; the following are among the most important ones:

- **Parade of Biblical Cars.** It began in 1826 with the representation of passages from the Bible on Christmas night. It is the festivity that unites the inhabitants of different neighborhoods in the city of Querétaro.
- **Holy Week-Procession of Silence:** It is celebrated with theatrical representations of the Way of the Cross in various parts of the municipality. For more than 30 years the procession of silence has been carried out on Good Friday along the main streets of the Historic Center, in an atmosphere full of mystery and religiosity.
- **Festivities of the Cross:** One of the most emblematic of the city, it begins on September 13th 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 Templo de la Cruz (Temple of the Cross) where, according to legend, the apostle Santiago, the patron saint of the city, miraculously appeared. That night – known as *the wake* – the devotees dance for more than 10 hours in different shifts. The celebration continues until September 15 when the concheros finish their ancestral dance to continue with the penance that culminates with the Mass of the Holy Cross.



TOURISTIC INFRASTRUCTURE

Global mobility restrictions stemming from the COVID-19 pandemic impacted global tourism. Querétaro, being a privileged state due to its location, coverage and modern infrastructure, has incorporated alternatives to continue providing a high quality and safe offer for its visitors.

In 2020, the Ministry of Tourism of the State of Querétaro reported 181 hotels with 10,199 available rooms. The barely negative balance compared to 2019 was of 0.4%.

LODGING COMPANIES AND AVAILABLE ROOMS IN THE MUNICIPALITY, 2020




CATEGORY	COMPANIES	ROOMS
★★★★★	46	3,461
★★★★	47	3,600
★★★	29	1,381
★★	14	405
★	12	297
Boutique	16	226
Others ¹	33	829

Total rooms: **10,199**

¹Source: Government of the State of Querétaro. Ministry of Tourism Based on the Datur System from the Federal Sector, 2021.
²Others: Economy-Class Hotels, Hostals, Suites, among others.

During the same period, tourist destinations were promoted through the website www.queretarociudad.travel. The site received 24,870 visits informing interested individuals about the attractions, activities and events held in the city.

At the end of 2020, institutional social networks registered the following number of followers:

	Querétaro Ciudad	109,415
	@qrociudad	940
	qrociudad	12,764

Through different events, and on 11 different routes, the “Querétaro Querétaro” promotional campaign was carried out with the aim of positioning the municipality as a national and international tourist destination. Institutional social networks were also an important means of communication to attract visitors; altogether they reached a total of 4,261,503 interactions.

Marketing events were also held and supported in a virtual format to advertise the tangible and intangible heritage of the municipality, promoting culture, traditions, gastronomy and festivities.

CULTURAL AND TOURISTIC EVENTS, 2020.			
TYPE	ONLINE EVENTS	DATES	REACH
AA	Creative Lab	May 28 and 29	9,794
AA	First Viceregal Food and Conventual Desserts Meeting	September 26	28,316
AA	Legends of Querétaro Special (as never told before)	November 13	513,737
AA	Things That Theater Folks Hush: COVIDAD Edition (comedy)	November 14 to 17	291,317

Source: Municipality of Querétaro, Ministry of Tourism, 2021.

In September 2020, the 9th edition of the “Night of Museums” event was held in a virtual format. 27 institutions of the Historic Center which are dedicated to this activity participated, receiving 3,827 online visitors.

BUSINESS TOURISM

Knowing that this is a sector that requires constant updating and preparation given the great financial impact it represents for the municipality, the Tourism Coordination set the 2020 Tourism Training Program in motion with the aim of increasing hotel occupancy, average stay and the economic disbursement from tourists. The event benefited 219 attendees.

TOURISTIC TRAINING PROGRAM IN THE MUNICIPALITY, 2020.		
PROGRAM	MONTH	ATTENDEES
Fresh Biz	Noviembre	28
Leadership for Change		25
The Service Model		29
The Magic of Understanding my Customer		27
Digital Sensory Marketing		25
Touristic Trends		28
Wow Effect		30
Creating the Service Experience with Lego Serious Play		27

Source: Municipality of Querétaro, Ministry of Tourism, 2021.

Regarding the touristic indicators, the results were the following:

TOURISTIC INDICATORS IN THE MUNICIPALITY, 2020.	
INDICATOR	2020
Lodging companies from 1 to 5 stars	148
Number of rooms	9,144
Hotel occupancy coefficient (%)	22
Tourist arrival ¹	446,713
Tourists night	818,794
Average stay (nights)	2
Economic disbursement of tourists (millions of pesos)	2,063
Golf courses	5
Museums	31
Theaters	25

Source: Municipality of Querétaro, Ministry of Tourism, 2021.

