



24

QUERÉTARO

MUNICIPAL ECONOMIC
YEARBOOK 2024



QUERÉTARO
— MUNICIPIO —

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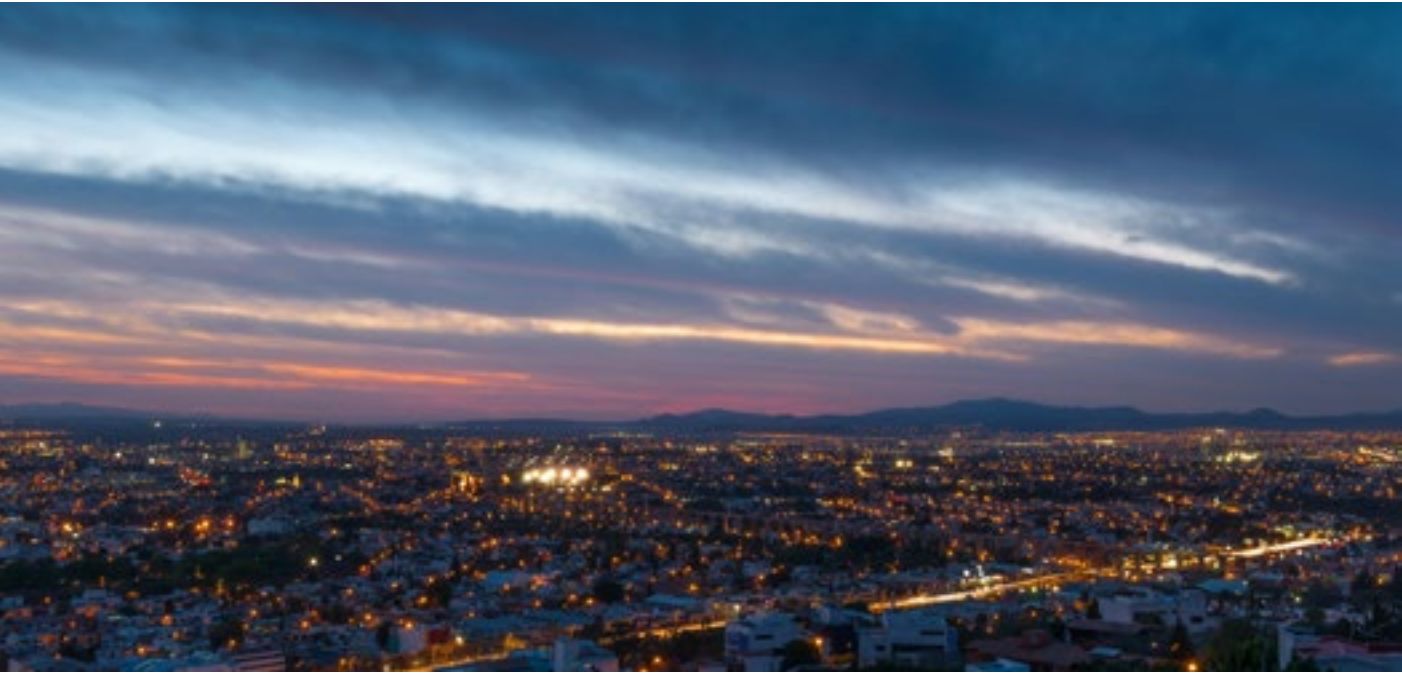
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Querétaro is a city that builds its present with an eye on the future.

From public institutions, private initiatives, and the academic and social sectors, we make decisions every day, always considering their impact on the development of our municipality and their short, medium, and long-term effects. In a few words, in Querétaro, we don't improvise.

This is of vital importance, considering that our city experiences sustained growth, which brings significant challenges in terms of orderly, inclusive, and sustainable development that protects the quality of life of the people of Querétaro. In this regard, it is the responsibility of all sectors to collaborate in making growth a factor of well-being, peace, and social harmony.

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

That is the goal of this yearbook: to provide an accurate snapshot of the demographic, economic, and social conditions of the Municipality of Querétaro to decision-makers, whether they are in public institutions, the private and social sectors, or international organizations and research institutions.

We are confident that with this material, it will be possible to continue making the best decisions to keep writing the history of a city that grows sustainably, inclusively, and with ever-improving quality of life for its inhabitants—a capital that strides confidently toward the future we all desire, toward the Querétaro we cherish..

Luis Bernardo Nava Guerrero
Municipal President of Querétaro



1. FOR YOU AND YOUR FAMILY

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1.1. OFFICE FOR THE DEFENSE OF HUMAN RIGHTS OF QUERÉTARO (DDHQ¹)

It is a public and autonomous body that protects, disseminates, and enforces our universal and fundamental rights, such as health, justice, education, respect for freedom of belief, expression, and movement, equality before the law, among others, guaranteeing us, without any distinction, a full and equal life.

The DDHQ:

- Contributes to the integral development of citizens.
- Creates sufficient conditions for inhabitants to take an active part in the management of public affairs and the adoption of community decisions.
- Defines the limits of the actions of public servants, regardless of their hierarchy or governmental institution to which they belong, whether federal, state, or municipal, in order to prevent abuses of power, negligence, or simply ignorance of their function.
- Allows all individuals to enjoy autonomy that enables a dignified life, protected from abuse by authorities, public servants, and private individuals alike.

In 2023, its organizational structure was as follows:

Presidency	Council	Internal Control Body	General Inspection Office
Executive Department	Technical Department	Finance and Administration Department	Inspection Office Coordination
Coordination of Victim Assistance	Private Department	Coordination of Institutional Relations and Social Communication	Center of Studies for Human Rights of Querétaro

¹Translator's Note: "DDHQ" stands for "Defensoría de los Derechos Humanos de Querétaro" in Spanish.

During the same year, the DDHQ worked, approved, and published 10 regulatory instruments that generated agreements, regulations, and codes that contributed to strengthening the defense of our rights.

REGULATORY INSTRUMENTS
APPROVED BY THE DDHQ
(2023)

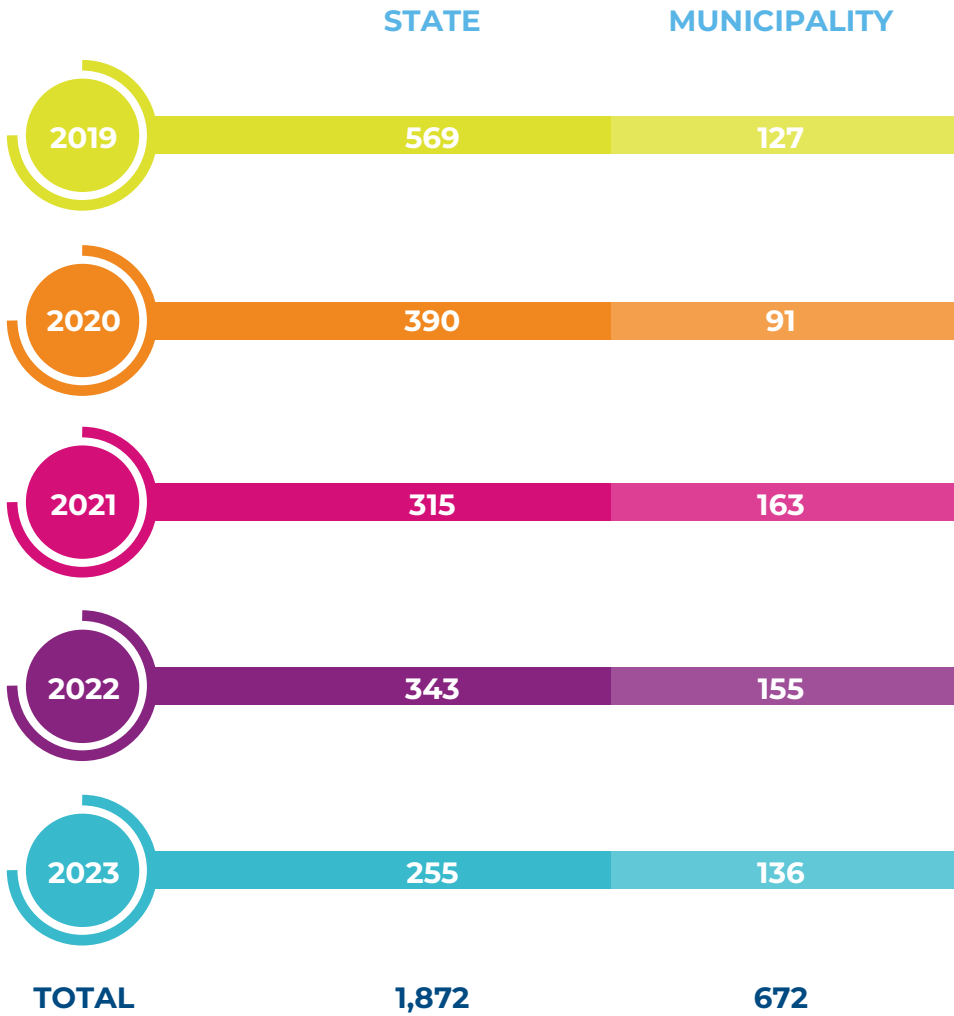
PUBLICATION DATE 2023	NAME OF THE INSTRUMENT
30th JUNE	Agreement establishing the Code of Conduct on Labor Equality and Non-Discrimination
	Agreement establishing the Labor Equality and Non-Discrimination Policy
	Agreement establishing the Operational Guidelines of the Labor Equality and Non-Discrimination Committee
	Organic Statute of the Center of Studies for Human Rights of Querétaro
7th JULY	Civil Service Career Regulations
	Agreement establishing the Operational Guidelines of the Filing Office
30th AUGUST	Regulation on Transparency and Access to Public Information
	Agreement amending and adding various provisions to the Agreement establishing the Guidelines for the Exercise of Public Resources
8th DECEMBER	Agreement amending and adding various provisions to the Organic Statute of the Center of Studies for Human Rights of Querétaro; and the call to all interested suppliers to participate in the supply of goods and services for the fiscal year 2023
	Code of Ethics

SOURCE: OFFICE FOR THE DEFENSE OF HUMAN RIGHTS OF QUERÉTARO (2024).

VALID COMPLAINTS

In 2023, the DDHQ received 255 valid complaints at the state level, 136 of which were in the municipality of Querétaro. This figure represented a decrease of 12.3% compared to the previous year.

VALID COMPLAINTS RECEIVED BY THE DDHQ
(2019-2023)



SOURCE: OFFICE FOR THE DEFENSE OF HUMAN RIGHTS OF QUERÉTARO (2024).

GROUNDS FOR TERMINATION

In the same year, 417 complaints were recorded with the grounds for termination outlined in Article 88 of the Human Rights Law of the State of Querétaro.



SOURCE: OFFICE FOR THE DEFENSE OF HUMAN RIGHTS OF QUERÉTARO (2024)

Regarding the probable violation of human rights, 558 complaints were received, a decrease of 31.3% compared to 2022. The most violated prerogative was Legality and Legal Security, accounting for 55.2% of citizen complaints.

PROBABLY VIOLATED
HUMAN RIGHTS
(2023)

HUMAN RIGHT	NUMBER OF COMPLAINTS
Access to justice	5
Water	1
Right to search for missing persons	1
Women's rights	1
Education	14
Equality and dignified treatment	88
Integrity and personal security	98
Best interests of the child	14
Legality and legal security	250
Freedom	27
Healthy environment	2
Petition	11
Privacy	2
Health	26
Work	8
Life	10
TOTAL	558

SOURCE: OFFICE FOR THE DEFENSE OF HUMAN RIGHTS OF QUERÉTARO (2024)

Finally, the DDHQ recorded 46 complaints against municipal authorities, 12 of them against various administrative departments and 34 (74.0% of the total) against personnel of the Municipal Ministry of Public Security.



1.2. CHILD DEVELOPMENT

In the Municipality of Querétaro, the Municipal System for the Comprehensive Development of the Family (SMDIF) is responsible for providing child development services. It operates Childcare Centers that offer support services to achieve comprehensive development through daycare, preschool education, and play libraries for children from 45 days old up to 4 years of age.

The daycare centers provide a safe place for families in need of these services, ensuring that children receive care from trained personnel who support the development of early social and motor skills. These skills include crawling, taking their first steps, waving goodbye, age-appropriate games, and learning to speak. These are considered the main indicators of child development.

There were 11 play libraries that provided social assistance services to mothers and fathers in need, offering care for their children with playful activities that promote their development. These services were available from 2:00 pm to 10:00 pm, Monday through Friday.



	SMDIF DAYCARE CENTERS	SMDIF PLAY LIBRARIES
	(2023)	
	Bötsi Santa Rosa Jáuregui Prol. Guillermo prieto S/N, esq. 21 de marzo, Col. Independencia	Bötsi Centro Histórico Calle 20 de Noviembre s/n esquina Zaragoza, Col. Centro Histórico
	47	31
	Bötsi Félix Osores (Loma Bonita) Iztacihualt No. 100, Colonia Loma Bonita	Bötsi Josefa Vergara Calle Bosques de Cedro n. 110, Col. Villas de Cimatarío
	42	11
		Bötsi Meni Av. Zaragoza n. 755, Col. Vistas de San José, San José el Alto
		7
TOTAL	89 BENEFICIARIES	49 VISITORS

SOURCE: GENERAL DIRECTORATE OF THE MUNICIPAL DIF SYSTEM (2024).

The SMDIF continues to support child development through 10 preschools, which benefited 1,113 boys and girls in 2023. It's important to mention that in said year, there was an increase of 7.6% in the number of beneficiaries compared to the year 2022.

PRESCHOOLS OF THE MUNICIPAL SYSTEM FOR INTEGRAL FAMILY DEVELOPMENT (SMDIF)
(2023)

Bolaños Preschool
Calle Géminis esquina Zodiaco,
Col. San José el Alto, Delegación
Cayetano Rubio

89

Cerrito Colorado Preschool
Calle Teotihuacanos esquina
Totonacas, Delegación Félix Osores

155

Menchaca I Preschool
Calle Río Guaymas esquina Río Blanco,
Delegación Epigmenio González

46

Menchaca II Preschool
Calle Río Hondo s/n,
Delegación Epigmenio González

109

Peñuelas Preschool
Calle Estibadores n° 9,
Delegación Epigmenio González

89

Reforma Agraria Preschool
Calle José María Lozano n° 1,
Delegación Josefa Vergara

196

San José el Alto Preschool
Calle Quintana Roo s/n,
Delegación Epigmenio González

205

Tepetate Preschool
Calle Jiménez n° 18, Colonia Lindavista,
Delegación Centro Histórico

78

Historic Center Preschool
Calle 20 de Noviembre s/n, esquina
Zaragoza, Col. Centro

64

Zapata Vive Preschool
Calle Bosques de Cedro n° 110
Col. Villas de Cimatario

82



TOTAL **1,113**
BENEFICIARIES

SOURCE: GENERAL DIRECTORATE OF THE MUNICIPAL DIF SYSTEM (2024).

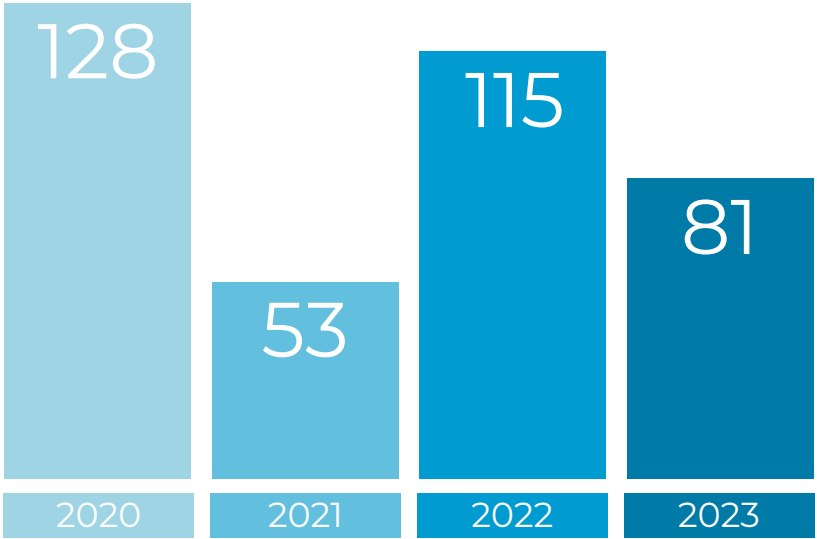
QUERÉPOLIS PARK

In the municipality of Querétaro, the culture of prevention is an important topic to provide necessary tools for preventing accidents and identifying risks in homes and schools from an early age.

“Querépolis, the City of Prevention” Park is located in the Fundadores neighborhood, on the way to San Pedro Mártir, in the Félix Osores Sotomayor delegation. It was inaugurated in 2015 by the municipal government with the aim of providing training in civil protection primarily to children aged 5 to 11.

During the year 2023, 81 girls and boys were received, with whom preventive activities and playful informative exercises were carried out, introducing them to the work of Civil Protection and the different emergency services to safeguard citizens.

QUERÉPOLIS PARK
(2020-2023)



TOTAL **377**
VISITORS

SOURCE: MUNICIPAL COORDINATION OF CIVIL PROTECTION (2024).



1.3. FAMILY DEVELOPMENT (HUMAN DEVELOPMENT AND FAMILY INTEGRATION)

The Municipal DIF System is a decentralized public body, with its own legal personality and assets, created by decree published on March 6, 1986, with the objective of “promoting the necessary actions that promote human development and family integration, contributing to improving the quality of life of the community, incorporating active and committed citizen participation.”

The institution serves all people in conditions of vulnerability, regardless of their age or the nature of their abilities, within the municipality of Querétaro.

It is composed of 7 coordination offices and the Office of the Attorney for the Protection of Children and Youth, which together provide support and services aimed at breaking the vicious circle of dependence and social lag of the population, generating conditions for family and community development.

SOCIAL ASSISTANCE SUPPORTS AND SERVICES

In 2023, 18 actions were carried out aimed at providing support and services for the benefit of the people of Querétaro:

- 1. Yimpathi Shelter.** Provides food support for dinners and breakfasts, overnight stays, and hygiene services.
- 2. Nutrition and Community Development.** This initiative focuses on promoting dietary guidance and hygiene by providing daily breakfasts to students in public preschools, primary schools, and junior high schools. Additionally, it offers supplements and nutritional monitoring to mothers who are underweight during pregnancy or lactation, as well as to children showing any degree of malnutrition.

This program distributed breakfasts to 137 public education schools across the 7 municipal delegations. The areas receiving the most support were Santa Rosa Jáuregui, with 55.5%, and Félix Osores Sotomayor, with 21.2%. The following table provides detailed information:

SCHOOLS BENEFITING FROM SCHOOL
BREAKFASTS BY DELEGATION
(2023)

DELEGATION	NUMBER OF SCHOOLS
Historic Center	4
Epigmenio González Flores	11
Felipe Carrillo Puerto	29
Félix Osores Sotomayor	5
Josefa Vergara y Hernández	7
Santa Rosa Jáuregui	76
Villa Cayetano Rubio	5
TOTAL	137

SOURCE: GENERAL DIRECTORATE OF THE MUNICIPAL DIF SYSTEM (2024).

- 3. Functional Support.** Visual acuity assessments, breast examinations, rapid screening tests, and distribution of eyeglasses, hearing aids, orthopedic devices, wheelchairs, walkers, canes, and glucometers, among others.
- 4. Community Care.** Distribution of food packages, and thanks to volunteers in municipal communities, informative talks and workshops are offered.
- 5. Assistance to Vulnerable Populations.** Social workers provide support and guidance for health prevention and strengthening.
- 6. Comprehensive Development Centers.** Services for care, nutrition, and education in daycare centers, preschools, and play libraries.
- 7. Centro Integral de Rehabilitación Regional (CIRR).**
7. Comprehensive Regional Rehabilitation Center (CIRR). Provides physical therapy, speech therapy, electrotherapy, occupational therapy, psychological care and support, in order to strengthen comprehensive rehabilitation.
- 8. Family Care Centers (CAF).** They offer training workshops, talks, distribute food and services aimed mainly at women, children and the elderly.
- 9. Municipal Dining Room.** Delivery of hot, nutritious and healthy food for families living in the municipality.
- 10. Integral Development of the Elderly.** Networks of unity and support provide warm and efficient attention and accompaniment to motivate the elderly population that attends the Day Care Centers, where multiple workshops are given to encourage their physical movement and mental activity. Monthly groceries are delivered to previously registered individuals, promoting participation in their neighborhood or community.



- 11. General Management.** Delivery of food and extraordinary support to people in vulnerable situations that require immediate or urgent help.
- 12. Doctor with you.** Free medical consultations, delivery of medicines, laboratory studies and ultrasound services, among others.
- 13. NZAKI Integral Center.** Offers free psychological care, nutrition, physiotherapy and consultations with a general practitioner or diabetes specialist.
- 14. Office of the Attorney General for the Protection of Children and Minors of the Municipality of Querétaro.** Provides legal advice, psychological therapy, accompaniment and follow-up visits to reports of abuse. Gives talks on the prevention of domestic violence and conducts socioeconomic studies.
- 15. Office for the Protection of the Elderly.** Provides legal advice and representation in family matters, legally guaranteeing the full basic benefits, respect, protection and promotion of their human rights.
- 16. COVID Testing.** Application of COVID-19 tests for the vulnerable population.
- 17. Loan of Concentrators.** Free loan of hospital equipment such as oxygen tanks and hospital beds to patients with a positive diagnosis for COVID-19 or chronic degenerative diseases that require it by medical indication.
- 18. Liaison with Civil Society Organizations.** Generates synergy to multiply, strengthen and increase the attention to vulnerable groups in the municipality.



During 2023, 1,411,302 supports and services were generated, 9.0% more than in 2022. In the same year, the Contigo NZAKI Integral Medical Center was created, adding to the list of actions to benefit citizens. The 18 programs directly served 188,413 people, 21.2% more than in the previous year. The largest number of services came from:

- 1. Functional Supports** (optometry, eyeglasses, hearing aids, breast exams, orthopedic devices, wheelchairs, walkers, canes, rapid screening tests and glucometers), with 22.6%.
- 2. General Directorate** (food and extraordinary support to people in vulnerable situations), with 16.3%.
- 3. Médico Contigo** (free medical consultations, medicines, laboratory studies and ultrasound services), with 14.1%.