¹Meaning tourist arrivals or registrations into hotels ranking from one to five stars.

2.9 Communication and transport

ROAD INFRASTRUCTURE

The main objective of developing systems for communication and vehicular transport is to promote safe, efficient and quality transfers for the entity's economic and social welfare.

Querétaro is one of the most important multimodal connectivity logistics nodes nationwide. The excellence of its road, air and rail network allows for comfortable and safe transfers to all of the country's cardinal points.

The Municipality of Querétaro has a toll federal network of 173.1 km. Within it, highways 57 and 45 are the main communication roadways with neighboring entities such as the State of Mexico, Guanajuato, Jalisco, San Luis Potosí and Nuevo León.

DISTANCES FROM QUERÉTARO TO THE MAIN PORTS AND BORDERS BY LAND, 2020.

PORT	KILOMETERS	MILES
Acapulco, Guerrero	564	350
Manzanillo, Colima	540	335
Mazatlán, Sinaloa	1,120	696
Tampico-Altamira, Tamaulipas	640	398
Veracruz, Veracruz	533	331
BORDER		
Cd. Juárez, Chihuahua / El Paso, Texas	1,590	988
Nuevo Laredo, Tamaulipas / Laredo, Texas	912	567
Tijuana, Baja California / San Diego, California	2,607	1,620

Source: Ministry of Communications and Transport. General Unit of Technical Services, 2021.





QUERÉTARO BUS TERMINAL (TAQ)

The Querétaro Bus Terminal (TAQ, for its Spanish abbreviation) is the institution that provides the main source of ground connectivity in the entity. It is one of the largest and most modern in the country; its facilities span over 119,777 m² and it houses bathrooms, showers, a steam room, a gym, 270 beds, safes, and recreation areas that spread over three different levels.

In 2020 it recorded 413,000 bus departures; out of which 180,000 were first-class and luxury units, 125,000 were regular or second-class units and 108,000 were third-class units. In total, 8 million users were mobilized, occupying 149 platforms and 191 waiting spaces.

In addition to its infrastructure and equipment, the TAQ offers:

- 26 commercial premises
- 2 fast food franchises (Burger King and Subway)
- 4 ATMs
- 14 sanitary modules
- 5 waiting rooms
- 2 parking lots, one to the north, with 145 parking spaces, and one to the south with 194, both with a cashier for prepayment.
- 2 taxi ranks with a year-round 24/7 service
- 1,200 taxis covering the entire state of Querétaro for an annual average of 255,000 services

PERSONNEL WHO WORKED AT THE QUERÉTARO BUS TERMINAL, 2020.	
CATEGORY	NUMBER OF EMPLOYEES
ADMINISTRATION	
Operative personnel	163
Administrative personnel	30
BUS COMPANY	
Grupo Flecha Amarilla	136
Ómnibus de México	25
Autovías, Herradura de Plata	22
Flecha Roja	17
E.T.N. Turistar de Lujo	91
Grupo Estrella Blanca	28
Transportes del Norte	9
Transportes Almealcenses	10
Transportes Coroneo	5
Flecha Azul	28
Autotransportes San José Iturbide	7
OTHERS	
Taxi drivers (two drivers per taxi)	1,200
EXTERNAL SERVICE PROVIDERS	
Commission agent	28
Security and surveillance	30
TOTAL	1,829

Source: Querétaro Bus Terminal. General Management, 2021.

INTERCONTINENTAL AIRPORT OF QUERÉTARO (AIQ)

Intercontinental Airport of Querétaro (AIQ, for its Spanish abbreviation) is located in the municipalities of Colón and El Marqués, 22 km from the capital of the state of Querétaro. It comprises a total area of 688.5 ha and has a hydraulic concrete track that's 43 cm thick, 3,500 m long and 45 m wide, with a magnetic orientation of 09-27, visual aids and a VOR/DME location system, as well as horizontal and vertical signage for daytime and nighttime operations.

For parallel taxiing activities, the AIQ has 4 high speed tracks and 2 central tracks at 45°. It has 3 platforms: a commercial platform with 16 positions and a surface of 125,000 m², a loading platform with 4 positions in 35,000 m², and an additional general aviation platform with 23 positions measuring 33,400 m².