SUPPORT, SERVICES AND BENEFICIARIES
OF THE MUNICIPAL DIF SYSTEM PROGRAMS
(2023)

PROGRAM	TOTAL OF SUPPORT AND SERVICES PROVIDED		BENEFICIARIES	
	2022	2023	2022	2023
Yimpathi Shelter	34,107	34,348	2,587	3,097
Food and Community Development	1,321,916	1,558,571	13,290	15,040
Functional Support	40,597	89,017	20,131	42,565
Attention to Vulnerable Population	13,713	15,323	2,407	2,535
Community Attention	41,178	44,427	3,999	3,450
Integral Regional Rehabilitation Center (CIRR)	31,179	35,508	6,781	8,713
Contigo NZAKI Comprehensive Medical Center	-	1,856	-	815
Family Care Centers (CAF)	6,803	7,195	935	1,040
Integral Development Centers	33,891	44,056	1,160	2,720
Municipal Cafeteria	697,200	730,400	14,120	14,091
Integral Development for the Elderly	174,852	179,445	13,178	15,420
General Directorate	97,761	79,804	35,805	30,648
Medico Contigo (Doctor With You)	24,145	27,953	19,843	26,530
Loan of Concentrators	255	151	252	143
Office of the Attorney General for the Protection of the Elderly	670	2,519	148	1,905
Office of the Attorney General for the Protection of Children and Minors	95,322	118,492	18,261	19,537
COVID Testing	2,559	108	2,538	108
Liaison with Civil Society Organizations	695	700	56	56

TOTAL

1,294,927

1,411,302

155,491

188,413

BENEFICIARIES

SOURCE: GENERAL DIRECTORATE OF THE MUNICIPAL DIF SYSTEM (2024).

In 2023, the Municipal DIF System had 166 facilities to serve the beneficiary population on a daily basis.

SMDIF FACILITIES
(2023)

General Directorate				1 INSTALACIÓN
Oficina Centro Cívico Querétaro: Blvd. Bernardo Quintana n° 10,000 Anexo letra A. Col. Centro Sur				
Coordination of Prevention and Health Strengthening				12 INSTALACIONES
Oficina Centro Cívico Querétaro: Blvd. Bernardo Quintana n° 10,000 Anexo letra A. Col. Centro Sur	Oficinas de Trabajo Social: Agapito Pozo s/n. Col. Centro, Santa Rosa Jáuregui	Oficinas de Trabajo Social: Guadalupe Victoria n° 103. Col. Felipe Carrillo Puerto	Oficinas de Trabajo Social: Av. de la Luz n° 602. Col. Cerrito Colorado	
Oficinas de Trabajo Social: Río Nautla n° 313. Col. Menchaca	Oficinas de Trabajo Social: Av. del Río n° 1. Col. Hércules	Oficinas de Trabajo Social: Calle 21, n° 1,000. Col. Lomas de Casa Blanca	Oficinas de Trabajo Social: Francisco I Madero n° 81. Col. Centro Histórico	
Oficina de Trabajo MC: (Centro del Adulto Mayor) Calle Veraguas s/n. Col. Lázaro Cárdenas	CIRR: Calle 20 de Noviembre s/n. Col. Valle Dorado 2da. Secc. Santa Rosa Jáuregui	Oficinas Centrales: (Oficinas centrales Médico Contigo) Calle Galaxia n° 543. Col. Universo 2000	Oficinas de Trabajo Social: Calle 2 n° 821. Col. Centro Histórico	
Coordination of Linkage of Civil Society Organizations.				1 INSTALACIÓN
Oficina Centro Cívico Querétaro: Blvd. Bernardo Quintana n° 10,000 (anexo letra A). Col. Centro Sur				
Coordination of Nutrition and Community Development				81 ¹ INSTALACIONES
Oficinas Centrales: Calle Coba n° 101 esq. Blvd. Gobernadores. Col. Vista Azul		Comedor Contigo: Centro del Adulto Mayor Josefa Vergara y Hernández: Calle Santiago de Veraguas s/n. Col. Lázaro Cárdenas III		

Coordination for the Integral Development of the Elderly				8 INSTALACIONES
Centro del Adulto Mayor Nānxu: Calle Humildad n° 120. Col. El Parque	Centro del Adulto Mayor Casona: San José n° 401. Col. Felipe Carrillo Puerto	Centro Cultural Epigmenio González: Av. Monte Sacro s/n. Col. San Pedrito Peñuelas	Centro del Adulto Mayor Josefa Vergara y Hernández: Calle Santiago de Veraguas s/n. Col. Lázaro Cárdenas	
Centro del Adulto Mayor Josefa Vergara y Hernández: Calle Santiago de Veraguas s/n. Col. Lázaro Cárdenas	Centro del Adulto Mayor Cayetano Rubio: Av. Del Río n° 1. Col. Hércules	Centro de Reunión de Adultos Mayores del Grupo Independiente Menchaca 2, Calle 18 de julio s/n, esq. Cerro del Peñón. Col. Menchaca	Centro del Adulto Mayor La Estacada: Calle Michoacán s/n, esq. Laredo y Guerrero. Col. Centro, Santa Rosa Jáuregui	
Coordinación de Atención Comunitaria				41 INSTALACIONES
Oficinas Centrales: Av. Constituyentes Ote. n° 3. Col. San Francisquito	Aula Palo Alto: Calle Ébano s/n. Col. Palo Alto, Santa Rosa Jáuregui	Aula La Palma: Domicilio Conocido. Col. Santa Rosa Jáuregui	Aula La Versolilla: Calle Principal s/n. Col. La Versolilla, Santa Rosa Jáuregui	
Aula Ojo de Agua: Calle Fuentes s/n. Col. Ojo de Agua, Santa Rosa Jáuregui	Aula Cerro Colorado: Domicilio Conocido. Col. Cerro Colorado, Santa Rosa Jáuregui	Aula Charape de los Pelones: Calle Principal s/n. Col. Charape de los Pelones, Santa Rosa Jáuregui	Aula Santa Catarina: Calle Francisco Márquez s/n. Col. Santa Catarina, Santa Rosa Jáuregui	
Aula Corea: Calle Tumen s/n. Col. Corea, Santa Rosa Jáuregui	Aula Juriquilla: Calle 3 de Mayo n° 10. Col. Centro, Santa Rosa Jáuregui	Aula Jurica (Incubadora): Calle Camelinas s/n. Col. Centro, Santa Rosa Jáuregui	Aula Lomas De San Pedrito Peñuelas: Calzada De Las Lágrimas s/n, esq. del Biombo. Col. San Pedrito Peñuelas	
Aula Montenegro: L2, M4, Z1, Calle Independencia s/n. Col. Centro, Santa Rosa Jáuregui	Aula Pintillo: Calle Las Rosas s/n. Col. Centro, Santa Rosa Jáuregui	Aula Puerto De Aguirre: Calle Puerto Bonito s/n. Col. Puerto de Aguirre, Santa Rosa Jáuregui	Aula Bosques del Cimatario: Calle Bosque Oriental s/n. Col. Bosque de La Sierra	
Aula San Isidro El Alto: Calle Principal s/n. Col. San Isidro, Santa Rosa Jáuregui	Aula Cerro Prieto: Calle Zaragoza s/n. Col. Felipe Carrillo Puerto	Aula El Nabo: Domicilio Conocido s/n. Col. El Nabo, Santa Rosa Jáuregui	Aula El Zapote: Domicilio Conocido s/n. Col. Felipe Carrillo Puerto	
Aula Santo Niño de Praga: Calle Palmita s/n, esq. Las Trojes, Col. Santo Niño de Praga	Aula 10 de Abril: Calle Hacienda El Jacal s/n. Col.10 de Abril	Aula Miguel Hidalgo: Calle Villas de San Agustín n° 341. Col. Miguel Hidalgo	Aula La Huerta: Calle Limones s/n. Col. La Huerta	

Coordinación de Atención Comunitaria (cotinuación)			41 INSTALACIONES
Aula Fernando de Tapia: Calle Rubén Darío s/n. Col. Fernando de Tapia	Aula Rubén Jaramillo: Calle Ingenio Azúcar s/n. Col. Rubén Jaramillo	Albergue Yimpathi: Vicente Guerrero n° 2. Col. Centro Histórico	CAF Alameda: Calle Cima s/n. Col. Peñuelas
CAF Centro Histórico: Allende n° 72. Col. Centro Histórico	CAF Cerro de la Cruz: Rosario Castellanos s/n. Col. Cerro de la Cruz	CAF El Patol: Domicilio Conocido s/n. Col. Comunidad El Patol, Santa Rosa Jáuregui	CAF El Salitre: 5 de Febrero s/n. esq. Vasco de Quiroga, Col. El Salitre
CAF Jofrito: Carretera Estatal s/n. Col. Comunidad Jofrito, Santa Rosa Jáuregui	CAF La Barreta: Domicilio Conocido s/n. Col. Comunidad La Barreta, Santa Rosa Jáuregui	CAF La Joya: Domicilio Conocido s/n. Col. Comunidad La Joya, Santa Rosa Jáuregui	CAF Morelos: Antonio Soto y Gama s/n, esq. Juan Aldama. Col. Morelos
CAF Santa Rosa Jáuregui: Av. 20 de Noviembre s/n. Col. Valle Dorado, Santa Rosa Jáuregui	CAF Purísima: Calle Jacarandas n° 60. Col. Comunidad La Purísima	CAF Reforma Lomas: Calle Antonio Carranza n° 100. Col. Reforma Agraria	CAF Santa María Magdalena: Calle Hidalgo s/n, esq. Brasil. Col. Santa María Magdalena
CAF San Pedro Mártir: Amazonita n° 704. Col. San Pedro Mártir			

Centros Integrales de Desarrollo			15 INSTALACIONES
Centro Integral de la Niñez Bötzi Santa Rosa Jáuregui: Calle Prolongación Guillermo Prieto s/n. esq. 21 de Marzo. Col. Independencia, Santa Rosa Jáuregui	Centro Integral de la Niñez Bötzi Félix Osores: Iztaccíhuatl n° 100. Col. Loma Bonita	Centro Integral de la Niñez Bötzi Epigmenio González: Calle Real de España s/n. Col. San José el Alto	Centro Integral de la Niñez Bötzi Josefa Vergara y Hernández: Calle Bosques de Cedro n° 110. Col. Villas del Cimatario
Centro Integral de la Niñez Bötzi Centro Histórico: 20 de Noviembre s/n, esq. Zaragoza. Col. Barrio la Cruz	Preescolar DIF Bolaños: Calle Géminis s/n, esq. Zodiaco. Col. Bolaños	Preescolar DIF Cerrito Colorado: Calle Teotihuacanos s/n esq. Totonacas. Col. Cerrito Colorado	Aula Santa Catarina: Calle Francisco Márquez s/n. Col. Santa Catarina, Santa Rosa Jáuregui
Preescolar DIF Menchaca II: Calle Río Hondo s/n. Col. Menchaca II	Preescolar DIF Peñuelas: Calle Estibadores n° 9. Col. Peñuelas	Preescolar DIF Reforma Agraria: Calle José María Lozano n° 1. Col. Reforma Agraria	Preescolar DIF San José el Alto: Calle Quintana Roo s/n. Col. San José el Alto
Preescolar DIF Tepetate: Calle Jiménez n° 18. Col. Lindavista	Preescolar DIF Zapata Vive: Calle Bosques de Cedro n°. 110, Col. Villas del Cimatario	Preescolar DIF Jadi Centro Histórico: 20 de Noviembre s/n, esq. Zaragoza, Col. Barrio la Cruz	



Procuraduría de Protección de Niñas, Niños y Adolescentes		6 INSTALACIONES
Oficinas Centrales: José María Pino Suárez n°49. Col. Centro Histórico	Oficinas Universo 2000: Calle Galaxia n° 514. Col. Universo 2000	Santa Rosa Jáuregui: Calle 16 de Septiembre n° 22. Col. Valle Dorado 2da. Secc. Santa Rosa Jáuregui
Juzgados: Calle Circuito Moisés Solana n° 1001. Col. Prados del Mirador	Centro de Día Meni: Calle Zaragoza n° 755. Col. Vistas de San José el Alto	Centro de Día Njhoya y Centro Integral de la Niñez Bötzi: Calle Emeterio González n° 4. Col. Hércules
Procuraduría de Protección al Adulto Mayor		1 INSTALACIÓN
Centro de Día Nanxu: Calle Humildad n° 120. Col. Fracc. El Parque		

TOTAL
166
FACILITIES

SOURCE: GENERAL DIRECTORATE OF THE MUNICIPAL DIF SYSTEM (2024).
¹KITCHEN CLASSROOMS, LOCATED IN PUBLIC PRESCHOOLS, ELEMENTARY SCHOOLS, MIDDLE SCHOOLS, HIGH SCHOOLS, DAY CARE CENTERS AND SENIOR CITIZEN CENTERS.

1.4. EDUCATIONAL DEVELOPMENT

EDUCATION IN THE MUNICIPALITY

Access to knowledge is a right and the key to personal development. Quality education allows individuals to break the cycle of poverty, helps secure better jobs, fosters tolerance among people, reduces inequality, contributes to gender equality and inclusion, and lays the foundation for a healthy and sustainable life.

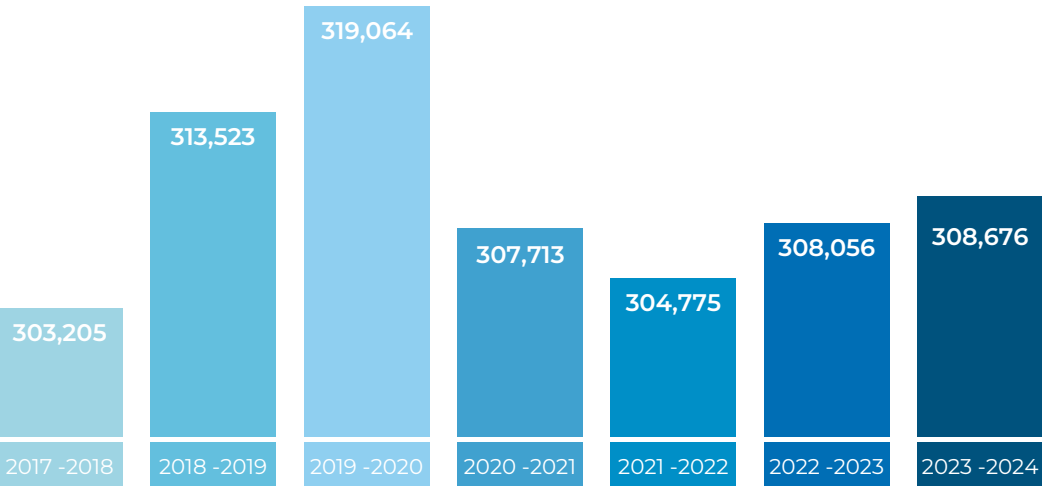
The National Development Plan 2019-2024 aims to improve the material conditions of schools across the country and ensure that young people have access to education. The Ministry of Public Education is tasked with dignifying Educational Centers, while the Federal Executive, Congress of the Union, and the National Teaching Staff are engaged in a dialogue to build a new legal framework for education.

Through the Municipal Development Plan 2021-2024, Axis 1: For You and Your Family, our municipality contributes to ensuring that students in adverse economic conditions continue their studies by offering comprehensive support that reduces school dropout rates, providing students and teachers with the technological tools necessary to perform their duties.

During the 2023-2024 school year, our municipality had an enrollment of over 300,000 students across the 7 educational levels, with 66.2% enrolled in public institutions and 33.8% in private ones. This figure represents a 1.1% increase compared to the previous school year.



SCHOOL ENROLLMENT IN THE MUNICIPALITY OF QUERÉTARO (2017-2024)



SOURCE: MINISTRY OF EDUCATION OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO (SEDEQ), 2024. (EDUCATIONAL STATISTICS FOR THE 2023-2024 SCHOOL YEAR, COMPILED BY THE UNIT OF BASIC EDUCATION SERVICES IN THE STATE OF QUERÉTARO, USEBEQ, THROUGH FORMATS 911 AND OFFICIALIZED BY THE MINISTRY OF PUBLIC EDUCATION, SEP).

ENROLLMENT BY EDUCATIONAL LEVEL (SCHOOL YEAR 2023-2024)

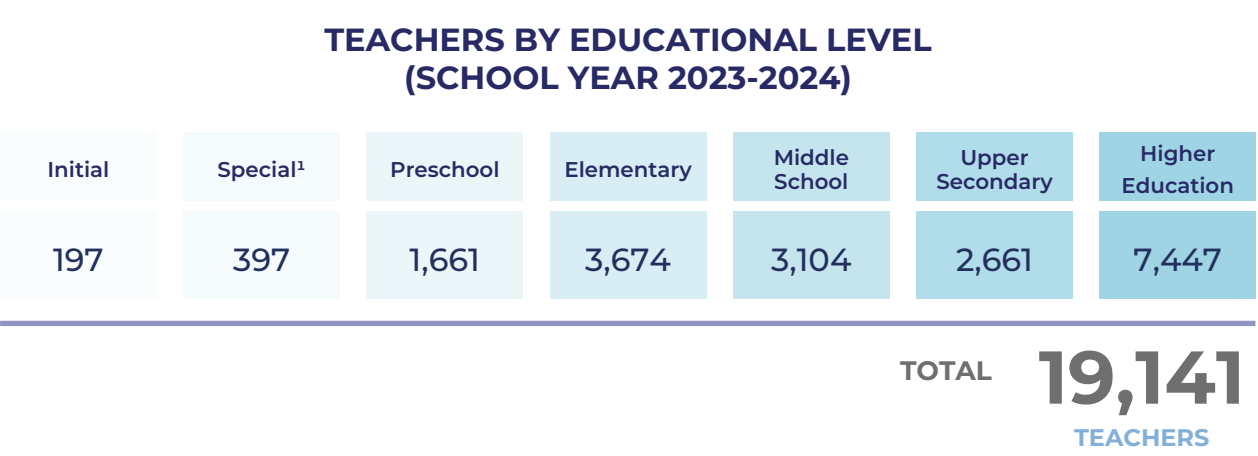
EDUCATIONAL LEVEL	STUDENTS	ALUMNOS POR SOSTENIMIENTO PÚBLICO	ALUMNOS POR SOSTENIMIENTO PRIVADO
Initial ¹	4,166	1,585	2,581
Special (CAM)	1,115	1,087	28
Special ²	5,389	—	—
Preschool	32,828	21,289	11,539
Elementary	103,412	75,500	27,912
Middle School	52,278	40,748	11,530
Upper Secondary ³	46,053	28,067	17,986
Higher Education	68,824	35,952	32,872
TOTAL	308,676	204,228	104,448

SOURCE: MINISTRY OF EDUCATION OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO (SEDEQ), 2024. (EDUCATIONAL STATISTICS FOR THE 2023-2024 SCHOOL YEAR, COMPILED BY THE UNIT OF BASIC EDUCATION SERVICES IN THE STATE OF QUERÉTARO, USEBEQ, THROUGH FORMATS 911 AND OFFICIALIZED BY THE MINISTRY OF PUBLIC EDUCATION, SEP).

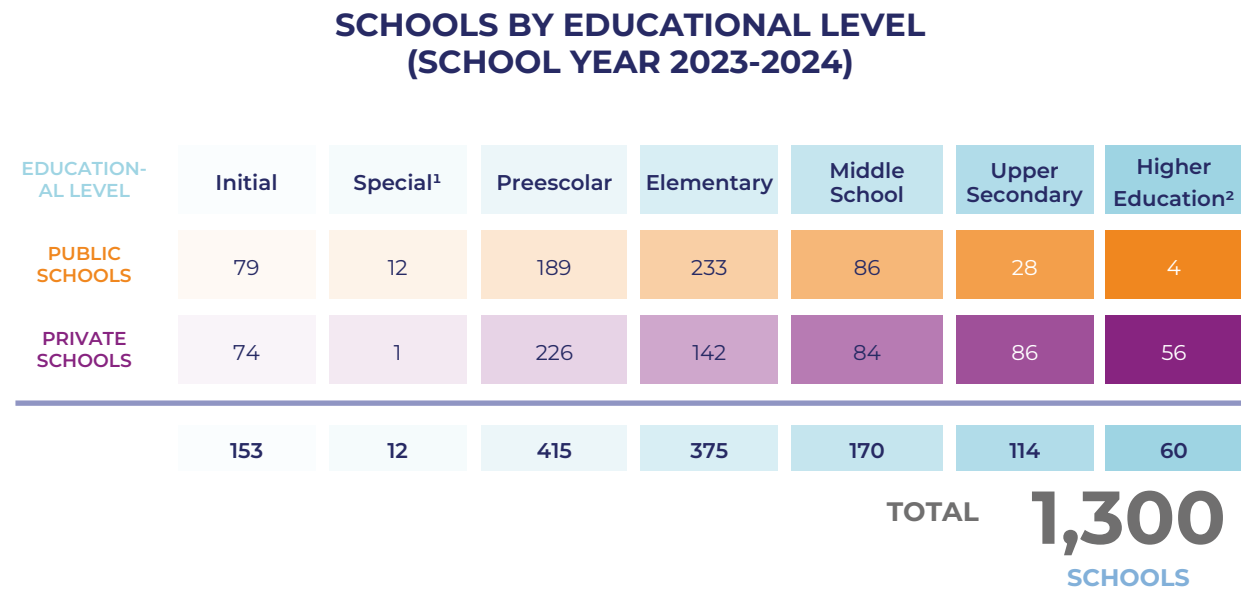
¹INCLUDES STUDENTS IN BOTH SCHOOLED AND UNSCHOOLED INITIAL EDUCATION.
²DOES NOT INCLUDE SUPPORT SERVICE UNITS FOR REGULAR EDUCATION (USAER), AS THESE ARE STUDENTS FROM VARIOUS LEVELS OF BASIC EDUCATION, ALREADY ACCOUNTED FOR IN THEIR RESPECTIVE LEVELS.
³INCLUDES THE LEVELS OF UNIVERSITY TECHNICIAN (TSU) AND BACHELOR'S DEGREE, AS WELL AS SPECIALIZATION, MASTER'S, AND DOCTORATE IN POSTGRADUATE PROGRAMS, BOTH SCHOOLED AND UNSCHOOLED.

For the last school year, the total number of registered teachers reached nearly 20,000 positions, 10.0% less than in the previous period. Of these, 38.9% were at the higher education level.

During the same school year, there was a total of 1,300 schools in the municipality of Querétaro.



SOURCE: MINISTRY OF EDUCATION OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO (SEDEQ), 2024. (EDUCATIONAL STATISTICS FOR THE 2023-2024 SCHOOL YEAR, COMPILED BY THE UNIT OF BASIC EDUCATION SERVICES IN THE STATE OF QUERÉTARO, USEBEQ, THROUGH FORMATS 911 AND OFFICIALIZED BY THE MINISTRY OF PUBLIC EDUCATION, SEP).
¹INCLUDES TEACHERS FROM CAM AND USAER.



SOURCE: MINISTRY OF EDUCATION OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO (SEDEQ), 2024. (EDUCATIONAL STATISTICS FOR THE 2023-2024 SCHOOL YEAR, COMPILED BY THE UNIT OF BASIC EDUCATION SERVICES IN THE STATE OF QUERÉTARO, USEBEQ, THROUGH FORMATS 911 AND OFFICIALIZED BY THE MINISTRY OF PUBLIC EDUCATION, SEP).
¹ DOES NOT INCLUDE SUPPORT SERVICE UNITS FOR REGULAR EDUCATION (USAER) AS THESE ARE NOT SCHOOLS WITH ESTABLISHED CAMPUSES.
² INCLUDES THE LEVELS OF UNIVERSITY TECHNICIAN (TSU) AND BACHELOR'S DEGREE, AS WELL AS SPECIALIZATION, MASTER'S, AND DOCTORATE IN POSTGRADUATE PROGRAMS; BOTH SCHOOLED AND UNSCHOOLED MODALITIES, AND THE COUNT FOR THIS EDUCATIONAL TYPE REFERS TO INSTITUTIONS.

Located in 6 of the 7 delegations, our municipality has more than 70 higher education institutions accredited by the Ministry of Education of the Executive Power of the State of Querétaro (SEDEQ), offering programs at the bachelor's, specialization, master's, and doctoral levels.

HIGHER EDUCATION INSTITUTIONS IN THE MUNICIPALITY (2024)		
Nº	PUBLIC INSTITUTIONS	DELEGATION
1	Centennial and Meritorious Normal School of the State, Querétaro Campus	Josefa Vergara y Hernández
2	Center for Engineering and Industrial Development (CIDESI)	Epigmenio González Flores
3	Center for Research in Applied Science and Advanced Technology	Josefa Vergara y Hernández
4	Center for Research and Advanced Studies (CINVESTAV)	Santa Rosa Jáuregui
5	Interdisciplinary Center for Research and Teaching in Technical Education	Historic Center
6	National College of Contemporary Dance	
7	School of Luthiery	
8	Superior Normal School of Querétaro	
9	Institute of Specialization in Higher Audit Studies	Josefa Vergara y Hernández
10	Institute of Judicial Specialization	Centro Histórico
11	Institute of Career Professional Services	Josefa Vergara y Hernández
12	National Technological Institute of Mexico, Querétaro Campus	Historic Center
13	Autonomous University of Querétaro, Querétaro Campus	
14	National Autonomous University of Mexico, Querétaro Campus	Santa Rosa Jáuregui
15	National Pedagogical University	Epigmenio González Flores
16	Polytechnic University of Santa Rosa Jáuregui	Santa Rosa Jáuregui
17	Technological University of Querétaro	Epigmenio González Flores

CONTINUE >

CONTINUED > HIGHER EDUCATION INSTITUTIONS IN THE MUNICIPALITY (2024)

N°	PRIVATE INSTITUTIONS	DELEGATION
1	Alinnco, Alliance for Innovation and Competitiveness	Josefa Vergara y Hernández
2	Atenas Higher Studies	Historic Center
3	Center for Legal Studies	
4	Center for Educational Sciences Studies	
5	Center for Postgraduate Studies in Mental Health (CEPESAM)	
6	International Study Center of Querétaro	Epigmenio González Flores
7	Magmusic Musical Studies Center	Josefa Vergara y Hernández
8	Querétaro Dental Studies Center	Historic Center
9	Higher Studies Center of the Bajío, Querétaro Campus	Félix Osores Sotomayor
10	Querétaro University Studies Center	Felipe Carrillo Puerto
11	Center for Advanced Social Research	Historic Center
12	Vasconcelos International Center for Higher Studies	
13	International Center for Postgraduate and Specialties in Health Sciences	Josefa Vergara y Hernández
14	International University Center of Mexico, Querétaro Campus	Historic Center
15	International College of Virtual Studies	
16	Mexican College for Pilot Training	
17	University College of Humanities	
18	University College of the Holy Cross	
19	J. Guadalupe Velázquez Music Conservatory	
20	New Century Podiatry School	
21	Free Business School	
22	Normal School of Querétaro	
23	Felva Mosso	Felipe Carrillo Puerto
24	Hunab Ku, Center for Poetic-Educational Studies	Epigmenio González Flores
25	Querétaro Culinary Institute	Historic Center
26	Institute for Quality and Educational Management of Querétaro	Epigmenio González Flores
27	ISIMA Higher Studies Institute, Querétaro Campus	Josefa Vergara y Hernández
28	Querétaro Rehabilitation Institute	

29	Dicormo Institute	Historic Center
30	Higher Gastronomy Studies Institute	Josefa Vergara y Hernández
31	Gustavo Adolfo Bécquer Institute	Historic Center
32	Inter-American Institute of Health Sciences	
33	La Paz Institute of Querétaro	
34	Talanton Institute	
35	Construction Technology Institute	Epigmenio González Flores
36	Monterrey Institute of Technology and Higher Education	Historic Center
37	University Institute of the Center of Mexico, Querétaro Campus	
38	UNIEM University Institute	
39	Music City College	
40	Mixed Night Normal School "5 de Mayo"	Félix Osores Sotomayor
41	Querétaro University Technology	
42	Uniplea	Historic Center
43	Central University of Querétaro	
44	Cauhtémoc University, Querétaro Campus	Villa Cayetano Rubio
45	Advanced Studies University, Querétaro Campus	Felipe Carrillo Puerto
46	University of Legal and Social Sciences	Centro Histórico
47	University of Women	Félix Osores Sotomayor
48	London University	Historic Center
49	Professional Development University, Querétaro Campus	
50	Atemajac Valley University, Querétaro Campus	Villa Cayetano Rubio
51	Mexico Valley University, Querétaro Campus	Santa Rosa Jáuregui
52	Interglobal University	Historic Center
53	Marist University of Querétaro	
54	American Technology University, Querétaro Campus	
55	Technological University of Mexico	
56	Vasco de Quiroga University	

SOURCE: MINISTRY OF EDUCATION OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO (SEDEQ), 2024. (EDUCATIONAL STATISTICS FOR THE 2023-2024 SCHOOL YEAR, COMPILED BY THE UNIT OF BASIC EDUCATION SERVICES IN THE STATE OF QUERÉTARO, USEBEQ, THROUGH FORMATS 911 AND OFFICIALIZED BY THE MINISTRY OF PUBLIC EDUCATION, SEP).UNIDAD DE SERVICIOS PARA LA EDUCACIÓN BÁSICA EN EL ESTADO DE QUERÉTARO, USEBEQ, A TRAVÉS DE LOS FORMATOS 911 Y OFICIALIZADA POR LA SECRETARÍA DE EDUCACIÓN PÚBLICA, SEP).

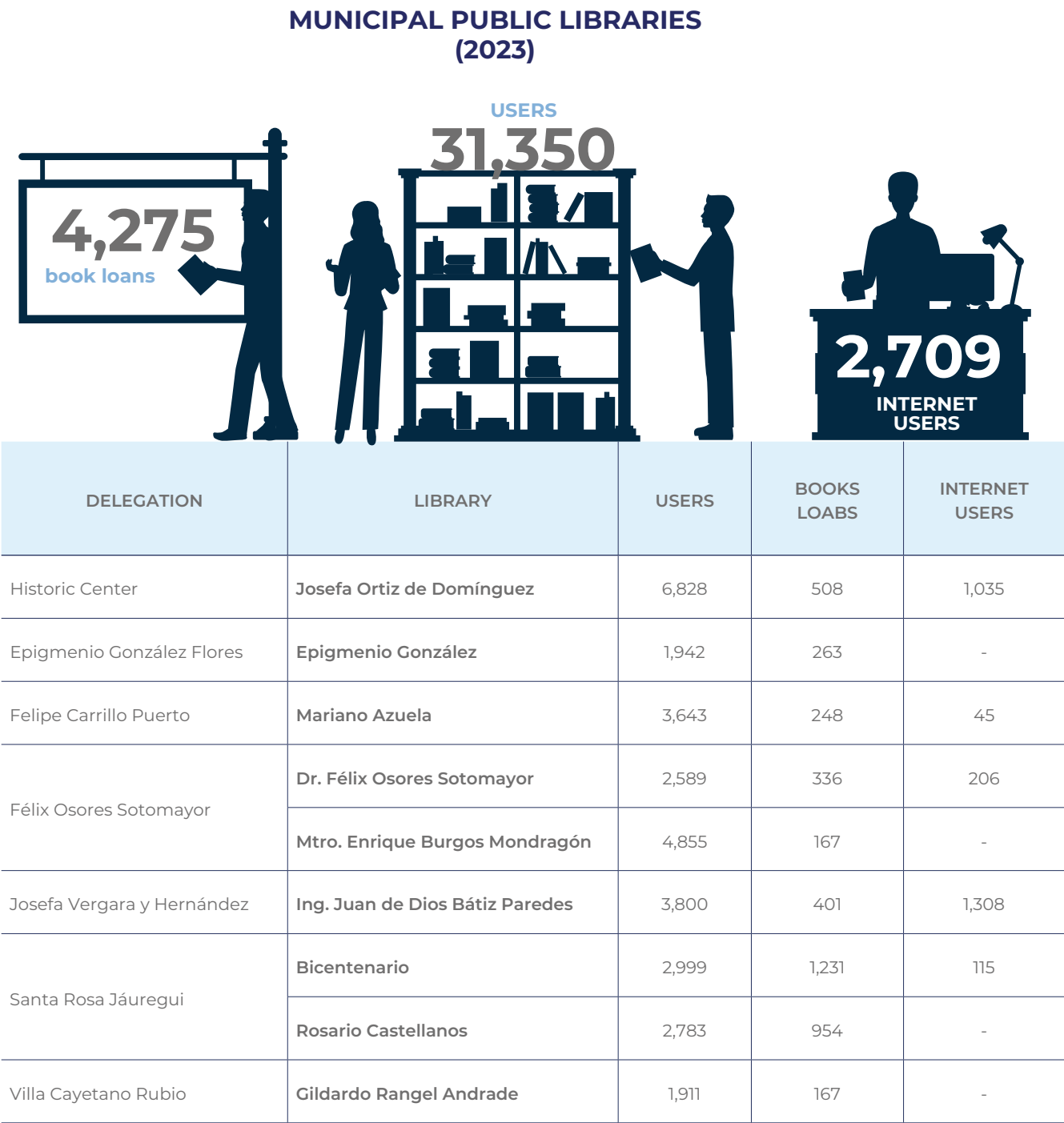
LIBRARIES

Libraries are places that play a fundamental role in society by offering the opportunity to learn, supporting literacy and education, and generating new ideas and vital perspectives within our society.

The vast majority of libraries in our country are public. They are mainly located in municipal seats, but also in small communities, constituting the cultural center of life and becoming essential institutions for addressing information needs.

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

In 2023, there were 9 public libraries located in the 7 municipal delegations, receiving more than 30,000 visitors, surpassing the previous year’s attendance by 20.0%. Of these visitors, 23.7% were from the Félix Osores Sotomayor delegation, 21.8% from the Historic Center, 18.4% from Santa Rosa Jáuregui, and 36.1% from the remaining districts



SOURCE: MINISTRY OF CULTURE (2024).

PROMOTION OF EDUCATION

SCHOLARSHIPS FOR ALL PROGRAM

We provide financial incentives to middle school, high school, and university students from public schools who meet the required academic performance level and live in vulnerable conditions in our municipality. In 2023, the program benefited more than 9,000 students with a total of over 22 million pesos.

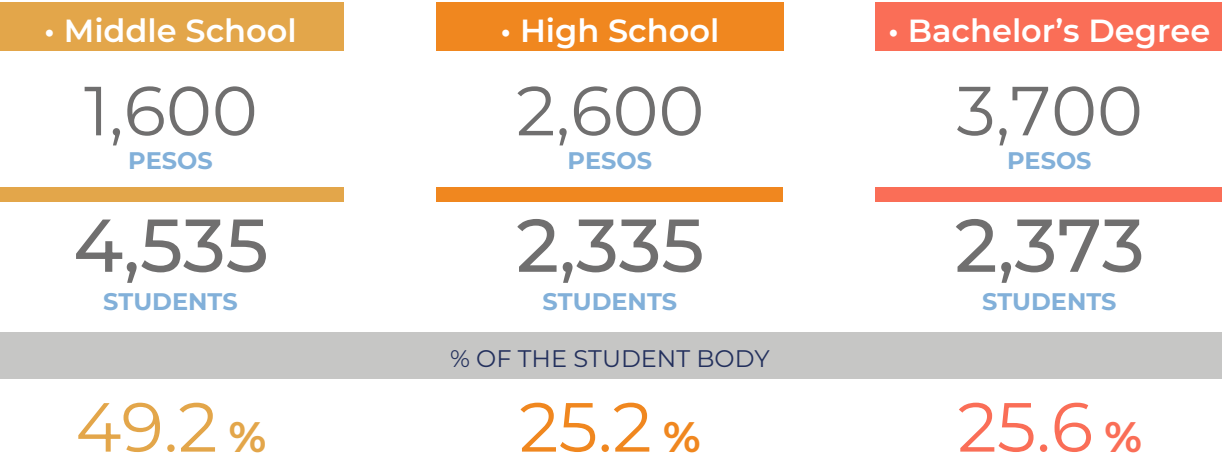
SCHOLARSHIPS IN FINANCIAL CONTRIBUTIONS
(2023)

LEVEL	SUPPORT PER STUDENT ¹	TOTAL FUNDS ²	STUDENTS BENEFITED	
			FIRST DISTRIBUTION MARCH 2023	SECOND DISTRIBUTION NOVEMBER 2023
Middle School	1,600	7,289,600	2,282	2,274
High School	2,600	6,071,000	1,088	1,247
Bachelor's Degree	3,700	8,780,100	1,213	1,160
TOTAL		22,140,700	4,583	4,681

SOURCE: MINISTRY OF HUMAN AND SOCIAL DEVELOPMENT (2024).
¹THOUSANDS OF PESOS.
²MILLIONS OF PESOS.

Following the announcement, the process was managed at the Querétaro Civic Center Auditorium, and the scholarships were distributed at the Josefa Ortiz de Domínguez Auditorium. The support is limited to one scholarship application per family, with the goal of helping as many families as possible.

The incentives granted, according to the educational level, were as follows:



SCHOLARSHIP STUDENTS BY DELEGATION IN THE MUNICIPALITY
OF QUERÉTARO WITH THE “YOUR SCHOLARSHIP” PROGRAM

DELEGATION	MIDDLE SCHOOL	HIGH SCHOOL	BACHELOR'S DEGREE	TOTAL
SCHOOL YEAR 2022-2023				
Historic Center	874	452	439	1,765
Epigmenio González Flores	716	452	466	1,634
Felipe Carrillo Puerto	391	215	219	825
Félix Osores Sotomayor	719	395	442	1,556
Josefa Vergara y Hernández	744	309	138	1,191
Santa Rosa Jáuregui	757	493	430	1,680
Villa Cayetano Rubio	334	171	175	680
TOTAL	4,535	2,487	2,309	9,331

SCHOOL YEAR 2023-2024				
Historic Center	1,521	626	589	2,736
Epigmenio González Flores	864	510	530	1,904
Felipe Carrillo Puerto	651	315	362	1,328
Félix Osores Sotomayor	505	297	353	1,155
Josefa Vergara y Hernández	687	364	154	1,205
Santa Rosa Jáuregui	273	143	304	720
Villa Cayetano Rubio	55	80	81	216
TOTAL	4,556	2,335	2,373	9,264

SOURCE: MINISTRY OF HUMAN AND SOCIAL DEVELOPMENT (2024).

The delegations most benefited were Centro Histórico and Epigmenio González Flores, accounting for 50.1% of the total between the two, leaving the remaining 49.9% to the other 5 districts.



TRANSPORTATION SCHOLARSHIPS

School mobility is a great tool for ensuring the well-being of students and peace of mind for parents, reducing traffic congestion in school zones during peak hours, and offering an alternative for transporting students, benefiting the safety and economy of families in our municipality.

The Tecnomóvil program provides technological tools such as computers in mobile units and offers workshops focused on Information Technologies (ICT) to vulnerable students, enabling them to compete on equal terms for their personal development.

TECNOMÓVIL BY DELEGATION
(2023)

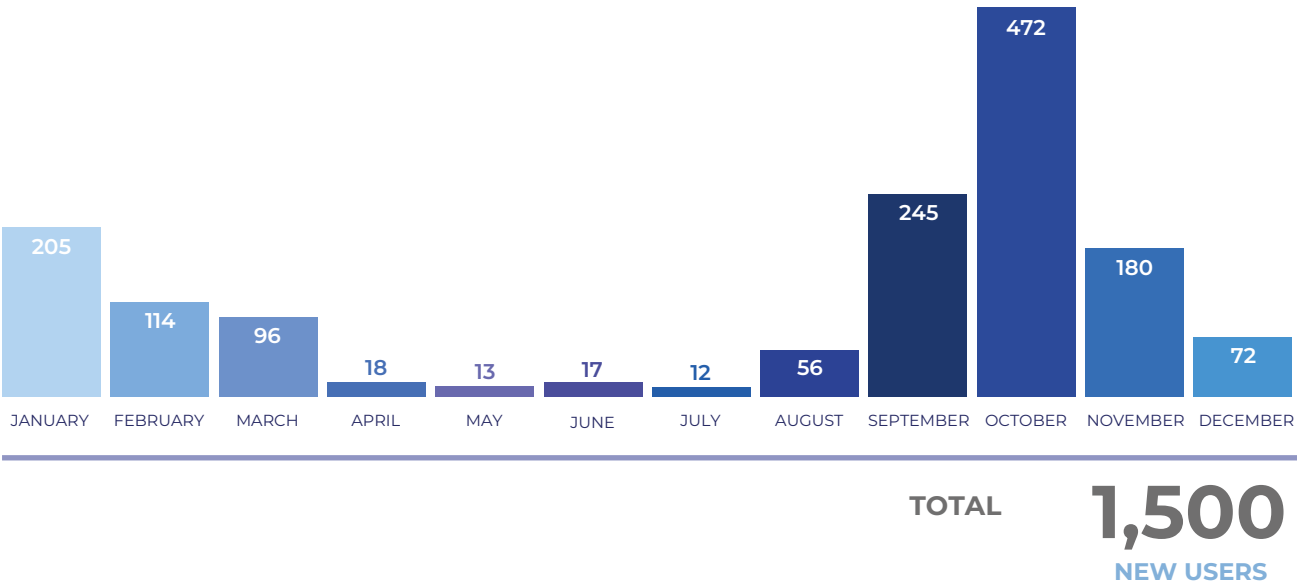
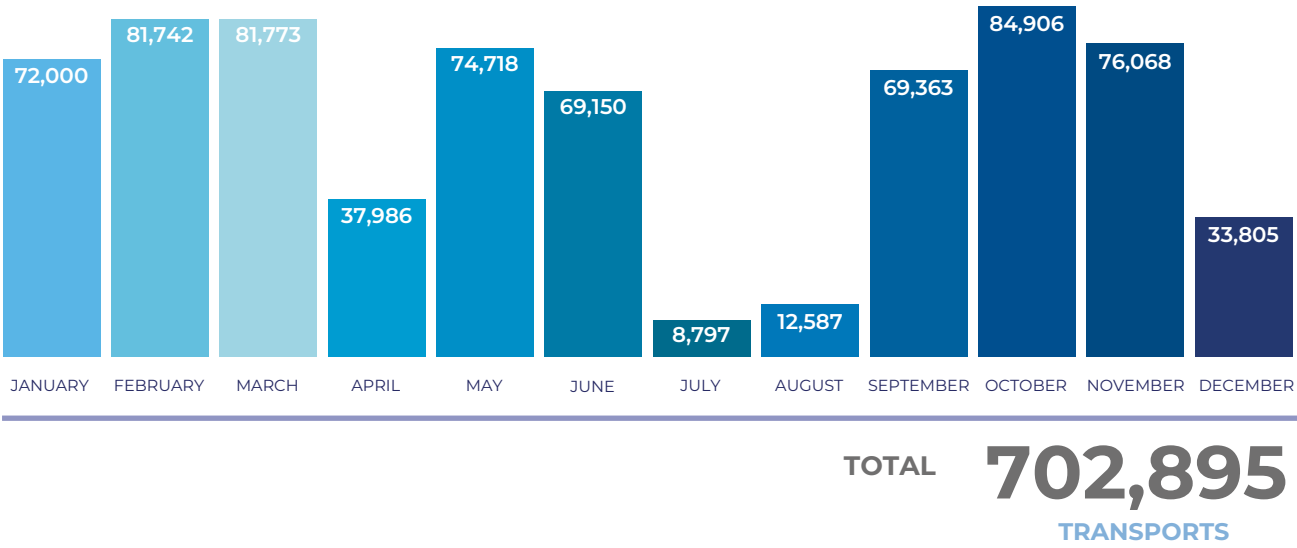
DELEGATION	LEVEL	SCHOOLS	BENEFICIARIES
Historic Center	Elementary	5	2,162
Epigmenio González Flores		1	396
Felipe Carrillo Puerto		1	561
TOTAL		7	3,119

SOURCE: MINISTRY OF HUMAN AND SOCIAL DEVELOPMENT (2024).

The free school transportation reduces traffic during peak school entry and exit times thanks to a bus system that transports students from 4th grade in elementary school to 3rd grade in middle school across the 7 delegations of our municipality.