The AIQ offers other services such as car rentals, concessioned taxis, direct bus runs to the cities of Querétaro and Celaya, restaurants, bars, cafes, a parking lot, currency exchange, local crafts shop, ATMs, VIP lounge, exclusive stores, and duty-free area.

The commercial passenger airlines that provided their services throughout 2020 were TAR Aerolíneas, Aeromexico, Volaris, American Airlines, United Airlines and Viva Aerobús; it also has two Fixed Bases Operators (FBO): AirBussines and Redwings, both of them organizations focused on executive and corporate aviation. In total, they added 32,473 operations accounting for arrivals and departures of general, commercial, cargo, domestic and international flights.

OPERATIONS AT THE INTERNATIONAL AIRPORT OF QUERÉTARO, 2020.				
TYPE OF OPERATION	COMMERCIAL	GENERAL	LOAD	TOTAL
Number of operations	9,124	16,635	6,714	32,473
Percentage	28.1%	51.2%	20.7%	100.0%

Source: International Airport of Querétaro (AIQ). Commercial Management, 2021.



At the end of 2020, flights offered by commercial aviation airlines comprised 18 commercial routes to 14 direct destinations, including the main hubs, as well as vacation and business destinations in Mexico and the United States.

In the same period, 45,152 tons of cargo were transported, a figure that represented a decrease of 11.3%, that is, 5,769 less than the one recorded in 2019.

CARGO DISTRIBUTION AT THE INTERNATIONAL AIRPORT OF QUERÉTARO, 2019 AND 2020.			
CONCEPT	2019	2020	DIFFERENCE
	(TONS)		
International tons	23,079	15,065	-8,014
National tons	27,841	30,087	2,246
TOTAL	50,920	45,152	-5,769

Source: International Airport of Querétaro (AIQ). Commercial Management, 2021.



POSTAL AND TELEGRAPHIC SERVICE

Correos de México (the national postal service of Mexico) is the institution in charge of providing correspondence, courier, and parcel services in an accessible, reliable, and qualified manner. Its main objectives are to ensure interpersonal communication, to simplify economic activity and to be an element for the inclusion of the population.

It has 1,356 customer service offices, 75 offices for corporate clients, 112 sorting centers and 6,402 third-party service points nationwide. At the end of 2020, there were 22 post offices registered in the Municipality of Querétaro operated by a staff of 116 people.

CORRESPONDENCE IN THE MUNICIPALITY, 2019 AND 2020.							
YEAR	POST OFFICES	DISPATCHED CORRESPONDENCE (THOUSANDS OF PIECES)			RECEIVED CORRESPONDENCE (THOUSANDS OF PIECES)		
		NATIONAL SERVICE	INTL. SERVICE	TOTAL	NATIONAL SERVICE	INTL. SERVICE	TOTAL
2019	23	751	26	777	6,718	563	7,281
2020	22	729	24	753	4,278	312	4,590

Source: Correos de México, 2021.

On the other hand, Telecomunicaciones de México (TELECOMM-TELÉGRAFOS), is a decentralized public agency that is part of the communications and transport sector offering modern, efficient and secure services to meet communication and financial needs. During 2020 it obtained the following results in its operations:

OPERATIONS OF TELECOMM-TELÉGRAFOS IN THE MUNICIPALITY, 2020.							
DISTRICT	SENT TELEGRAMS	SENT TRANSFERS		RECEIVED TRANSFERS		COLLECTION ON BEHALF OF THIRD PARTIES	BANK MOVEMENTS
		EXECUTED	AMOUNT	EXECUTED	AMOUNT	VOLUME	VOLUME
Centro Histórico	159	3,057	6,458,145.6	13,241	50,449,255.5	1,112	11,250
Epigmenio González Flores	11	835	1,791,941.3	826	2,562,590.5	1,822	4,613
Josefa Vergara y Hernández	6	658	942,205.6	859	4,144,537.5	2,505	4,914
Santa Rosa Jáuregui	6	1,037	2,537,132.9	6,458	68,420,716.4	6,993	30,885
TOTAL	182	5,587	11,729,425.4	21,384	125,577,099.8	12,432	51,662

Source: Telecommm-Telégrafos. State Management in Querétaro, 2021.

PUBLIC TRANSPORT IN THE MUNICIPALITY

Querétaro is a state that works on, and promotes, the modernization of transport to offer a fast, modern and safe service, which enables reaching more places in less time, with greater safety and a higher excellence degree. The aim of urban public transport is to substantially improve the mobility of thousands of people who travel collectively on a daily basis.

In 2020 the Transport Institute of Querétaro (IQT, for its Spanish acronym) registered 1,494 buses on 80 routes transporting a daily average of 251,974 passengers. On the other hand, the suburban collective service had 378 buses that served 44 routes. Finally, the total number of taxis registered in the municipal seat was 4,463, to which an amount of 307 units registered in other localities of the demarcation are added.

PUBLIC TRANSPORT IN THE MUNICIPALITY, 2020.	
CATEGORY	2020
URBAN PUBLIC TRANSPORT	
Buses	1,494
Routes	80
Volume of public transport users (daily average)	251,974 ¹
SUBURBAN PUBLIC TRANSPORT	
Buses	378
Routes	44
TAXI SERVICE	
In the municipal seat	4,358
In other locations of the municipality	89
TOTAL	4,447
MIXED SERVICE	
In the municipal seat	32
In other locations of the municipality	19
TOTAL	51

Source: Transport Institute of Querétaro, 2021.
¹These data correspond to Querétaro's urban area.



MEDIA

During 2020, 12 FM radio broadcasters, 3 television stations and 7 local newspapers remained active. Their participation was essential to face the pandemic in the Municipality of Querétaro, helping to maintain significant regional coverage in local, entertainment, and news programs.

RADIO STATIONS IN THE MUNICIPALITY OF QUERÉTARO, 2020.			
N°	RADIO BROADCASTER	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, 2021.

PRESS AND TELEVISION BROADCASTERS IN THE MUNICIPALITY, 2020.		
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 BROADCASTERS		
1	Canal XXI, S.A. de C.V. TELEVISA	Channels 2,5 and 21
2	TV Azteca, S.A.B. de C.V.	Channels 1 and 7
3	Sistema Estatal de Comunicación, Cultural y Educativo	TVQ

Source: Municipality of Querétaro. Social Communication Coordination, 2021.

Internet in the City

The Municipality of Querétaro seeks to provide more and better infrastructure and equipment in order to bring technology closer to the citizens, ensuring greater security in its procedures, services and programs.

Among the most important actions that the Systems Directorate carried out are the following:

Extension of the Municipal Fiber Optic Ring

The need to connect citizens with more and better tools reassures the commitment to strengthen the public internet service. To this end, the coverage of the fiber optic ring has been increased by 25.0%, stretching 170 km to favor interconnectivity among the population.

Updating Core and Tor on the Main Site

To strengthen the digital governance strategy, 100.0% of the communication infrastructure on the main site of the Civic Center building was modernized, achieving communication improvements in the main equipment that integrates the network.

Upgrading the Network Distribution Equipment

The 12 distribution sites located within the Civic Center building were completely renovated by replacing distribution switches for voice and data transmission; thus, improving the communication of the equipment distributed in the network.

Implementation of COVID-19 Support through Call Center 070 and Switch

As part of the actions required to address the needs generated by the pandemic, adjustments were made to the Contact Center in order to offer psychological support and programs related to the health emergency due to the COVID-19 disease by changing the call response flows on line 070 and the main switch.

Online Services

It is imperative to design strategies to simplify and streamline the services provided to citizens, so it is essential for current governments to respond to the demands of the online technological environment. The Municipality of Querétaro ratified its citizen commitment by expanding the spectrum of procedures, services and programs that can now be carried out virtually.



IMPLEMENTATION OF PROGRAMS, SERVICES AND ONLINE PROCEDURES IN THE MUNICIPALITY OF QUERÉTARO, 2020.

PROGRAMS	SERVICES	PROCEDURES
COVID Support-Chambers of Commerce	App of the Municipality of Querétaro	Comprehensive Construction Licenses
Emerging Business Support	Fiscal Transparency Portal	Operation Licenses Renewal
Getting You Closer-Last mile	Digital Counter	
Historic Center Bays	Electronic Citizen File	
General Transport		
Driver Registration in Restricted Hours		Clearing Automation for the Collection of Solid Waste
Street Promoters	Digitalization	
We Make a Difference with Them		
Direct COVID Support		

Source: Municipality of Querétaro. Information Systems Directorate, 2021.

2.10 Agricultural production

AGRICULTURAL PROGRAMS

The Ministry of Agriculture and Rural Development (SADER for its Spanish acronym) is the national organization responsible for coordinating and determining actions between producers, state governments, municipalities and the different areas of the ministry itself. The SADER has 33 representations, one for each state plus the districts of Mexico City and the Lagunera Region to which 192 Rural Development Districts and 713 Rural Development Support Centers are added. Each member of this network provides information and guidance in a timely manner regarding the programs and services available to them.