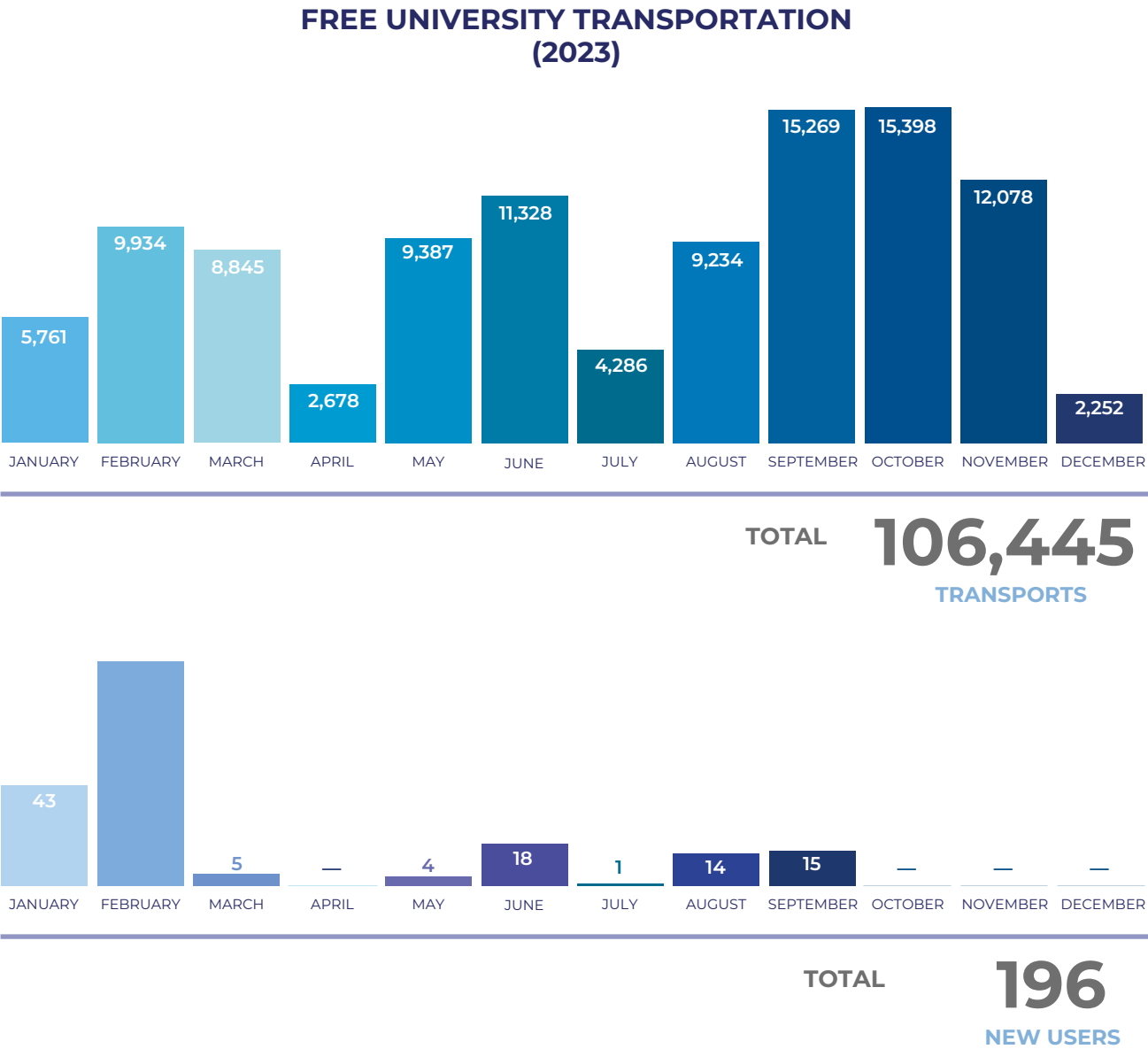
In 2023, the program had 43 routes and served 101 basic education schools, with 1,500 new users. That same year, 2 new routes were added, resulting in an 80.0% increase in trips compared to 2022.

FREE SCHOOL TRANSPORTATION
(2023)



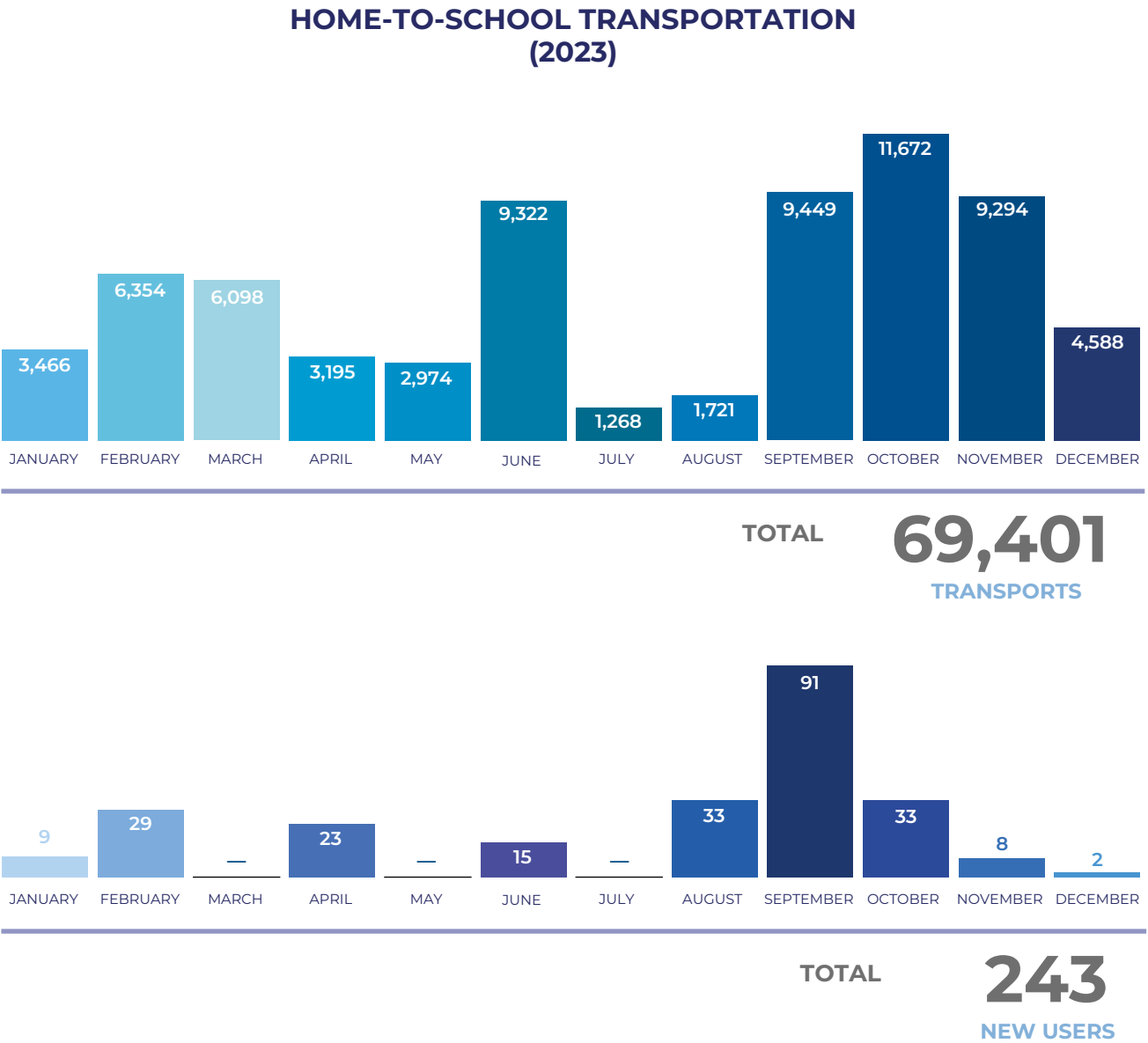
SOURCE: MUNICIPAL MOBILITY DEPARTMENT (2024).

The free university transportation is a safe, efficient, and free alternative for students, teachers, and administrative staff from high schools and universities in the municipality of Querétaro. In 2023, the program concluded with 196 new beneficiaries and a total of 106,445 night-time trips, marking a 120.0% increase compared to the previous year.



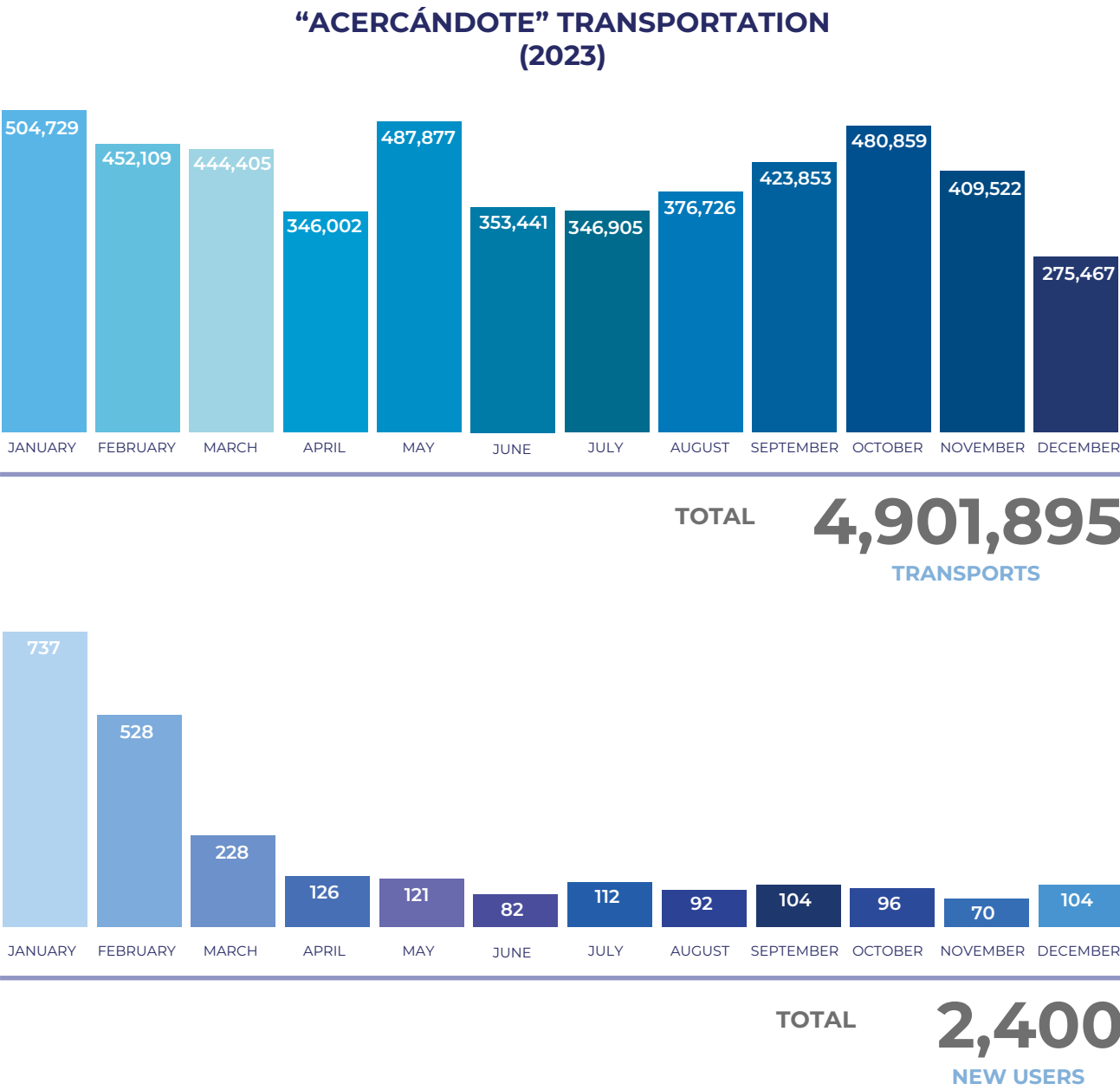
SOURCE: MUNICIPAL MOBILITY DEPARTMENT (2024).

The home-to-school transportation system offers private schools a bus service that transports students from 4th grade in elementary school to 3rd grade in middle school, benefiting family finances.



SOURCE: MUNICIPAL MOBILITY DEPARTMENT (2024).

The program costs approximately 10.0% of the tuition paid by parents at their educational institution. By the end of 2023, it had 14 routes serving 6 educational institutions.



SOURCE: MUNICIPAL MOBILITY DEPARTMENT (2024).

The Acercándote Program offers free transportation through 30 units that cover 13 routes within our municipality. The service operates Monday to Friday from 6:00 a.m. to 9:00 p.m. and on Saturdays from 6:00 a.m. to 5:00 p.m.

EDUCATIONAL INFRASTRUCTURE PROGRAM

The Ministry of Human and Social Development, through the Undersecretary of Planning and Social Management of the Municipality of Querétaro, contributes to ensuring that our students, from basic to higher education, have dignified, safe, and adequate facilities that foster their academic and personal potential. This is achieved through a dynamic and responsible strategy of social participation by parents to achieve the common good in the educational field.

The support translates into the construction and rehabilitation of priority facilities such as classrooms, restrooms, perimeter fences, sports courts, civic plazas, roofs, utilities, ramps, and walkways, among others. These actions are carried out in accordance with the current regulations of the relevant authorities.

EDUCATIONAL INFRASTRUCTURE PROGRAM INVESTMENT (2023)

DELEGATION	TOTAL ¹
Epigmenio González Flores	10,108,404.8
Felipe Carrillo Puerto	4,975,508.6
Félix Osores Sotomayor	1,006,869.8
Josefa Vergara y Hernández	18,812,887.1
Santa Rosa Jáuregui	28,745,515.2
Villa Cayetano Rubio	2,765,556.9
TOTAL	66,414,742.3

SOURCE: MUNICIPAL UNDERSECRETARY OF PLANNING AND SOCIAL MANAGEMENT (2024).
¹MILLIONS OF PESOS.



The schools located in the delegations of Santa Rosa Jáuregui, Josefa Vergara y Hernández, and Epigmenio González Flores received 80.2% of the investment. Regarding the number of beneficiaries, the first delegation accounted for 50% of the total.

EDUCATIONAL INFRASTRUCTURE PROGRAM
BY DELEGATION
(2022 AND 2023)

DELEGATION	SCHOOLS		BENEFICIARIES	
	2022	2023	2022	2023
Historic Center	4	-	3,038	-
Epigmenio González Flores	3	3	2,225	2,302
Felipe Carrillo Puerto	5	1	1,229	1,818
Félix Osores Sotomayor	7	1	6,042	300
Josefa Vergara y Hernández	3	3	438	1,428
Santa Rosa Jáuregui	5	10	1,759	5,192
Villa Cayetano Rubio	3	1	1,404	575
TOTAL	30	19	16,135	11,615

SOURCE: MUNICIPAL UNDERSECRETARY OF PLANNING AND SOCIAL MANAGEMENT (2024).



RESEARCH CENTERS

The development and strengthening of scientific, technological, and innovation capacities are fundamental for generating sustainable long-term growth and building modern and inclusive societies. These are essential tasks for fostering progress and competing in environments increasingly dominated by knowledge and information.

Research centers generate knowledge through the development of research lines focused on various issues. They offer the best possible solutions within their field of expertise, stimulating scientific, technological, and social innovation, and fostering collaboration and coordination between the academic and industrial sectors with high specialization.

The National Council of Science and Technology (CONACYT) is the government institution in Mexico responsible for establishing public policies in the areas of humanities, science, technology, and innovation. The agency promotes basic science and frontier research, setting priority agendas that address and seek solutions to major challenges in health, energy, water, toxicities, food, human security, housing, socio-ecological systems, education, and culture.

The National System of Researchers (SNI) recognizes the work of individuals dedicated to producing scientific and technological knowledge. This distinction is achieved through peer evaluation, with recipients receiving a financial incentive and the designation of national researcher, a title symbolizing the quality and prestige of their scientific contributions.

Our state has taken advantage of the industry’s demand for researchers and scientists to promote high-value-added activities such as aeronautics, biotechnology, and specialized processes for the automotive sector.

In 2023, the SNI increased its enrollment by 12.2% compared to the previous year. It is important to note that 56.5% of the total researchers are affiliated with the Autonomous University of Querétaro.

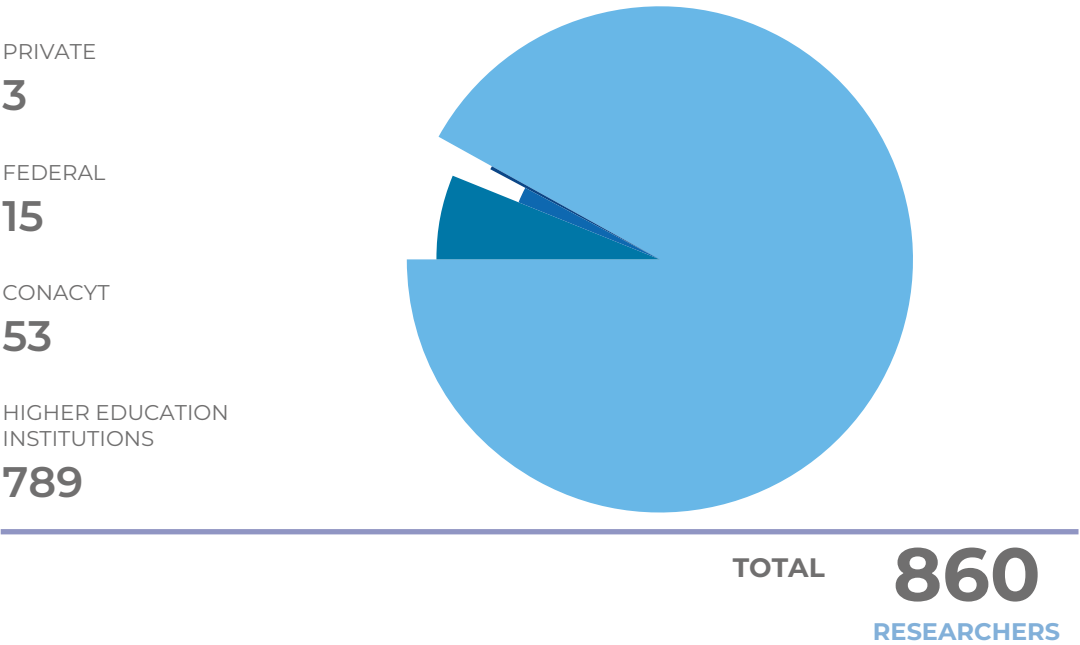
The Autonomous University of Querétaro (UAQ) is the institution with the greatest participation in our municipality. It has 14 research centers and 652 researchers specialized in various areas of development.

RESEARCH CENTERS AND RESEARCHERS BY TYPE (2023)

TYPE	CENTERS	TOTAL RESEARCHERS	PERCENTAGE (%)
CONACYT	2	270	7.4
Federal	4	87	2.4
Instituciones de educación superior	16	1,128	30.8
Privados	10	2,174	59.4
TOTAL	32	3,659	100.0

SOURCE: SCIENCE AND TECHNOLOGY COUNCIL OF THE STATE OF QUERÉTARO (CONCYTEQ), 2024.

RESEARCHERS (SNI.) (2023)



SOURCE: SCIENCE AND TECHNOLOGY COUNCIL OF THE STATE OF QUERÉTARO (CONCYTEQ), 2024.

“RESEARCH CENTERS AND RESEARCHERS IN THE MUNICIPALITY OF QUERÉTARO
(2022 AND 2023)”

RESEARCH CENTERS IN HIGHER EDUCATION INSTITUTIONS						
No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
1	Center for Research in Applied Science and Advanced Technology (CICATA-IPN)	• Image Analysis • Biotechnology • Alternative Energies • Mechatronics • Material Processing and Manufacturing	29	36	30	34
2	Center for Research and Advanced Studies (CINVESTAV-IPN, Querétaro Unit)	• Process and Equipment Development • Computational Material Sciences • Quantum Phenomena and Technologies • Bio-organic Materials • Composite Materials • Metallic Materials • Optoelectronic Materials • Polymeric Materials • Material Characterization Techniques • Material Processing • Ceramic and Metallic Coatings	24	24	22	22
3	High Technology Unit, Faculty of Engineering of UNAM (UAT)	• Aerospace Engineering • Automotive Engineering • Machine Design	5	10	5	8
4	Institute of Neurobiology of UNAM, Juriquilla Campus (INB)	• Cellular and Molecular Neurobiology • Behavioral and Cognitive Neurobiology • Developmental Neurobiology and Neurophysiology	56	57	57	58
5	Center for Educational Research CIEEN (ENEQ)	• Strengthening Educational Practices • Didactic Innovation • Educational Inclusion	2	3	1	1



No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
6	Technological Institute and Higher Studies of Monterrey, Querétaro Campus (ITESM-CQ)	• Agri-food Biotechnology • Cybionics • Sustainable Territorial Development • Genomics and Metabolomics • Intelligent Manufacturing • Metamaterials and Lightweight Structures • Management Models for Entrepreneurship • New Urbanism • Mobile Robotics	33	72	35	35
7	Technological Institute of Querétaro (ITQ)	• Architecture • Electrical Engineering • Business Management Engineering • Logistics Engineering • Materials Engineering • Mechatronics Engineering • Computer Systems Engineering • Industrial Engineering • Mechanical Engineering	10	28	15	33
8	Center for Applied Physics and Advanced Technology of UNAM, Juriquilla Campus (CFATA)	• Biological and Medical Applications • Prototype Design and Development • Design, Synthesis, and Characterization of Materials • Basic Physics and Numerical Simulation • Photonics • Applied Mathematics • Condensed Matter • Nanostructured Materials • Food Technology	29	36	30	36
9	Center for Geosciences of UNAM, Juriquilla Campus (CGEO)	• Stratigraphy and Evolution of Mexico's Geological Provinces • Structure and Deformation of the Earth's Crust • Evolution of Volcanic Centers • Petrogenesis of Continental Magmatic Arcs • Geodynamic Processes of the Lithosphere	49	74	50	78
10	Laboratory for Research on Advanced Water Treatment Processes of the Institute of Engineering, Juriquilla Campus, UNAM (LIPATA)	• Water and Waste Treatment, Bioenergy	9	9	8	8



No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
11	Technological University of Querétaro (UTEQ)	• Data Acquisition, Processing, and Analysis • Development of ICT Applications through Triple Helix Schemes • Development of Technological Tools for Energy Efficiency and Sustainability • Development and Application of Embedded Systems • Development and Application of Mechatronic Systems • Strategies for Sustainability • Educational Innovation • Technological Innovation for Business Development, Logistics, and Supply Chain • Market Research and Commercial Instruments for Promoting the Commercial and Social Development of Companies and Institutions in the Region • Intelligent Manufacturing and Industry 4.0 • Monitoring, Control, and Visualization • Corporate Social Responsibility and Sustainable Development • Organizational, Administrative, and Educational Theory	7	52	15	105
12	Multidisciplinary Teaching and Research Unit, Faculty of Sciences, UNAM, Juriquilla Campus (UMDI)	• Combinatorics: Graph Theory and Network Analysis • Conservation and Rehabilitation of Soil Resources • Chronobiology and Animal Ecophysiology • Aquatic Ecology and Algae • Ecology of Arthropods in Extreme Environments • Speleobiology and Acarology • Statistical Physics and Complex Fluids • Atmospheric Physical Chemistry and Environmental Ecology • Chronobiology and Animal Ecophysiology	12	17	10	13
13	University of the Valley of Mexico (UVM)	• Automation and Robotics • Characterization of Environmental Pollutants as Endocrine Disruptors and Their Relationship with the Origin and Promotion of Estrogen-Dependent Cancers • Educational Research in Mathematics and Science • Psychobehavioral Markers of Alcohol Consumption • Semiconductor Materials and Renewable Energies • Innovative Methodologies for Learning Mathematics, Sciences, and Engineering Topics • Neuroeconomics, Personality, and Behavior • Neuropsychology of Executive Functions	12	15	9	11