The SADER, through the District of Querétaro, and within the scope of its competence and territorial demarcation, coordinates its actions institutionally with the governments of the municipalities in order to achieve the fundamental objectives of the National Development Plan in relation to the agri-food sector.

The official information of the search engine of beneficiaries of the 2020 Production for Welfare Program yields the following results: 157,734 producers benefited in an area of 46,925 hectares for a total of 62.6 million pesos in investment state-wide. In that same year, the municipality of Querétaro received 7.1 million pesos for the benefit of 5,302 hectares of production.

The Ministry of Agricultural Development (SEDEA for its Spanish acronym), through its Department of Hydro-Agricultural Infrastructure, reported on the results of the Program for Agricultural Mechanization and Productive Rural Infrastructure, as well as its phytosanitary actions, as shown in the following tables:

AGRICULTURAL MECHANIZATION, 2020.		
PROGRAM	PRODUCERS	STATE INVESTMENT (PESOS)
Comprehensive Livestock Care	9	297,379
Producer Support Program to Increase Agricultural Productivity and Competitiveness	9	7,750
Phytosanitary Actions in the Municipality of Querétaro (Fertilizer)	372	186,923
TOTAL	390	492,052

Source: Ministry of Agricultural Development (SEDEA). Department of Hydro-Agricultural Infrastructure, 2021.

PRODUCTIVE RURAL INFRASTRUCTURE, 2020.		
PROGRAM	BENEFITED DISTRICT	STATE INVESTMENT (PESOS)
Agricultural Infrastructure Component / Project for the Rehabilitation and Desilting of Dikes	Santa Rosa Jáuregui	1,000,000

Source: Ministry of Agricultural Development (SEDEA). Department of Hydro-Agricultural Infrastructure, 2021.



PHYTOSANITARY ACTIONS IN THE MUNICIPALITY, 2020.			
CROP	BENEFICIARIES	SURFACE AREA (HECTARES)	STATE INVESTMENT
Maize	372	1,161	186,923

Source: Ministry of Agricultural Development (SEDEA). Department of Hydro-Agricultural Infrastructure, 2021.

AGRICULTURAL PRODUCTION IN THE MUNICIPALITY, 2020.

CROP	SOWN AREA (HECTARES)			HARVESTED AREA (HECTARES)			PRODUCTION VOLUME (HECTARES)		
	IRRIGATION	SEASONAL	TOTAL	IRRIGATION	SEASONAL	TOTAL	IRRIGATION	SEASONAL	TOTAL
FALL-WINTER 2020			FALL-WINTER 2020						
Green fodder oats	310	-	310	310	-	310	8,733	-	8,733
SPRING-SUMMER 2020			SPRING-SUMMER 2020						
Beans	-	360	360	-	290	290	-	154	154
Green fodder maize	665	-	665	665	-	665	47,972	-	47,972
Grain maize	323	7,490	7,813	323	3,560	3,883	3,270	4,592	7,862
Grain sorghum	36	-	36	36	-	36	249	-	249
PERENNIAL 2020			PERENNIAL 2020						
Alfalfa	598	-	598	598	-	598	41,920	-	41,920
Cactus	2	-	2	2	-	2	88	-	88
Cactus pear	-	5	5	-	5	5	-	12	12
Grape	1	-	1	1	-	1	5	12	17
TOTAL	1,935	7,855	9,790	1,935	3,855	5,790	102,237	4,770	107,007

Source: Ministry of Agriculture, Livestock and Rural Development (SADER), Querétaro District Agri-Food and Fisheries Information Service (SIAP), 2021.
 Note: Preliminary data 2020

In 2020, the Department of Rural and Agricultural Development carried out the Support Program for the Agricultural and Fisheries Sector, benefiting a total of 7,946 producers with a municipal investment of 6.0 million pesos.

SUPPORT PROGRAM FOR THE AGRICULTURAL AND FISHERIES SECTOR, 2020.		
SUBPROGRAM	BENEFICIARIES	INVESTMENT
Productive or Strategic Projects in Agriculture, Livestock and Fisheries	7,496	6,042,070
Agricultural Bazaar ¹	450	-
TOTAL	7,946	6,042,070

Source: Municipality of Querétaro. Department of Rural and Agricultural Development, 2021.
¹A budget was not required to carry out the program.