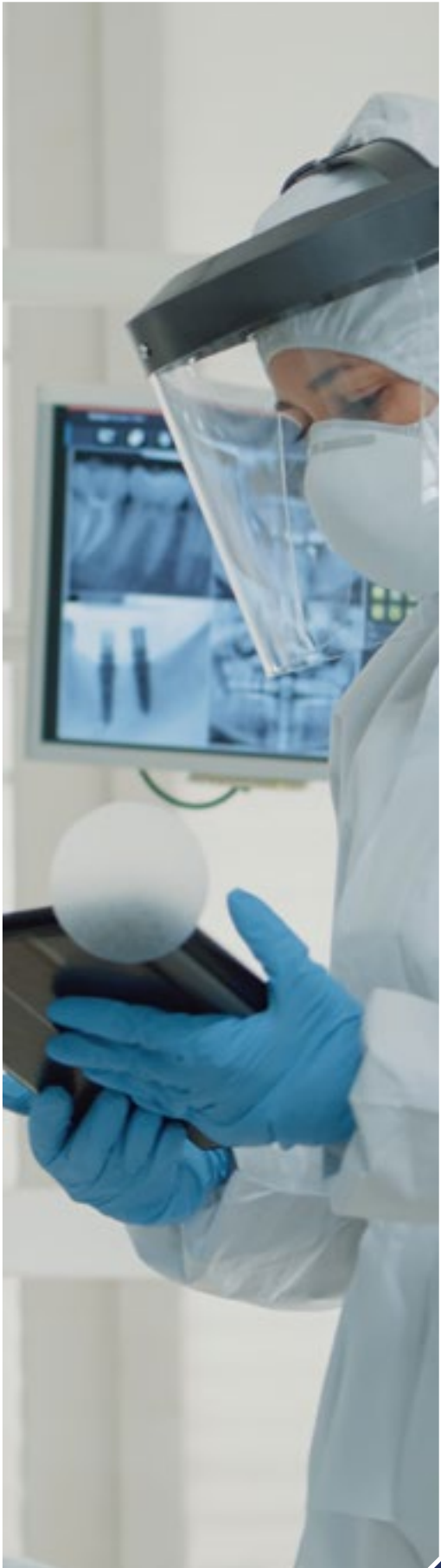


No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
14	Juriquilla Academic Unit of the Institute of Mathematics of UNAM, C.J. (IMAT)	• Algebra • Numerical Analysis • Quantitative Biology and Other Natural Sciences • Mathematical Biology • Biophysics • Computation, Molecular Simulations • Partial Differential Equations, Climate Modeling • Epidemiology • Differential Geometry • Discrete Geometry • Discrete Mathematics • Control Theory and Network Science • Graph Theory and Combinatorics • Condensed Matter Theory and Biophysics • Topology	8	11	9	11
15	Polytechnic University of Santa Rosa Jáuregui (UPSRJ)	• General and Specific Software Development • Comprehensive Education and Transversality • Research and Technological Innovation in Automotive Systems • Fundamental and Applied Metrology • Clinical Physical Rehabilitation	7	17	7	23
16	Autonomous University of Querétaro ¹	• Ecology, Faunal and Floral Diversity; Immunology and Molecular Biology; Urban Architecture and Art; Competitiveness and Globalization in Organizations; Innovative Technological Development; Public Health; Software Development for Signal Processing in Embedded Systems; Artificial Intelligence and Image Processing; Telematics Networks and Services; Computational Complexity; Modeling and Simulation; Water Resources and Environment; Development and Analysis of Biosystems; Transportation Systems; Mechatronics; Cellular, Physiological, Biochemical, Biophysical, and Clinical Studies in Biomedical Research; Environmental Analytical Chemistry; Environmental Toxicology; Environmental Remediation; Production and/or Optimization of Biotechnological Products, among others.	398	585	486	652
SUBTOTAL			690	1,046	789	1,128



CONACYT RESEARCH CENTERS						
No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
17	Center for Engineering and Industrial Development (CIDESI)	• Surface Engineering	40	107	44	93
		• Advanced Manufacturing				
		• Metrology (Technological Services)				
		• Microtechnologies				
		• Automated Systems				
		• Microelectronic Systems				
		• Materials Technology (Technological Services)				
		• Cooling Technologies				
18	Center for Advanced Technology (CIATEQ, A.C.)	• Graduate Program Management	9	177	9	177
		• Virtual Engineering and Manufacturing				
		• Plant Engineering and Construction				
		• Plastics and Advanced Materials				
		• Measurement Systems				
		• Mechanical Systems				
		• IT, Electronics, and Control				
		SUBTOTAL				

FEDERALLY FUNDED RESEARCH CENTERS						
No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
19	Interdisciplinary Center for Research and Teaching in Technical Education (CIIDET)	• Design, Development, and Evaluation of Educational Proposals with the Application of Information Technologies	7	12	7	28
		• Teaching and Learning				
		• Leadership and Institutional Management in Technological Higher Education				
		• Educational Models and Curriculum				
		• Planning and Development of Higher Education				
		• Training Processes in Higher Education				
		• Emerging Technologies, Learning, and Society				
20	Centro INAH, Querétaro	• Physical Anthropology	1	13	1	13
		• Social Anthropology				
		• Archaeology				
		• Ethnohistory				
		• History				
		• Linguistics				



21	National Institute of Forestry, Agricultural, and Livestock Research (INIFAP, Querétaro)	Sustainable Agriculture Soil, Grassland, and Fruit Crop Management Technology Transfer Methods Plant Nutrition Efficient Water Use	1	6	2	7
22	Center for Educational Research and Teacher Training (CIEFD-IMSS)	Health Systems Analysis Comprehensive Family Care Breast Cancer Health Economics in Chronic Degenerative Diseases Medical Education Aging Epidemiology of Chronic Degenerative Diseases Epidemiology of Chronic Kidney Disease Mortality Factors Associated with COVID-19 Frailty in the Elderly Geriatrics and Gerontology Use of Oral Anticoagulants in the Prevention of Thromboembolic Events in Patients with COVID-19 Use of Ivermectin in COVID-19 Treatment	4	35	5	39
SUBTOTAL			13	66	15	87

PRIVATE RESEARCH CENTERS						
No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
23	CARSO Research and Development Center, CIDECA (CONDUMEX, S.A. de C.V.)	Cables and Products for Telecommunications Development of Composites and Materials Development of Energy and Automotive Conductors Development of Mobility System Solutions Development of Information and Communication Technologies Electrical Design Mechanical Design, Manufacturing, and Metallurgy	-	284	-	284
24	Technology and Development Center (MABE S. de R.L. de C.V.)	Combustion Hydraulics Transport Phenomena Refrigeration Sustainable Design Industrial Design	1	430	1	465



No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
25	Technology and Development Center (TREMEC, S.A. de C.V.)	• Design and Development of Power Transmission Systems for Internal Combustion, Hybrid, and Electric Vehicles	-	21	-	20
26	Advanced Engineering Center in Turbomachinery (CIAT-GE IQ)	• Failure Analysis for Turbomachinery Components • Development in Propulsion and Power Generation Systems • Digitization, Internet of Things • FADEC Laboratory • Aeronautical Materials Laboratory • Aerospace Power Systems Laboratory • Additive Manufacturing • Vibration Table • Hybrid Propulsion • Virtual Innovation Center	-	1,136	-	1,197
27	Mess Metrological Services, S. de R.L. de C.V.	• Advanced Manufacturing Integrations • Modeling and Simulation • Applied Research for Embedded Systems Development • Automotive Intelligence • Development of Control and Automation • Reverse Engineering • Customized Technological Development • Fixtures & Gauges	-	3	-	5
28	Center for Advanced Social Research A.C. (CISAV)	• Human Rights • God and the Religious Problem • Inclusive Economy • Biological Status of the Human Embryo • Ontological Status of the Human Embryo • Ethics and Society • Family and Changing Times • Family and Society • Epistemological Foundations of Bioethics • Gender from a Personalist Perspective • Governance • Religious Freedom • Person and Education • Contemporary Bioethical Problems	-	17	0	14



No.	INSTITUTION	AREA OF SPECIALIZATION	SNI RESEARCHERS 2022	RESEARCHERS 2022	SNI ¹ RESEARCHERS 2023	RESEARCHERS 2023
29	Continental Querétaro Research and Development Center	• Safety and Movement • Autonomous Mobility	-	-	-	176
30	National Center for Educational Research (MAVIC)	• Curriculum and Educational Assessment • Educational Training and Practice • Psychopedagogical Research • Educational Planning • Educational Policy	-	17	-	11
31	NUCITEC S.A. de C.V.	• Development of Specialized Formulas for Treating Metabolic Diseases • Use of Spray Drying for Improving the Quality of Infant Formulas • Development of Pharmaceutical Forms for the Treatment of Chronic Diseases • Development, Optimization, and Validation of Analytical Methodologies for Pharmaceutical Forms	1	1	1	1
32	CINDETEC	• Pharmaceuticals	1	1	1	1
SUBTOTAL			3	1,910	3	2,174

TOTAL

755

SNI¹ RESEARCHERS 2022

3,306

RESEARCHERS 2022

860

SNI¹ RESEARCHERS 2023

3,659

RESEARCHERS 2023

SOURCE: SCIENCE AND TECHNOLOGY COUNCIL OF THE STATE OF QUERÉTARO (CONCYTEQ), 2024.
¹14 RESEARCH CENTERS OF THE AUTONOMOUS UNIVERSITY OF QUERÉTARO.





1.5. PERSONAL DEVELOPMENT

CULTURE

Culture is a universal right, without exclusion of any kind, which must become a factor of inclusion and equity, with opportunities for all. In the municipality of Querétaro it is important to promote and preserve it in all its forms and expressions.

The Ministry of Culture of the Municipality of Querétaro guarantees that the population exercises their cultural rights through favorable activities and environments, people of all ages discover and develop their artistic taste, preserving the heritage that identifies and shapes us as a municipality.

During 2023, our Municipality maintained an infrastructure made up of 9 public libraries, 7 cultural houses and 5 cultural centers, 2 theaters, 2 galleries, 2 museums and 6 artistic groups.

CULTURAL CENTERS (2023)

PUBLIC MUNICIPAL LIBRARIES

Bicentenario Calle Melchor Ocampo n° 3-B. Col. Centro. Santa Rosa Jáuregui T. 442 291 10 84	Dr. Félix Osores Sotomayor Calle Totonacas n° 400. Col. Cerrito Colorado T. 442 218 50 27	Epigmenio González Flores Calle Monte Sacro s/n. Col. San Pedrito Peñuelas T. 442 243 17 10
Gildardo Rangel Andrade Av. Emeterio González n° 400. Col. Hércules T. 442 234 71 91	Josefa Ortiz de Domínguez Filomeno Mata n° 12. Col. Centro T. 442 212 56 91	Ing. Juan de Dios Bátiz Paredes Calle Antonio Carranza n°100. Col. Reforma Lomas T. 442 222 28 45
Mariano Azuela Calle Capulín n° 51. Col. Felipe Carrillo Puerto T. 442 210 19 70	Mtro. Enrique Burgos Mondragón Calle Emiliano Zapata s/n esq. calle Vicente Guerrero. Col. Centro. Santa Rosa Jáuregui T. 442 291 04 66	Rosario Castellanos Calle Emiliano Zapata s/n esq. calle Vicente Guerrero. Col. Centro. Santa Rosa Jáuregui T. 442 291 04 66

CULTURAL CENTERS
(2023)

CULTURAL CENTERS

Bicentenario Calle Melchor Ocampo n° 13-B. Col. Centro. Santa Rosa Jáuregui T. 442 291 10 84	Cayetano Rubio Av. Hércules n° 45. Col. Hércules T. 442 234 63 03	Dr. Félix Osores Sotomayor Priv. Cerro Bravo n°102 esq. 12 de Diciembre. Col. Santa Ana T. 442 199 16 28
Dr. Ignacio Mena Rosales Calle 5 de Mayo n° 40. Col. Centro Histórico T. 442 214 02 62	Epigmenio González Flores Calle Centéotl n° 122. Col. Desarrollo San Pablo T. 442 195 93 63	Felipe Carrillo Puerto Priv. Gabriela Mistral n° 130. Col. Carrillo Puerto T. 442 217 45 59
Josefa Vergara y Hernández Av. Pasteur s/n esq. Av. 24. Col. Presidentes T. 442 262 01 33		



CULTURAL CENTERS

Epigmenio González Flores Calle Monte Sacro s/n. Col. San Pedrito Peñuelas T. 442 243 17 10	Felipe Carrillo Puerto Calle Alfonso Reyes s/n. Col. Plutarco Elías Calles (El Tintero) T. 442 221 04 01	La Vía Calle Héroes de Nacozari s/n esq. Calle Estío. Col. Las Rosas T. 442 224 88 61
Mtro. Enrique Burgos Mondragón Av. Lago n° 212. Col. El Rocío T. 442 257 18 09	Mtro. Ignacio Padilla Calle Cándido Avilés s/n esq. Calle Alberto Terrones. Col. Constituyentes T. 442 215 13 70	

ARTISTIC GROUPS

Ballet Folklórico Santiago de Querétaro Héroes de Nacozari s/n, esq. Calle Estío, Col. Las Rosas T. 442 224 88 61	Banda Sinfónica Juvenil Santiago de Querétaro Héroes de Nacozari s/n, esq. Calle Estío, Col. Las Rosas T. 442 224 88 61	Coro Infantil Santiago de Querétaro Héroes de Nacozari s/n, esq. Calle Estío, Col. Las Rosas T. 442 224 88 61
Orquestas Infantil y Juvenil Santiago de Querétaro Héroes de Nacozari s/n, esq. Calle Estío, Col. Las Rosas T. 442 224 88 61	Coro Santiago de Querétaro Calle 16 de Septiembre n° 44-B Pte. Col. Centro Histórico T. 442 212 07 53	Camerata Santiago de Querétaro Calle 16 de Septiembre n° 44-B Pte. Col. Centro Histórico T. 442 212 07 53

MUSEUMS

Capilla de Maximiliano Circuito Cerro de las Campanas s/n. Parque Nacional Cerro de las Campanas. Col. Centro Histórico T. 442 215 90 31	Cerro de las Campanas y Capilla de Maximiliano Circuito Cerro de las Campanas s/n. Parque Nacional Cerro de las Campanas. Col. Centro Histórico T. 442 215 90 31
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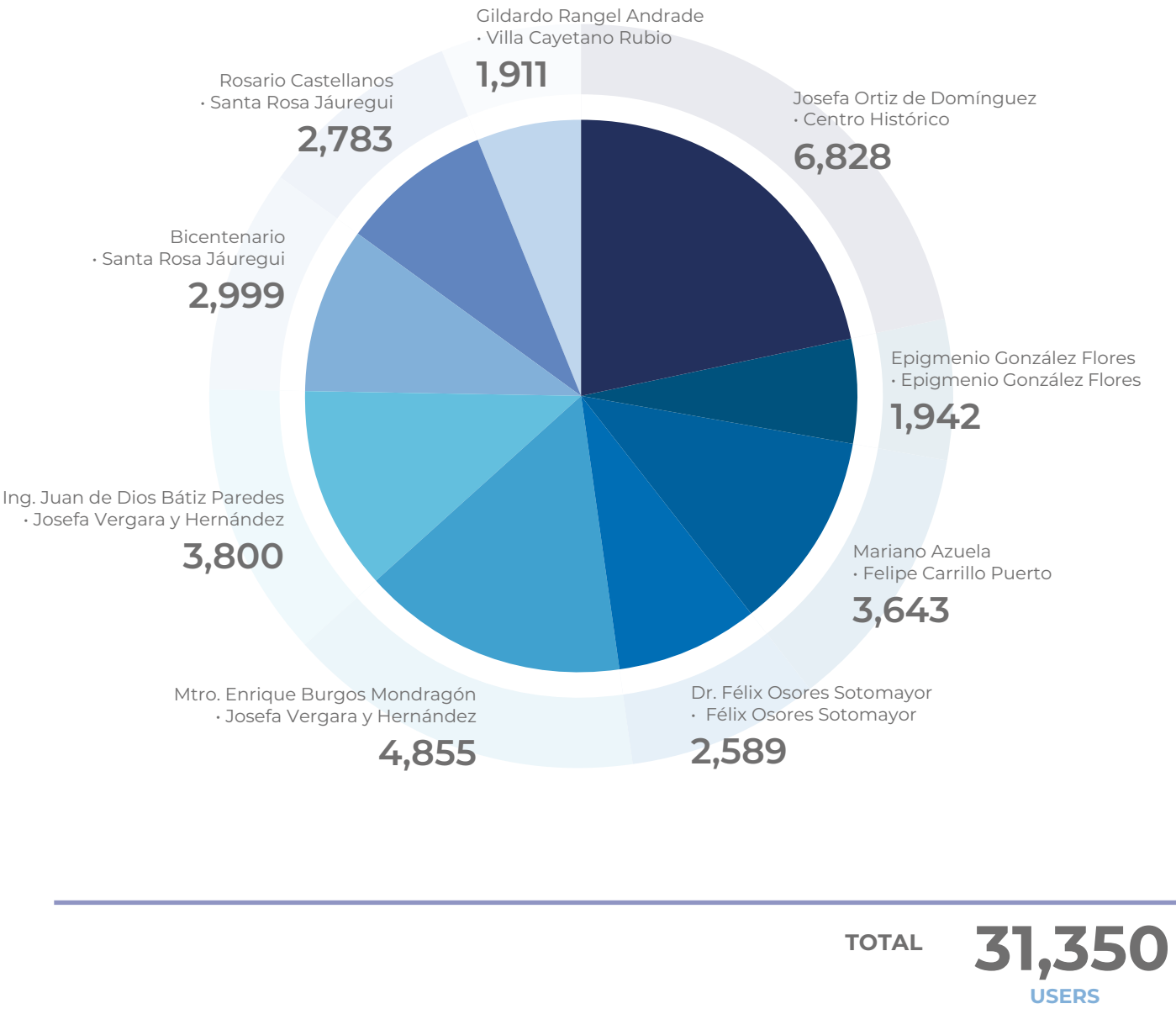
THEATERS AND GALLERIES

Galería Perímetro Alameda Hidalgo Av. Constituyentes s/n. Col. Centro Histórico T. 442 214 27 83	De la Ciudad Calle 16 de Septiembre Pte. n° 44. Col. Centro Histórico
Rosalío Solano Calle 16 de Septiembre Pte. n° 44. Col. Centro Histórico	Rosario Sánchez de Lozada Calle 16 de Septiembre Pte. n° 44. Col. Centro Histórico

SOURCE: MINISTRY OF CULTURE (2024).

The Ministry of Culture announced that, during 2023, its 9 public libraries received 31,350 users, offering 1,317 activities to promote reading and extra activities, registering the loan of 4,275 books and 2,709 online visits.

LIBRARIES OF THE MUNICIPALITY OF QUERETARO ¹
(USERS 2023)



ACTIVITIES IN LIBRARIES OF THE MUNICIPALITY OF QUERÉTARO
(2023)

LIBRARIES	BOOK LOANS	READING PROMOTION		EXTRA ACTIVITIES		INTERNET USERS
		ACTIVITIES	ASSISTANTS	ACTIVITIES	ASSISTANTS	
Josefa Ortiz de Domínguez	508	99	1,272	84	1,827	1,035
Epigmenio González Flores	263	41	367	16	325	0
Mariano Azuela	248	141	1,040	23	1,061	45
Dr. Félix Osores Sotomayor	336	44	342	24	570	206
Mtro. Enrique Burgos Mondragon	167	129	753	68	950	0
Ing. Juan de Dios Bátiz Paredes	401	52	442	235	1,112	1,308
Bicentenario	1,231	95	680	17	2,310	115
Rosario Castellanos	954	96	857	31	1,776	0
Gildardo Rangel Andrade	167	10	93	112	3,355	0
TOTAL	4,275	707	5,846	610	13,286	2,709

FUENTE: SOURCE: MINISTRY OF CULTURE (2024).
¹ By Delegation

SOURCE: MINISTRY OF CULTURE (2024).

In the same year, 13 cultural centers and houses operated, offering 492 workshops in the 7 municipal delegations, highlighting music and singing, which accounted for 26.4% of the total; followed by dance, with 24.6%; human development, 20.7%; plastic and visual arts, 13.2%; and 15.2% made up of other topics and activities

WORKSHOPS HELD IN THE MUNICIPALITY OF QUERETARO
(2023)

DELEGATION	SPACES	PERFORMING ARTS	PLASTIC AND VISUAL ARTS	DANCE	MUSIC AND SINGING	HUMAN DEVELOPMENT	TRADE WORKSHOPS	OTHER WORKSHOPS	FIELD WORKSHOPS	TOTAL
Historic Center	Casa de Cultura Dr. Ignacio Mena Rosales	4	18	14	20	8	-	-	12	76
	Centro Cultural Ignacio Padilla	1	2	6	3	4	-	-	5	21
	Centro Cultural La Vía	-	-	12	36	-	-	-	-	48
	Antigua Estación del Ferrocarril	3	1	-	3	-	-	-	-	7
Epigmenio González Flores	Casa de Cultura Epigmenio González Flores	-	3	5	2	6	-	-	3	19
	Centro Cultural Comunitario Epigmenio González Flores	-	5	12	13	16	-	-	7	53
Felipe Carrillo Puerto	Casa de Cultura Felipe Carrillo Puerto	-	1	6	6	4	-	-	-	17
	Centro Cultural Felipe Carrillo Puerto	1	8	9	13	15	3	3	10	62
Félix Osores Sotomayor	Casa de Cultura Dr. Félix Osores Sotomayor	-	5	8	5	15	-	-	-	33
	Centro de Cultura Mtro. Enrique Burgos Mondragón	-	5	15	10	13	1	2	-	46
Josefa Vergara y Hernández	Casa de Cultura Josefa Vergara y Hernández	-	5	13	10	4	2	6	2	42
Santa Rosa Jáuregui	Casa de Cultura Bicentenario	1	8	13	6	14	-	-	8	50
Villa Cayetano Rubio	Casa de Cultura Villa Cayetano Rubio	-	4	8	3	3	-	-	0	18
TOTAL		10	65	121	130	102	6	11	47	492

SOURCE: MINISTRY OF CULTURE (2024).



To maintain and encourage the participation of the inhabitants of our municipality, the Ministry of Culture organized a series of events where 399,093 people participated in 137 different activities.