The 2020 Subprogram for Productive or Strategic Projects in the Agricultural, Livestock and Fisheries Subject Matters carried out 7 actions focused on benefiting 33 communities in the municipality of Querétaro. The following table provides the detailed information:

PROGRAMS OF THE DEPARTMENT OF RURAL AND AGRICULTURAL DEVELOPMENT, 2020.			
PROGRAMS	BENEFICIARIES	COMMUNITIES	"INVESTMENT (PESOS)"
Comprehensive Livestock Care	696		460,000
Family Gardens	686	Pinto-Pintillo, Jofre, Jofrito, Ojo de Agua, La Luz, Buenavista, La Estacada, Puerto de Aguirre, Charape la Joya, La Barreta, San Isidro el Viejo,	45,965
Municipalized 2019 ¹	450	Montenegro, Pie de Gallo, Santa Catarina, San José Buenavista, La Solana, San Miguelito, Santa Rosa Jáuregui, El Herrero, Llano de la Rochera, El Tránsito, Ejido Modelo,	2,000,000
Agricultural Mechanization Program	3,185	Tlacote el Bajo, Tlacote el Alto, Mompaní, El Zapote, San Isidro el Alto, Tinaja de la Estancia, Cerro Prieto, El Nabo, El Patol, San José el Alto y El Gachupín	236,105
Dike Rehabilitation	2		70,000
Vegetable Health	1,534		230,000
Improved Seed	945		3,000,000
TOTAL	7,498		6,042,070

Source: Municipality of Querétaro. Department of Rural and Agricultural Development, 2021.
¹Tripartite participation between the Government of the State of Querétaro, the Municipality of Querétaro and the producers of Querétaro.



2.11 Regulatory improvement for the industry

The Regulations for the Regulatory Improvement of the Municipality of Querétaro aims to establish the bases for the updating of administrative legal norms and the simplification of procedures and services that allow the citizen attention systems and procedures to have a comprehensive, transparent and effective service.

Among other important aspects, the document gives continuity to the Regulatory Improvement Programs in force in the Municipal Public Administration, as provided in Article 37: "In the case of other currently existing or future programs related to administrative simplification, and having a positive impact on the economic development of the municipality, or on a better service for users, they may also be considered as permanent programs and will not require a renewal every time there is a change of municipal administration".

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

The Expedite Business Start-up System (SARE for its Spanish acronym) and the System for Streamlining Industry Procedures (SATI for its Spanish acronym) are part of the efforts that the municipal administration has implemented to streamline the procedures for opening new businesses in the municipality of Querétaro.

The SATI was implemented to streamline and facilitate municipal procedures related to the industrial sector. The program helps companies that intend to establish themselves in compatible industrial parks and urban areas by simplifying their request procedure into a single process within a maximum period of 24 hours.

The authorization process varies according to the industrial sector –the catalog currently has 285 low and medium risk modalities– and the set-up conditions, that is, if the company wishes to acquire land to build, or if it begins its operations in an already built property.

In 2020, 14 companies started operations through the SATI. Most of them did so in the Félix Osos Sotomayor and Felipe Carrillo Puerto districts, with 35.7% and 21.4% respectively, the other 4 districts shared the remaining 42.9%.

SATI PROCESSES IN THE MUNICIPALITY OF QUERÉTARO, 2020.

DISTRICT	COMPANIES	JOBS	INVESTMENT (PESOS)
Centro Histórico	2	17	200,000
Epigmenio González Flores	2	224	10,051,000
Felipe Carrillo Puerto	3	8	600,000
Félix Osos Sotomayor	5	71	1,340,000
Josefa Vergara y Hernández	1	1	50,000
Santa Rosa Jáuregui	1	4	100,000
TOTAL	14	325	12,341,000

Source: Economic Development and Entrepreneurship Department. Operating License Department, 2021.

In order to facilitate the creation of economic units, the municipal administration maintains the Annual Regulatory Improvement Program (PAMR for its Spanish abbreviation) in operation, highlighting the following purposes:

- To reduce service times, the number of citizen transfers for in-site procedures, to simplify virtual entries and reduce requirements.
- To improve the rating in the Doing Business evaluation issued by the World Bank.
- To simplify and streamline the procedures to obtain the Ruling of Land Use, the Feasibility of the Line of Business, the Letter of No Inconvenience and the Operating License from Civil Protection, especially aimed at industrial, commercial and/or service establishments for the starting of operations.

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

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

municipiodequeretaro.gob.mx



QUERÉTARO
— MUNICIPIO —