CULTURAL EVENTS HELD
IN THE MUNICIPALITY OF QUERETARO
(2023)

EVENT	NUMBER OF ACTIVITIES	APPROXIMATE NUMBER OF VISITORS
Artistic Activities (in cultural centers, cultural and community centers)	207	15,554
City Theater Events	28	6,257
Festival 492 Anniversary Santiago de Querétaro	26	14,852
Christmas Festival	47	12,403
Day of the Dead Festival	19	89,939
Querétaro Experimental International Festival	141	196,243
Municipal Gallery	15	2,092
Perimetral Gallery	7	31,903
Letra Capital	5	409
Performances of Groups in Formation	73	12,423
Presentations of Professional Groups	137	17,018
TOTAL	137	399,093

SOURCE: MINISTRY OF CULTURE (2024).

SPORTS AND RECREATION

The Sports and Recreation Institute guarantees that our citizens have access to physical activity and can develop habits to have a better quality of life. During 2023, the infrastructure of our municipality was made up of 26 spaces, including parks, sports units and development centers, housing 240 facilities for the use and enjoyment of the population.

INFRASTRUCTURE OF SPORTS FACILITIES BELONGING
TO THE MUNICIPAL SPORTS INSTITUTE
(2023)

1. Reforma-Lomas Community Development Center					29 SPACES
2 Synthetic soccer fields	1 Synthetic 7-a-side soccer field	2 Synthetic 6-a-side soccer fields	4 Basketball courts 21	2 Multi-purpose courts with roofed arcades	
1 Tennis court	1 Tartan running track	1 Jogging track	1 Indoor gymnasium	1 Outdoor gymnasium	
1 Skating rink	1 Children's playground	1 Play area	6 Multipurpose rooms	1 Cafeteria	
2 Ponds	1 Swimming pool				
2. Bicentennial Stadium					5 SPACES
1 Synthetic soccer field	1 Athletic track	2 Dressing room areas	1 Outdoor gymnasium		

CONTINUES >

3. El Pantano Park5 SPACES

1	1	1	1	1
7-a-side soccer field	Jogging track	Multipurpose court	Play area	Outdoor gymnasium

4. Ara Park6 SPACES

1	1	1
Multipurpose court	Jogging track	Outdoor gymnasium
1	1	1
Children's playground	Playground	Pond

5. Belen Sports Unit13 SPACES

1	1	1	3
7-a-side soccer field	Multipurpose court	Fronton court	Squash courts
1	1	1	1
Jogging track	Outdoor gymnasium	Children's playground	Playground
1	1	1	
Multipurpose room	Pond	Swimming pool	

6. Cerrito Colorado Community Development Center12 SPACES

2	1	1	2
Soccer fields with synthetic grass	7-a-side soccer field	Children's playground	basketball courts
1	1	1	1
Outdoor gymnasium	Jogging track	Skating rink	Playground
1	1		
Auditorium	Cafeteria		

7. Unidad Deportiva Josefa Ortiz de Domínguez Sports Complex17 SPACES

1	4	3	2
7-a-side soccer field	Multipurpose courts	Tennis courts	Fronton courts
1	1	1	1
Fronton court	Baseball field	Outdoor gymnasium	Children's playground
1	1	1	
Playground	Petanque area	Cafeteria	

8. Paseos de San Miguel Sports Complex11 SPACES

2	2	1	1
7-a-side soccer fields	Multipurpose courts	Jogging track	Outdoor gymnasium
1	2	1	1
Play area	Multipurpose rooms	Swimming pool	Cafeteria



9. José María Truchuelo Sports Complex17 SPACES

2	1	2	1
7-a-side soccer fields	Multipurpose courts	Basketball courts	Beach volleyball court
2	1	1	1
Fronton courts	Paddle tennis court	Tennis court	BMX - skate track
2	2	1	1
Squash courts	Racquetball courts	Jogging track	Recreational area

10. El Sol Sports Complex			13 SPACES
2 7-a-side soccer fields	2 Multipurpose courts	2 Tennis courts	
2 Squash courts	1 Jogging track	1 Outdoor gymnasium	
1 Play area	1 Multipurpose room	1 Pond	



11. Jurica Sports Unit				7 SPACES
1 Soccer field	1 Multi-purpose field	1 Baseball field	1 Jogging track	
1 Outdoor gymnasium	1 Playground	1 Pond		

12. La Estación Sports Complex			6 SPACES
1 Soccer field 6	1 Multipurpose court	1 Outdoor gymnasium	
1 Play area	1 Enclosed and roofed multi-purpose court	1 Pond	

13. Rubén Jaramillo Park				4 SPACES
1 7-a-side soccer field	1 Multipurpose court	1 Playground	1 Outdoor gymnasium	

14. San Pablo Sports Complex			9 SPACES
1 Soccer field	1 Multipurpose court with roofed archway	1 Baseball field	
1 Semi-circuit for jogging	1 Indoor gymnasium	1 Outdoor gymnasium	
1 Skating rink	1 Playground	1 Pond	

15. Venustiano Carranza Park					10 SPACES
1 7-a-side soccer field	1 5-a-side soccer field with synthetic turf	1 Multipurpose court	1 Children's playground	1 Jogging track	
1 Outdoor gymnasium	1 Beach volleyball court	1 Skating rink	1 Play area	1 Cafeteria	

16. Jurica Sports Complex			7 SPACES
1 5-a-side soccer field with synthetic grass	1 Multipurpose court	1 Basketball court	
1 Baseball field	1 Outdoor gymnasium	1 Children's playground	
1 Playground			

17. Santa Rosa Jáuregui Community Development Center				15 SPACES
1 Soccer field	1 Multipurpose court	1 5-a-side soccer field with synthetic turf	1 Beach volleyball court	1 Jogging track
1 Children's playground	1 Outdoor gymnasium	1 Skateboard area	3 Multipurpose rooms	1 Play area
1 Auditorium	1 Cafeteria	1 Stall		

18. Holland Park			13 SPACES
1 Multipurpose court	1 Jogging track	1 Outdoor gymnasium	
2 v	2 Playgrounds	6 Iron pergolas	

19. Las Américas Sports Unit				4 SPACES
1 5-a-side soccer field with synthetic grass	1 Outdoor gymnasium	1 Playground	1 Multipurpose court	

20. Villas de Santiago Park				4 SPACES
1 Soccer field 6	1 Multipurpose court	1 Children's playground	1 Outdoor gymnasium	

21. La Purísima Sports Complex				4 SPACES
1 Soccer field	1 Multipurpose court	1 Jogging track	1 Multipurpose room	

22. Maxei Sports Unit					10 SPACES
1 7-a-side soccer field	2 Multipurpose courts	1 Outdoor gymnasium	1 5-a-side soccer field	1 Children's basketball court	
1 Children's playground	1 Jogging track	1 Skating rink	1 Pond		

23. Solidaridad Park					5 SPACES
1 Multipurpose court	1 Skating rink	1 Jogging track	1 Children's playground	1 Outdoor gymnasium	

24. La Joya Park			6 SPACES
1 7-a-side soccer field	1 Tennis court	1 Multipurpose court	
1 Play area	1 Jogging circuit	1 Outdoor gymnasium	

25. Alfalfares Park		3 SPACES
3 7-a-side soccer fields		

26. Bolaños Field		2 SPACES
1 Soccer field	1 Children's playground	

TOTAL
239
ESPACES

SOURCE: SPORTS AND RECREATION INSTITUTE (2024).



In the same year, the institution delivered more than 10,000 sports materials to the different leagues and clubs registered in the municipality of Querétaro.

SPORTS SUPPORT MATERIAL DELIVERED TO LEAGUES AND CLUBS (2023)

Medals 7,403	Soccer uniforms 1,022	Basketball uniforms 143	Volleyball uniforms 104	Sports jerseys 24
12-a-side game jerseys 28			Soccer balls 1,065	Basketballs 67
Volleyballs 152	Softballs 40	Cones 60	Frisbees 2	
Gel balls 15	Dumbbells 24	Boxing bags 4	Boxing gloves 8	

TOTAL 10,165
SPORTS SUPPORT MATERIAL

SOURCE: SPORTS AND RECREATION INSTITUTE (2024).

SPORTS EVENTS

The Sports Institute coordinates and programs numerous sporting events within our municipality. In 2023, 14 activities were carried out with 9,330 participants, highlighting the traditional Night Race in its 12th edition, registering 5,000 registered participants who toured the streets of the Historic Center of Querétaro.

SPORTING EVENTS HELD IN THE MUNICIPALITY OF QUERÉTARO (2023)

EVENT	DATE	ACTIVITY	NUMBER OF ASSISTANTS
Mega Activations (10 events)	January 21 to February 25	Sports activities	1,230
Capital Cities Duathlon	May 27th	Running and cycling race	1,000
3rd Integration Circuit	August 27th	Pedestrian race	1,500
Flag Bowl	September 2nd	Sports games	600
Night Race	October 28th	Pedestrian race	5,000

TOTAL 9,330
ASSISTANTS

SOURCE: SPORTS AND RECREATION INSTITUTE (2024).



SPORTS LINKAGE (2023)

SPORTS DISCIPLINE	REGISTERED LEAGUES	TEAMS	PLAYERS
Basketball	4	133	1,330
Soccer 6-a-side	3	36	360
Soccer 7-a-side	17	321	3,210
Soccer	11	137	2,055
TOTAL	35	627	6,955

SOURCE: SPORTS AND RECREATION INSTITUTE (2024).

It is worth highlighting the importance of the different links that are made in our municipality, among them, those of the basketball and soccer leagues. At the end of the year, 627 teams and 6,955 players were registered.

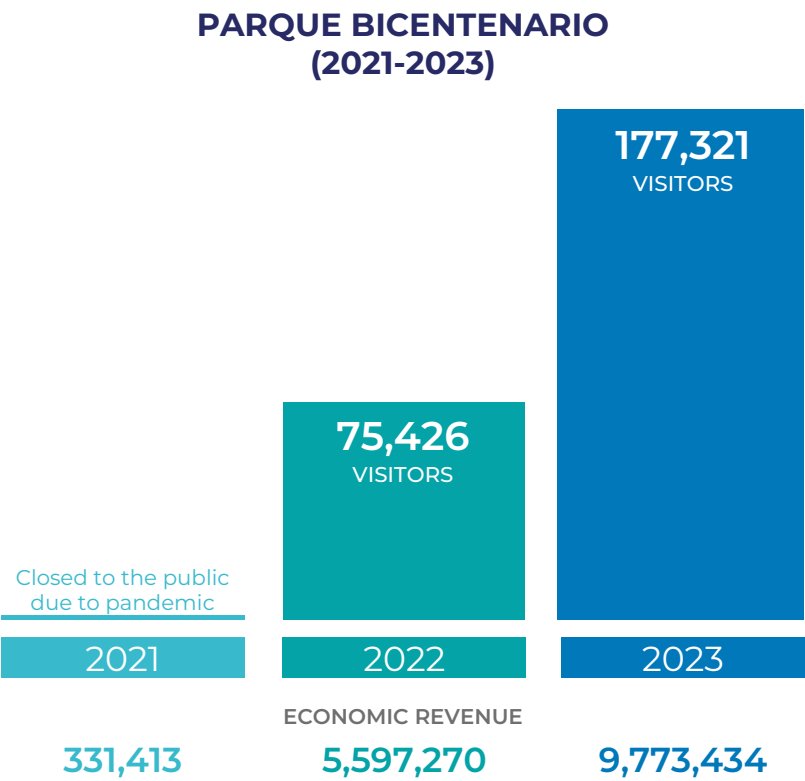
RECREATION

BICENTENNIAL PARK

It is one of the urban green spaces of Querétaro. It is located in the Santa Rosa Jáuregui delegation and has a territorial area of 158 hectares, 60.0% of them destined for the amusement park; the remaining 40.0% is home to endemic flora and fauna diversity.

In 2023, it received 177,321 visitors who enjoyed its 2 slides, 1 social pool, 1 wading pool, boats, pedal karts, hydrobikes, in addition to the Río Rápido, Train, Carousel, Ranita, Comando, Gusano, Dino, and Pontón Lúdico, House of Terror, Roller Coaster, among others.

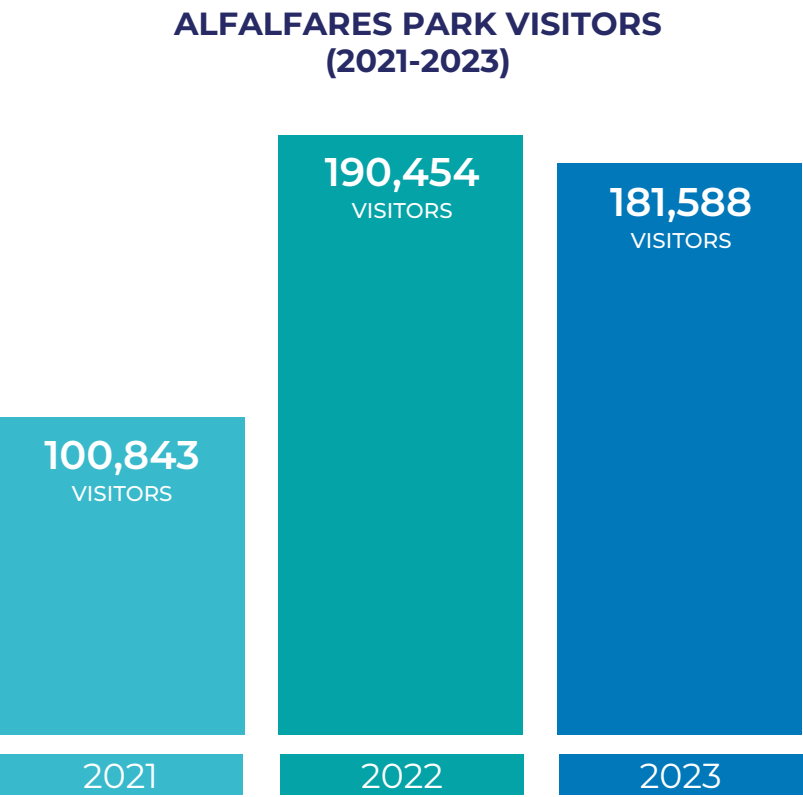
Admission costs \$65.00 pesos per person, food is allowed, but no drinks, and it allows access to bicycles and leashed pets.



SOURCE: GENERAL MANAGEMENT OF THE PARQUE BICENTENARIO (2024).

PARQUE ALFALFARES

Located in the Félix Osores Sotomayor delegation, it is an ideal space for physical and recreational activities. It has an artificial lake, children’s games, swimming pool, 7-a-side soccer fields, area with exercise equipment, beach volleyball courts, skateboard and bike cross tracks, barbecue area, tables and cafeteria.



SOURCE: MINISTRY OF FINANCE (2024).



FOTO: WWW.ASOMARTE.COM/



1.6. WOMEN'S DEVELOPMENT

The Women's Ministry of the Municipality of Querétaro promotes, drives, formulates, executes and evaluates public policies, programs and actions related to substantive equality between women and men.

Its main purpose is to eradicate gender-based violence and social status against women, protecting them in an integral manner, eradicating any type of discrimination that hinders their equal access to opportunities, empowerment and the exercise of their rights.

Our management established a work strategy based on the work of 3 administrative areas, each with different responsibilities, actions and achievements:

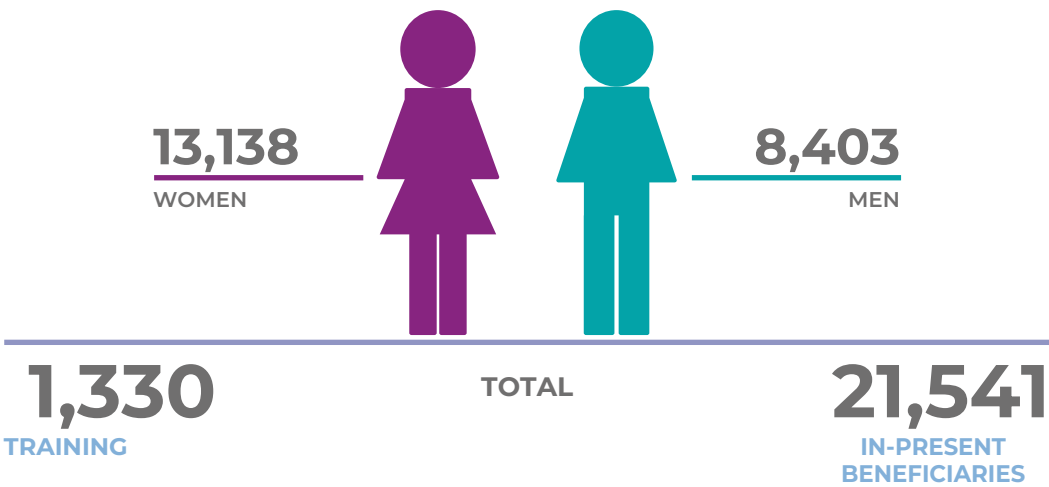
1. Municipal Institute of Women.

Promotes equal opportunities and participation in political, cultural, economic and social life; non-discrimination; access to a life free of violence and the full exercise of all women's rights, under the following criteria:

- I. Transversality in public policies with a gender perspective in the different departments, entities and agencies of our administration, based on coordinated and joint programs and actions aimed at equal opportunities and prevention of violence against women.
- II. Strengthening of links between federal and state authorities and the social and private sectors, in order to achieve mechanisms for the development of women.

During 2023, the organ carried out awareness-raising actions, including 1,330 trainings on gender perspective, violence prevention, non-sexist communication and human rights, among others. We benefited 21,541 people, 61.0% women and 39.0% men.

TRAINING CARRIED OUT BY THE MINISTRY OF WOMEN (2023)



SOURCE: MINISTRY OF WOMEN (2024).

PSYCHOLOGICAL AND LEGAL CARE BY THE MINISTRY OF WOMEN (2023)



SOURCE: MINISTRY OF WOMEN (2024).



FOTO: MUNICIPIO DE QUERÉTARO, GOB. MX

Through the National Women’s Institute (Inmujeres), we worked on different municipal programs for Substantive Equality between Women and Men, benefiting more than 20,000 people in different areas.

ACTIONS AND TRAINING TAUGHT BY INMUJERES (2023)

STRATEGY	WOMEN	MEN	ACTIVITIES	TOTAL BENEFITS
Awareness actions. In matters of gender, human rights, prevention of violence and non-discrimination to citizens and students of various schools in the municipality of Querétaro	10,921	6,306	274	17,227
Business training. Promote the gender perspective, the use of non-sexist communication, as well as possible actions to reduce inequality gaps	901	904	51	1,805
Training for municipal public officials. Regarding violence prevention, human rights and gender	1,052	1,015	57	2,067
Health actions. Focused on promotion and prevention	264	178	4	442
TOTAL	13,138	8,403	386	21,541 BENEFITED

SOURCE: MINISTRY OF WOMEN (2024).

2. Women’s University.

Strengthens the education of women in our municipality through training and education, ensuring them more opportunities for development and personal improvement for their integration and social participation on equal terms.

The institution offers 3 to 4-year bachelor’s degrees in a four-month scheme, with modalities that adapt to the needs of the students, being able to be school-based (Monday through Friday in morning and afternoon shifts), executive (Saturdays, same shifts), or online (24/7 platform):

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

Master’s Degrees:

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



STUDENTS REGISTERED IN THE WOMEN’S UNIVERSITY OF THE MUNICIPALITY OF QUERÉTARO (2023)

FOUR-MONTH PERIOD	LEVEL	STUDENTS
January April	High School	29
	Bachelor	1,224
	Master	348
May August	High School	29
	Bachelor	1,252
	Master	369
September December	High School	21
	Bachelor	1,383
	Master	371

TOTAL
5,026
STUDENTS

SOURCE: MINISTRY OF WOMEN (2024).

3. Coordination of the Con Ellas Program.

To design and implement social public policy with a gender perspective and promote the empowerment and economic autonomy of women.

During 2023, 2 calls for proposals were carried out, benefiting 3,411 women, providing them with the necessary tools for their personal, emotional, economic and professional growth.

To strengthen the latter two aspects, a collaboration agreement was signed with Caja Gonzalo Vega, granting loans to women graduates of the program who wish to engage in the production and marketing of goods and services. As a result, 856 grants were made through the payment of interest generated.



FOTO: MUNICIPIODEQUERETARO.GOB.MX/PROGRAMAS/CON-ELLAS/

TOTAL
3,411
WOMEN
BENEFITED





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2.1. RELIABLE POLICE

COMMUNICATIONS, COMPUTING, AND COMMAND CENTER (C4)

One of the greatest achievements of the current administration has been the consolidation of public safety through the implementation of cutting-edge technology and infrastructure that allows comprehensive surveillance of every street and corner of the municipality.

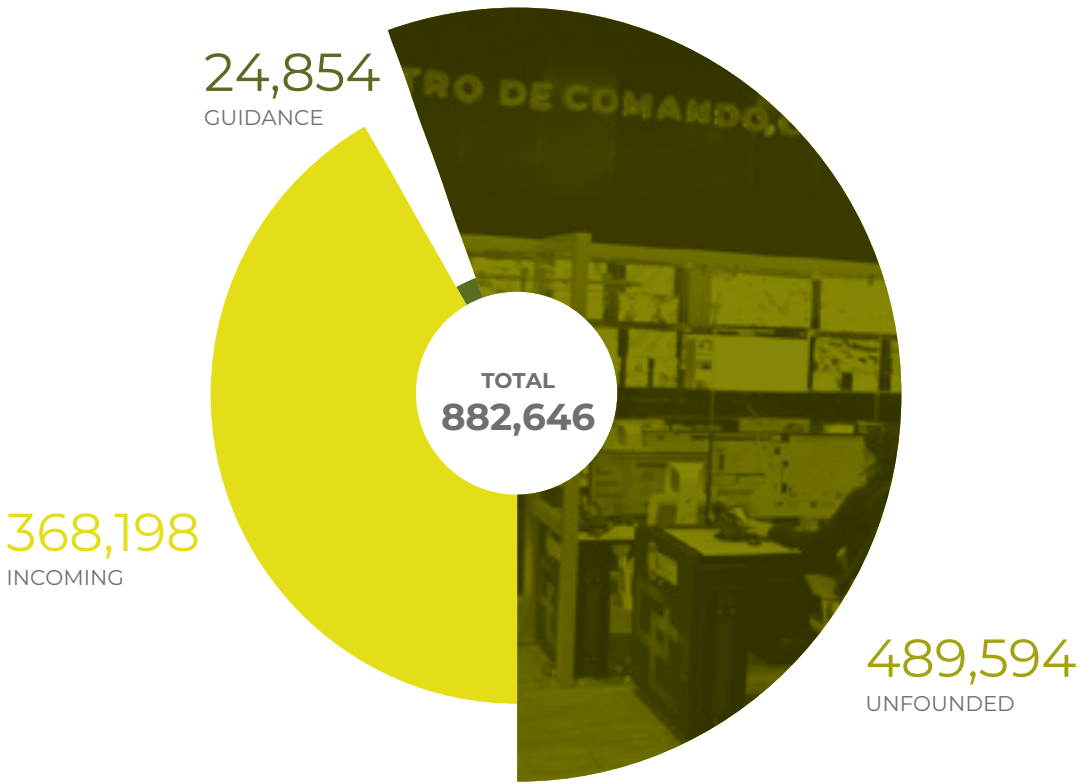
Thanks to the Ministry of Municipal Public Security (SSPM) and its C4, we have fostered a culture of legality in society, reinforcing the values of legitimacy, respect, solidarity, and freedom that guarantee harmonious coexistence. During 2023, 101 guided tours of the C4 were conducted, with a total of 1,175 attendees.

One of the most relevant issues in the Municipality of Querétaro is public safety and social peace. We know these are necessary conditions for citizens to live in an environment of tranquility. Therefore, we have professionalized the police force, improved working conditions, utilized technological advances and infrastructure, and created prevention policies.

In accordance with the Querétaro 2050 Plan, Axis 2. For Your Peace of Mind of the Municipal Development Plan 2021-2024, we guarantee people’s right to a safe and violence-free life, promoting measures that support the exercise of the right to equality, adhering to human rights, a gender perspective, and the development of skills, capacities, and environments that strengthen the social fabric and healthy coexistence under conditions of respect and responsibility.

Through the programs of Axis 2: Safety for All and Municipality with Justice and Peace, we opt for comprehensive security strategies that involve the use of technology for timely monitoring of public spaces and promote activities aimed at recreation, culture, and sports, with the certainty that through them social cohesion is fostered.

ATTENTION TO CALLS AT C4
(2023)



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).



**CALLS TO THE 9-1-1 EMERGENCY LINE
(2023)**

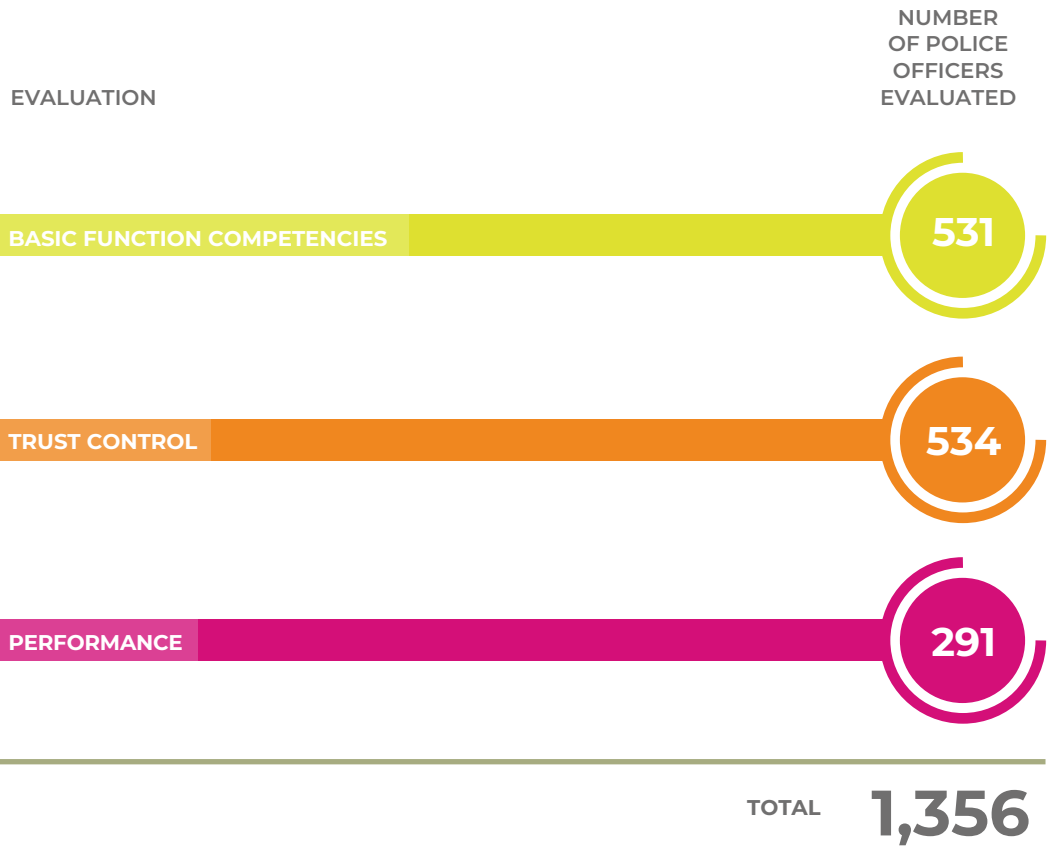
REASONS FOR REPORT	QUANTITY	PERCENTAGE (%)
Traffic accident without injuries	31,395	15.9
Passenger vehicle accident with injuries	6,386	3.2
Public disorder due to intoxicated person	6,907	3.5
Citizen assistance	11,575	5.8
Road blockage or disruption	8,684	4.4
Other traffic regulation violations	6,113	3.1
Activated emergency alarms	17,910	9.0
Family-related incidents	16,129	8.1
Fires	10,916	5.5
Clinical medical incidents	3,749	1.9
Aggressive person	24,888	12.6
Suspicious person	25,785	13.0
Fight/clandestine brawl	13,052	6.6
Excessive noise	6,376	3.2
Suspicious vehicle	8,079	4.1
TOTAL	197,944	100.0

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

PROFESSIONAL CAREER SERVICE

In adherence to applicable regulations and in compliance with the General Law of the National Public Security System, which stipulates that members of Public Security Institutions must “undergo periodic evaluations to verify the fulfillment of their permanence requirements, as well as obtain and maintain the respective certification,” during 2023 we evaluated the municipal police personnel in three different aspects.

**EVALUATIONS APPLIED TO PLICE PERSONNEL
(2023)**



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

MUNICIPAL GUARD

It is the instrument that allows us to guarantee social and harmonious coexistence, as well as the integral development of families, organizations, and individuals, in the full exercise of their rights, within a safe, calm, and peaceful social environment. Our municipality has 15 police stations distributed across the 7 delegations.

MUNICIPAL GUARD POLICE STATIONS (ESPOL)
(2023)

ESPOL N°	LOCATION	DELEGATION
1	Av. Porvenir s/n, Las Peñitas Neighborhood	Epigmenio González Flores
3	Manuel Gutiérrez Nájera No. 24, Historic Center Neighborhood	Historic Center
5	Loma de La Cañada and Paseo Loma Dorada, Loma Dorada Neighborhood	Villa Cayetano Rubio
7	Av. Popocatepetl s/n, Las Palmas Neighborhood	Centro Histórico
8	Constituyentes and Fray Pedro de Córdoba, Quintas del Marqués Neighborhood	Josefa Vergara y Hernández
10	Palenque s/n, El Laurel Subdivision	Historic Center
12	Hacienda Grande Street s/n, Jardines de la Hacienda Neighborhood	Josefa Vergara y Hernández
13	Prolongación Corregidora Sur at Cerro Viejo, Vista Alegre Residential Subdivision	
18	Manuel Gómez Morin Street s/n at Paseo Constitución, El Parque Subdivision	Epigmenio González Flores
19	Alfonso Reyes s/n at Salvador Novo, El Tintero Neighborhood	Felipe Carrillo Puerto
20	Pames Street s/n at Tarahumaras, Cerrito Colorado Neighborhood	
Santa Rosa Subcommand	20 de Noviembre Street No. 420, Continental Neighborhood, Santa Rosa Jáuregui	Santa Rosa Jáuregui
Northeast Subcommand of Police and Civic Courts	Río Candelaria Street, Menchaca Neighborhood	Epigmenio González Flores
Peña Flor Subcommand	Av. Peña Flor, Real del Marqués Neighborhood	Félix Osores Sotomayor
South Subcommand	Lorenzo de Médicis Street s/n at Raphael Sanzio, Campestre Italiana Neighborhood	Josefa Vergara y Hernández

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).



SCHOOL PATROL

Another line of action is to raise awareness about prevention topics among children and youth through “Interventions in School Centers.” In 2023, we conducted 8 events with various activities, benefiting more than 12,000 children and young people.

INTERVENTIONS IN SCHOOL CENTERS
(2023)

TYPE OF INTERVENTION	ACTIVITIES	BENEFICIARIES
Risk Self-Diagnosis Application	102	1,199
Dissemination Campaigns for Property Crime Prevention	21	2,220
Training on the 9-1-1 Emergency Number Protocol, Communication and Neighborhood Organization, Culture of Legality, Culture of Peace, Community Management, and Situational Prevention	236	2,625
Formation of School Network	4	95
Exploratory Walks	2	40
Follow-up Meeting	79	97
Informative Session on Culture of Peace, Situational Prevention, Administrative Offenses and Crimes, Proper Use of Social Media, and the 9-1-1 Emergency Line	137	6,451
Problematic Issues Survey	20	74
TOTAL	601	12,801

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

ROAD SERVICES

The growth of our municipality is reflected in the number of vehicles traveling on our roadways, making the actions and services performed by the Ministry of Municipal Public Security in terms of traffic operations fundamental. During 2023, we deployed nearly 50,000 services, including flagging operations and support for sports, cultural, and religious events, among others.

ROAD SERVICES
(2023)

TYPE OF SERVICE	QUANTITY
Flagging Public Works	5,412
Support to Other Authorities	5,461
Disco Device	4,409
Market Device	2,475
Cultural Events	1,997
Sports Events	325
Religious Events	1,039
Extraordinary	3,325
Traffic	24,606

TOTAL 49,049

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).



2.2. PREVENTION AND SOCIAL COHESION

MUNICIPAL PROGRAM FOR JUSTICE AND PEACE

To reduce criminal incidents in the municipal seat, we work very closely with the community using social and situational prevention mechanisms, conducting educational, community, sports, artistic-cultural, psychosocial, and socio-productive activities, thereby strengthening the social fabric’s cohesion to reduce violence and crime.

The municipality of Querétaro has 4 Comprehensive Social Prevention Centers (CIPRES) that, during 2023, collaborated with community promoters and various related institutions to improve the conditions of numerous neighborhoods and their inhabitants.

RESULTS OF THE MUNICIPAL PROGRAM
FOR JUSTICE AND PEACE
(2023)

CIPRES	DELEGATION	ATTENDANCE	BENEFITED PERSONS	SERVED NEIGHBORHOODS	SESSIONS DEVELOPED	COMMUNITY PROMOTERS	RELATED INSTITUTIONS
I	Félix Osores Sotomayor	58,055	14,332	80	2,220	22	5
II	Epigmenio González Flores	43,756	11,117	53	1,950	9	6
III	Josefa Vergara y Hernández	28,226	10,454	95	2,070	15	18
IV	Felipe Carrillo Puerto	25,999	8,024	67	1,590	13	8
TOTAL		156,036	43,927	295	7,830	59	37

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

Social prevention fosters a healthier environment and discourages violence. In 2023, we promoted the participation of municipal and state agencies with activities aimed at preventing risky behaviors and providing guidance on the services offered by each entity.

From this model’s perspective, we formed 72 Citizen Networks with 983 people, who promoted participation through activities focused on crime prevention and the promotion of a culture of legality.

Thanks to collaboration with different agencies, through the program “Somos Querétaro, Contigo Prevenimos” we carried out actions that benefited more than 150,000 people, directly impacting 128 neighborhoods and indirectly impacting 356 neighborhoods.



CITIZEN PARTICIPATION
(2023)

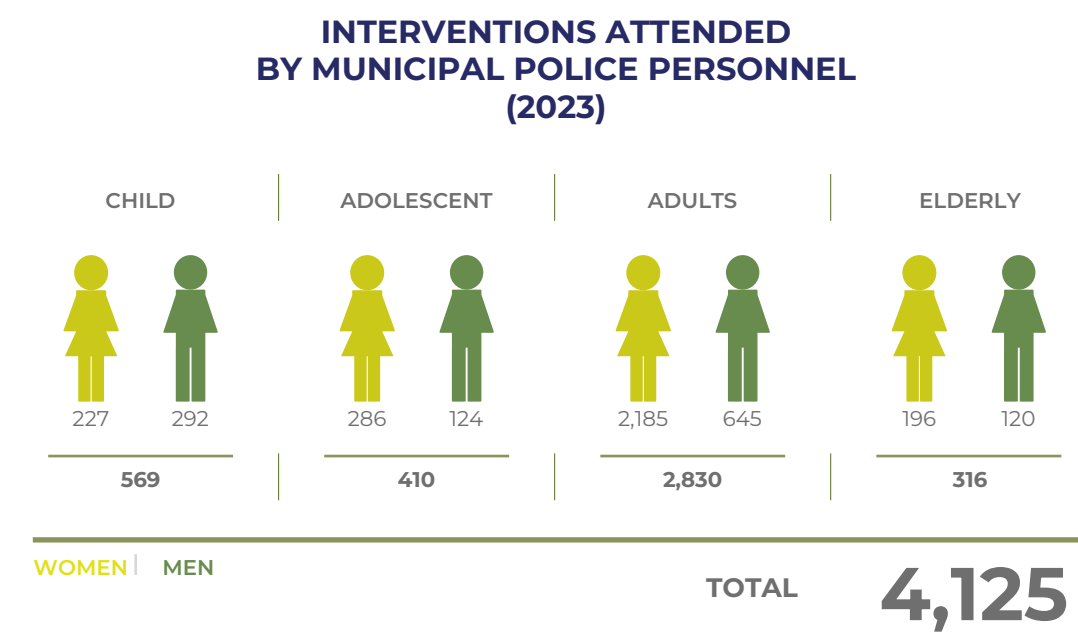
PHASES		ACTIVITIES	FIRST STAGE		SECOND STAGE		THIRD STAGE		FOURTH STAGE		TOTAL ACTIVITIES IN THE 4 STAGES	TOTAL PEOPLE SERVED IN THE 4 STAGES
			ACTIVITIES	PEOPLE SERVED	ACTIVITIES	PEOPLE SERVED	ACTIVITIES	PEOPLE SERVED	ACTIVITIES	PEOPLE SERVED		
1	Dissemination Campaigns	Dissemination Campaigns	284	38,061	365	40,258	74	6,727	182	17,126	905	102,172
2	Program Presentation	Program Presentation	1	2	6	38	2	16	2	17	11	73
3	Focus Groups	Focus Groups	1	39	4	36	-	-	1	26	6	101
4	Surveys	Survey Application	48	1,668	59	1,646	80	2,508	46	1,340	233	7,162
		Red Spot Application	48	1,659	139	3,506	21	357	58	1,099	266	6,62
		Risk Analysis	-	-	4	25	-	-	-	-	4	25
		Problematic Issues Survey	10	91	49	503	3	24	25	442	87	1,060
5	Improvement Activities	Citizen Networks	1	2	39	180	3	20	19	87	62	289
		Improvement Actions	573	2,770	425	2,215	216	1,074	390	4,126	1,604	10,185
6	Exploratory Walks	Security Exploratory Walks	-	-	1	3	-	-	2	49	3	52
7	Socialization and Implementation of the Action Plan	Actions: Socialization of the Action Plan, Training Sessions, Informative Sessions, Guided Tours, Follow-up Meetings	679	4,548	2,118	10,105	481	1,610	1,089	8,026	4,367	24,289
TOTAL			1,645	48,840	3,209	58,515	880	12,336	1,814	32,338	7,548	152,029

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

DIRECTORATE FOR VICTIMS OF FAMILY AND GENDER VIOLENCE

This is a multidisciplinary group composed of 73 administrative and police public servants, acting as first responders. Their unique national model provides personalized attention to guide and offer emergency services to victims. In 2023, the following reports were attended to:

- **516 emergency calls in crisis and psychological support:**
65.9% were women and 34.1% men. Out of the total calls received, 228 were referred to the psychological emergency protocol.
- **1,867 assistance calls:**
Social work received 505 calls, 174 were referred to other agencies, and 1,188 were legal assistance. 77.4% were cases of family violence.
- **4,125 interventions (police) in 450 neighborhoods:**
2,944 requests were made by women and 1,181 by men.



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

- **107 actions (talks):**
Aimed at raising awareness and strengthening the community against family and gender violence. A total of 1,173 people participated.

In the same year, more than 11,000 interventions were carried out, classified into 16 different types. The delegations with the most records were Félix Osore Sotomayor, with 25.3%; Epigmenio González Flores, with 22.6%; and Historic Center, with 9.6%. The delegation with the fewest incidents was Villa Cayetano Rubio, with 3.8% of the total.

INTERVENTIONS CLASSIFIED BY TYPE (2023)

TYPE OF INTERVENTION	DELEGATION							QUANTITY	PERCENTAGE (%)
	HISTORIC CENTER	EPIGMENIO GONZÁLEZ FLORES	FÉLIX OSORES SOTOMAYOR	FELIPE CARRILLO PUERTO	JOSEFA VERGARA Y HERNÁNDEZ	SANTA ROSA JÁUREGUI	VILLA CAYETANO RUBIO		
Sexual abuse	11	22	21	9	4	6	-	73	0.6
Transport support	18	10	9	5	97	5	-	144	1.3
Nervous breakdowns	3	1	-	-	2	1	-	7	0.1
Suicide attempt	24	27	41	19	11	11	5	138	1.2
Neglect of care for adults	2	3	4	2	2	2	-	15	0.1
Neglect of care for minors	2	-	2	1	-	1	-	6	0.1
Missing person	33	49	49	15	13	11	2	172	1.5
Alba Protocol	42	65	57	35	37	32	7	275	2.4
Robbery with violence	12	10	11	-	3	2	2	40	0.4
Follow-ups	863	2,146	2,426	1,600	1,249	893	380	9,557	84.4
Suicides	5	14	16	12	3	4	2	56	0.5
Rape	8	18	11	8	9	3	2	59	0.5
Family violence	71	190	218	138	54	80	35	786	6.9
TOTAL	1,094	2,555	2,865	1,844	1,484	1,051	435	11,328	100.0

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SECURITY (2024).

2.3. ATTENTION TO VICTIMS OF VIOLENCE AND GENDER

Individuals who have been subjected to acts of physical or psychological violence, sexual aggression, threats, coercion, or deprivation by their spouse, ex-spouse, partner, or ex-partner, even if they have not lived together, deserve special attention. Therefore, the Ministry of Municipal Public Security (SSPM) has 4 support programs that provide assistance to victims and those in vulnerable situations:

1. ASSISTANCE PROGRAM FOR FAMILY VIOLENCE REPORTS TO THE 9-1-1 EMERGENCY LINE

Provides immediate attention from the Directorate for Victims of Family and Gender Violence, supporting individuals who continue to receive aggressions after reporting them to the 9-1-1 emergency line, generating actions that favor their protection. The program conducted 920 follow-ups for women affected by this crime.

2. ASISTENCIAAPP PROGRAM

Based on the guidelines of the Municipal Security Program, this initiative uses technology applied to emergency communications to provide effective protection of human rights for the inhabitants of Querétaro. This way, victims have direct and immediate access to specialized and differentiated attention.

The program has been operational since September 25, 2023, and involves the installation of an application on the users' mobile phones, serving as a direct link to the State Attorney General's Office of Querétaro. It has three activation modes, depending on the victim's condition, and is linked with the 9-1-1 emergency line, allowing for personalized attention. In that year, 154 installations were carried out, of which 137 were for women and 17 for men.



3. HAND IN HAND FOR YOUR SAFETY PROGRAM

This program helps strengthen mechanisms to assist people in vulnerable situations, focusing on elderly individuals who experience memory loss and are unable to return to their homes, or who are reported as missing or disoriented.

The program operates through a mobile application and a QR code that provides the person's identification data easily, quickly, and effectively, ensuring their safety until they are reunited with their family or support network. In 2023, there were 53 successful cases addressed, thanks to the distribution of 527 bracelets, of which 317 were for women and 210 for men.

4. ORIENTATEL PROGRAM

Launched on July 20, 2023, this program provides a 24/7 telephone service, offering guidance and information to victims of family and gender violence, with a specialized and differentiated approach. As a result, 417 people were assisted, including 303 women and 114 men.

2.4. EMERGENCY RESPONSE BY CIVIL PROTECTION

The Municipal Coordination of Civil Protection (CMPC) is the Executive and Operational body of the Municipal Civil Protection System. Among its most notable actions are:

- Ensuring compliance with safety measures in commercial, industrial, and service establishments.
- Organizing a first level of response in the event of an emergency or disaster.
- Promoting the practice of civil protection in regulatory, operational, coordination, and participation aspects across public, social, and private sectors.
- Conducting training events for the population, as well as talks and events that encourage the application of these practices.

At the end of 2023, the CMPC conducted 224 training sessions on 5 different topics. The Comprehensive Civil Protection course had the highest participation at 44.7%; followed by First Aid at 27.4%; Cardiopulmonary Resuscitation (CPR) and use of Automated External Defibrillator (AED) at 12.7%; Fire Prevention at 8.5%; and Building Evacuation at 6.7%.

COURSES CONDUCTED BY THE MUNICIPAL COORDINATION OF CIVIL PROTECTION (2023)

TOPIC	COURSE	TRAINED
Building Evacuation	20	552
Comprehensive Civil Protection	106	3,655
Fire Prevention	16	695
First Aid	67	2,237
Cardiopulmonary Resuscitation (CPR) and Use of AED	15	1,041

TOTAL 224 8,180

SOURCE: MUNICIPAL COORDINATION OF CIVIL PROTECTION (2024).



In the same year, out of the more than 21,000 applications received, 92.6% were for Approvals Granted, while the least requested procedure was the Approval for Fireworks Burning, accounting for 0.43% of the total.

PROCEDURES CONDUCTED BY THE MUNICIPAL COORDINATION OF CIVIL PROTECTION (2023)

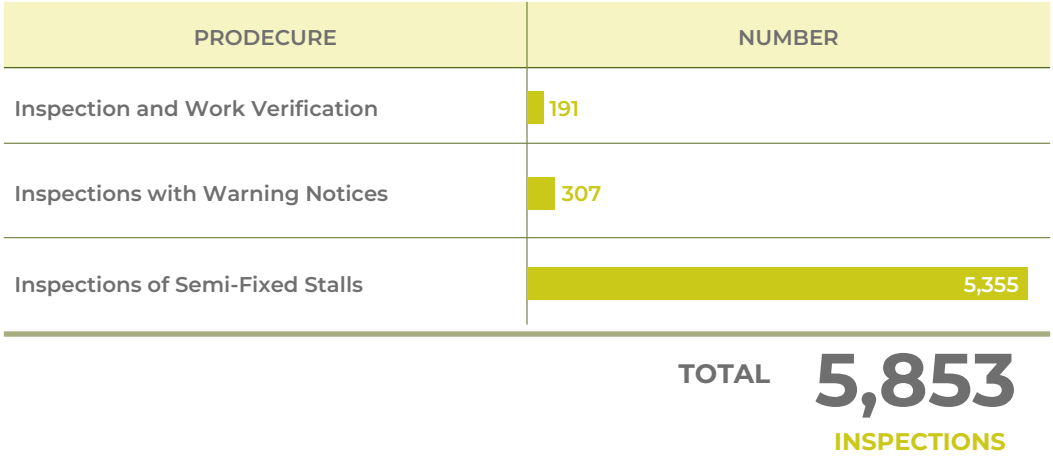
PROCEDURE	NUMBER
Prior Work Assessment	394
No Objections	344
Work Completion	186
Approvals Granted	19,949
Approval for Mechanical Rides	215
Approval for Fireworks Burning	93
Approval for Social-Organizational Events	366

TOTAL 21,547

SOURCE: MUNICIPAL COORDINATION OF CIVIL PROTECTION (2024).

As part of the work of the CMPC, during the same year, 77 operations and 5,853 inspections were carried out, including visits to construction sites and inspections of street vendors.

INSPECTIONS CONDUCTED BY THE MUNICIPAL COORDINATION OF CIVIL PROTECTION (2023)



SOURCE: MUNICIPAL COORDINATION OF CIVIL PROTECTION (2024).

In compliance with the provisions of the Law of the State Civil Protection, Disaster Prevention, and Mitigation System for the State of Querétaro, the CMPC seized hydrocarbons and illegal fireworks to safeguard the municipality’s safety.

SEIZURE OF HAZARDOUS MATERIAL (2023)



SOURCE: MUNICIPAL COORDINATION OF CIVIL PROTECTION (2024).

EMERGENCY RESPONSE OF THE CMPC

It functions as the first responder when different agencies and institutions are involved. Reports are channeled through its administration and coordination, via the 9-1-1 line, or through individual reports. By the end of 2023, emergencies attended to in the municipality decreased by 25.5% compared to the previous year.

BREAKDOWN OF EMERGENCIES ATTENDED TO IN THE MUNICIPALITY (2023)

TYPE OF EMERGENCY	ATTENDED	
Traffic Accidents	763	
Prehospital Care	476	
Falling Trees	194	
Falling Cables	41	
Falling Poles, Signs, and Billboards	88	
Air, Soil, and Water Pollution	8	
Spills	5	
Failure of Basic Services	281	
Leaks and Spills	358	
Sinkholes, Landslides, and Collapses	25	
Fires	936	
Patrols for Detention of Homeless Persons (27 points supervised)	Matutino 365	Vespertino 365
Late Patrols in Winter Season	9	
Plagues, Bee and Wasp Swarms	34	
Operations	27	
Others ¹	773	
TOTAL	4,748	

SOURCE: MUNICIPAL COORDINATION OF CIVIL PROTECTION (2024).
¹FALLING WALLS, ANIMAL RESCUE, RISK ASSESSMENTS, COVID-19 RESPONSES, TOXIC GASES, SUSPICIOUS OBJECTS, HAZARDOUS OBJECTS, FOUL ODORS, OTHER RESCUES, RAIN MONITORING, MONITORING OF DAMS, RESERVOIRS, AND WATER BODIES.



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3.1. COMPETITIVENESS

The World Economic Forum (WEF) defines competitiveness as “the set of institutions, policies, and factors that determine the level of productivity of a country.” A productive economy leads to growth, better incomes, greater well-being, and an improved quality of life.

Comprised of business leaders, politicians, academics, and social figures from over 100 countries, including Mexico, the WEF asserts that competitive economies grow sustainably and inclusively, allowing all members of society to benefit from the fruits of economic development.

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

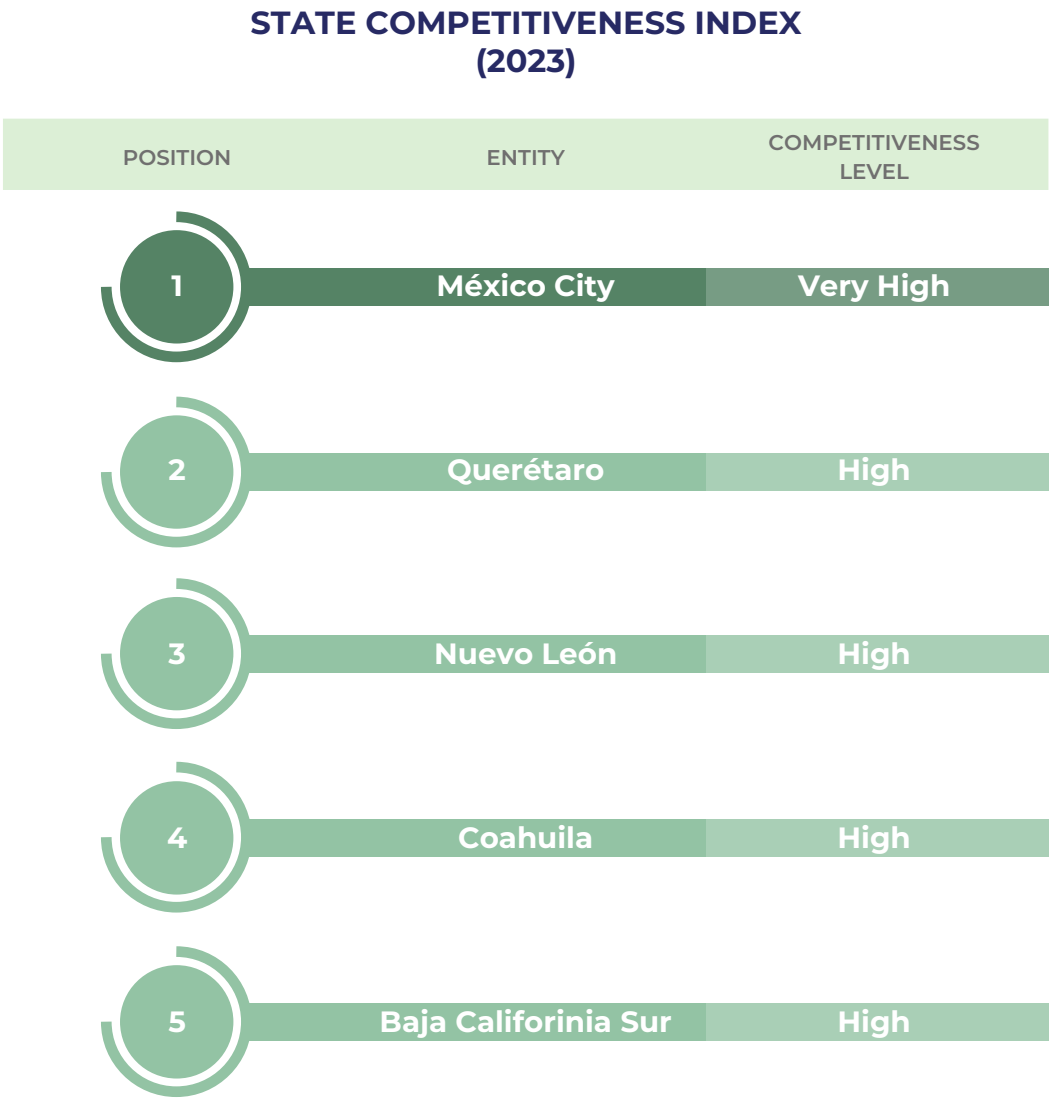
STATE AND MUNICIPAL ECONOMIC INDICATORS

The Mexican Institute for Competitiveness (IMCO) has designed studies that establish analytical parameters at both the state and metropolitan levels.

One of these studies is the State Competitiveness Index (ICE), which measures the capacity of entities to generate, attract, and retain talent and investment. A competitive state is one that consistently attracts talent and investment, resulting in greater productivity and well-being for its inhabitants.

The ICE evaluates both the structural and situational capacities of the 32 entities in the country through 72 indicators categorized into 10 sub-indices that assess various dimensions and conditions that form the foundation for state growth and development.

Competitiveness levels are rated as very high, medium-high, medium-low, low, and very low. The results of the 2023 edition placed Querétaro in second place nationwide, just behind Mexico City, climbing 2 positions compared to the 2022 edition.



SOURCE: MEXICAN INSTITUTE FOR COMPETITIVENESS (2023). STATE COMPETITIVENESS INDEX, 2023. RETRIEVED FROM: WWW.IMCO.ORG.MX

It is worth noting that Querétaro was the leading state in the «Political Systems» and «Governments» sub-indices.

OVERALL RESULTS BY SUB-INDEX

ENTITIES WITH THE BEST AND WORST RESULTS BY SUB-INDEX

SUB-INDEX	BEST ENTITY	WORST ENTITY
 Law	Yucatán	Morelos
 Environment	México City	Tlaxcala
 Society	México City	Chiapas
 Political System	Querétaro	Puebla
 Governments	Querétaro	Guerrero
 Labor Market	Sinaloa	Chiapas
 Economy	México City	Campeche
 Infrastructure	México City	Chiapas
 International Openness	Chihuahua	Oaxaca
 Innovation	Nuevo León	Chiapas

SOURCE: MEXICAN INSTITUTE FOR COMPETITIVENESS (2023). STATE COMPETITIVENESS INDEX, 2023. RETRIEVED FROM: WWW.IMCO.ORG.MX

EIMCO also calculates the Urban Competitiveness Index (ICU), which is used to measure the «ability of Mexican cities to attract and retain talent and investments.» The index evaluates 42 metropolitan areas in the country and 24 urban areas that are significant due to their population size or economy, resulting in a sample of 66 cities and their 362 municipalities.

The analysis is composed of 10 sub-indices, and like the State Competitiveness Index (ICE), it groups cities into 6 different categories of competitiveness based on their performance: very high; high; medium-high; medium-low; low; and very low.

Very High Competitiveness:

Cities whose score is two or more standard deviations above the mean.

Medium-Low Competitiveness:

Cities whose score is up to one standard deviation below the mean.

High Competitiveness:

Cities whose score is between one and two standard deviations above the mean.

Low Competitiveness:

Cities whose score is between one and two standard deviations below the mean.

Medium-High Competitiveness:

Cities whose score is up to one standard deviation above the mean.

Very Low Competitiveness:

Cities whose score is two or more standard deviations below the mean.



FOTO: <https://unsplash.com/photos/a-group-of-people-riding-bikes-across-a-street-mEegR53gUvQ>

According to the ICU, the city of Querétaro competes in the category of «Cities with more than one million inhabitants,» ranking in 3rd place, one level above its position in 2022, achieving the level of high competitiveness.

**URBAN COMPETITIVENESS INDEX
(2023)**

CITIES MORE THAN ONE MILLION INHABITANTS

CITY	POSITION	LEVEL
Monterrey	1	Very High
Saltillo	2	
Querétaro	3	High
Guadalajara	4	
Valle de México	5	
Chihuahua	6	
Mérida	6	Medium-High
Aguascalientes	7	
Mexicali	8	
Juárez	9	
San Luis Potosí	10	
La Laguna	11	
Tijuana	12	Medium-Low
León	13	
Cuernavaca	14	
Puebla-Tlaxcala	15	
Toluca	16	

SOURCE: MEXICAN INSTITUTE FOR COMPETITIVENESS (2023). URBAN COMPETITIVENESS INDEX, 2023. RETRIEVED FROM: WWW.IMCO.ORG.MX.

Querétaro ranked first in the «Political System» sub-index, a metric that evaluates the potential of local political systems to be stable and functional, incorporating indicators on citizen participation in the city's political life

URBAN COMPETITIVENESS INDEX
(2023)

CITIES WITH MORE THAN ONE MILLION INHABITANTS

SUB-INDEX	POSITION
Law	12
Environment	13
Society	6
Political System	1
Governments	4
Labor Market	7
Economy	3
Infrastructure	4
International Openness	7
Innovation	6

SOURCE: MEXICAN INSTITUTE FOR COMPETITIVENESS (2023). URBAN COMPETITIVENESS INDEX, 2023. RETRIEVED FROM: WWW.IMCO.ORG.MX.

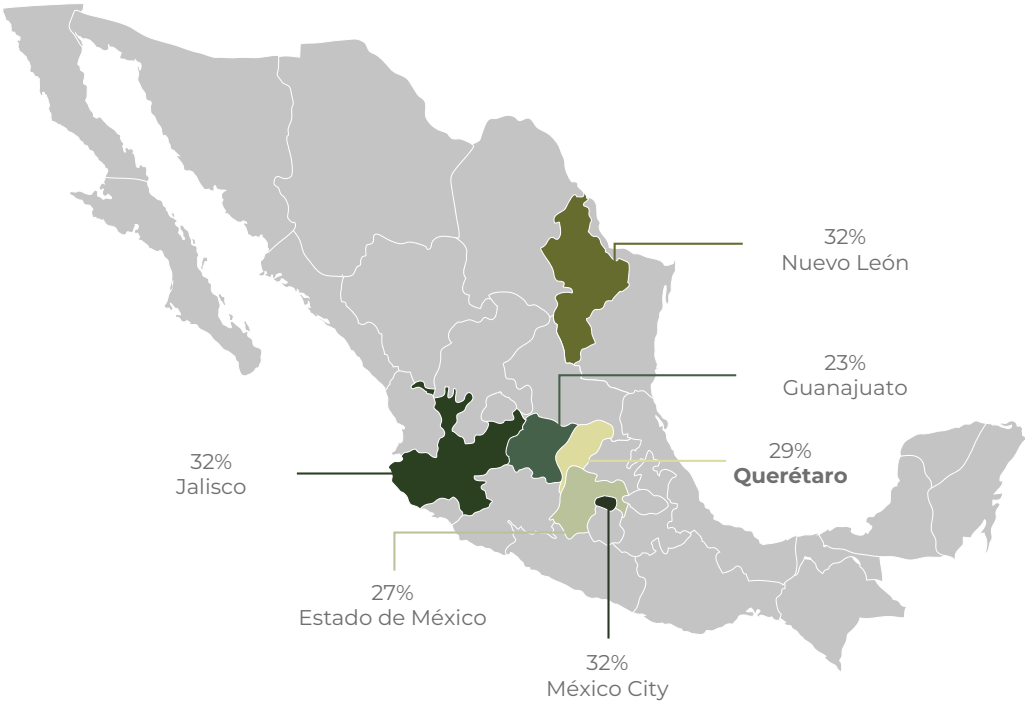
In addition to those established by IMCO, there are other economic indicators that determine the competitiveness of an entity. Among them, one of great relevance to the business community and the private sector of a state is the level of confidence in generating business.

In this regard, the Dutch consulting firm KPMG presents the sentiments of the business community in our country in its annual report «Perspectives of Senior Management in Mexico.»

For the 2023 edition, 1,191 leaders from different areas across a wide variety of industries with operations in Mexico were interviewed. The survey topics included business environment, business strategy, innovation and digital transformation, risk management, and regulatory compliance. Of those interviewed, 40.0% reported having expansion plans for their businesses.

PERSPECTIVES OF SENIOR MANAGEMENT IN MEXICO
(2023)

PLANS TO EXPAND OPERATIONS



SOURCE: KPMG, PERSPECTIVES OF SENIOR MANAGEMENT IN MEXICO, 2023. RETRIEVED FROM: [HTTPS://KPMG.COM/MX/ES/HOME](https://kpmg.com/mx/es/home).



FOREIGN DIRECT INVESTMENT (FDI)

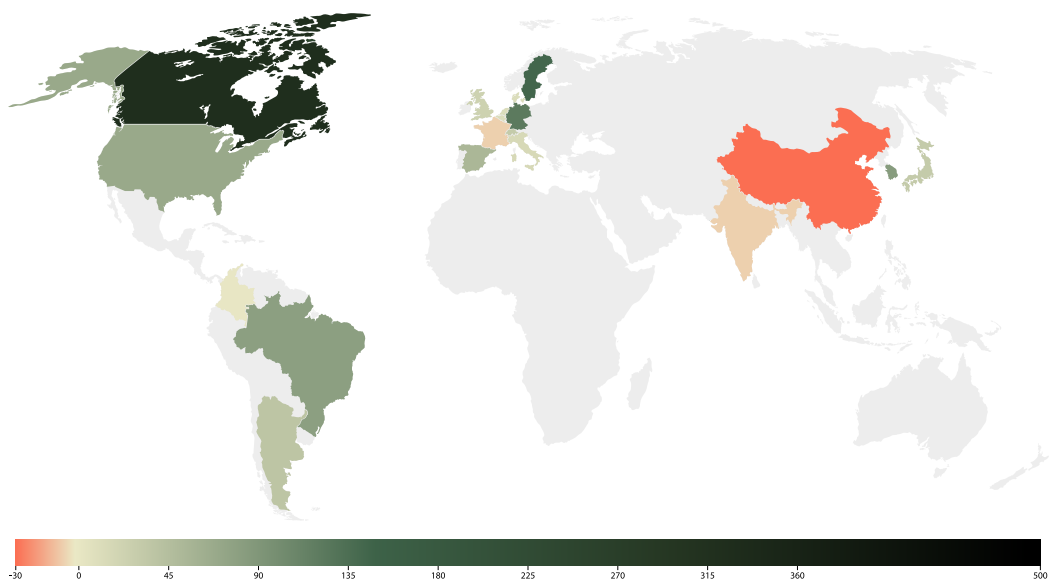
Between 1999 and 2023, Querétaro accumulated \$21.003 billion in FDI, distributed across reinvestment of profits, new investments, and intercompany accounts.

FLUJO ANUAL DE IED EN QUERÉTARO



SOURCE: MINISTRY OF ECONOMY, 2023. FIGURES IN MILLIONS OF DOLLARS.

FDI IN QUERÉTARO BY COUNTRY OF ORIGIN (2023)



COUNTRY	AMOUNT¹
Canada	339
Sweden	144
Germany	124
N/A	106
South Korea	89
Brazil	81
United States	74
Spain	57
Argentina	34
Japan	29
Switzerland	28
United Kingdom	19
Italy	15
Belgium	9
Netherlands	6
Denmark	6
Colombia	0.2
India	-6
France	-9
China	-38
TOTAL	1,107

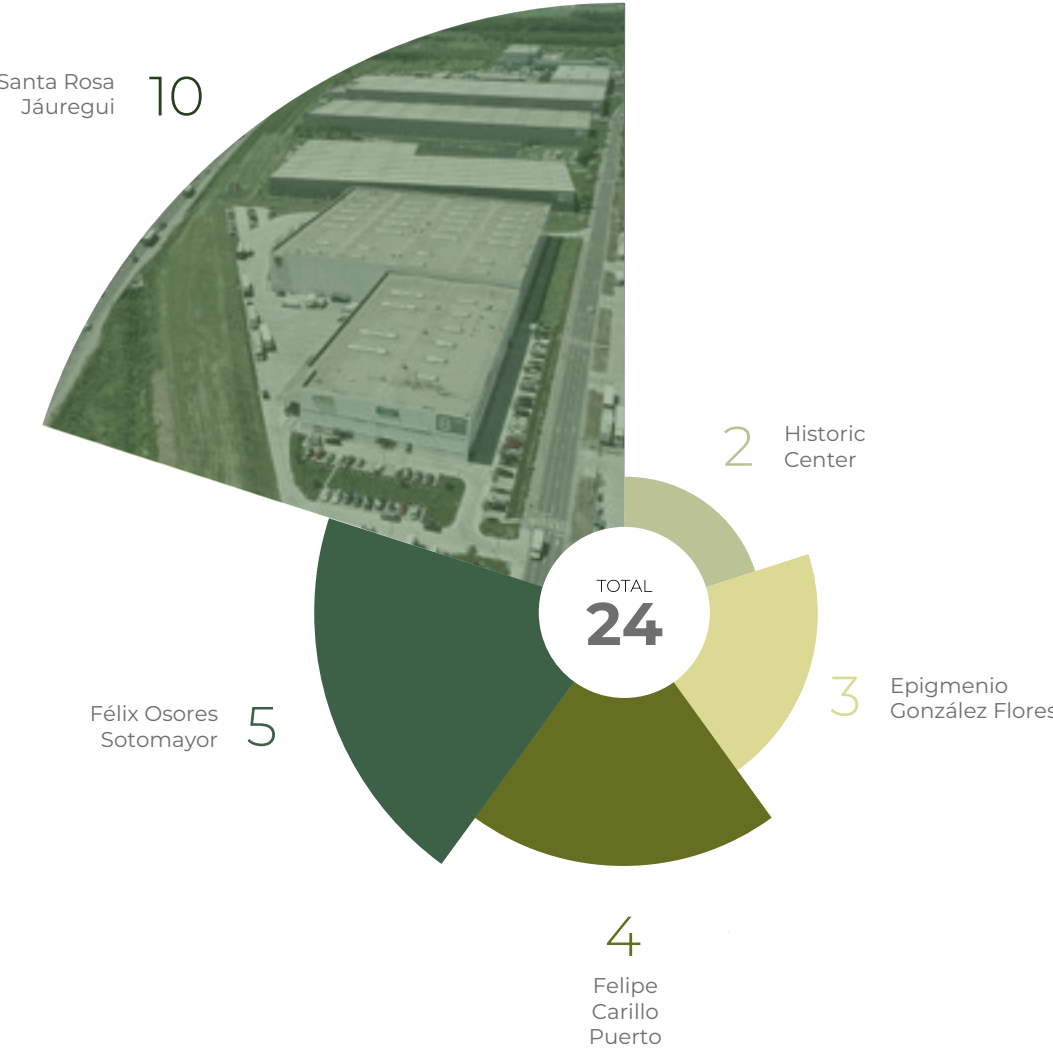
SOURCE: MINISTRY OF ECONOMY, 2023.
¹FIGURES IN MILLIONS OF DOLLARS.



INDUSTRIAL PARKS

Industrial activity in Querétaro has been a historical benchmark for over 50 years. In response to this need, the city has developed infrastructure and facilities that enable the establishment of more and better companies.

INDUSTRIAL PARKS BY MUNICIPAL DELEGATION (2023)



SOURCE: MUNICIPALITY OF QUERÉTARO, DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, 2023.

COMPANIES IN THE MAIN INDUSTRIAL PARKS (2023)

DELEGATION	PARK OR INDUSTRIAL ZONE	COMPANIES
Historic Center	La Montaña Industrial Estate	25
	Technological 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 Verde Park	4
	Querétaro Park III	13
	Querétaro Park IV	1
Félix Osores Sotomayor	Benito Juárez Industrial Estate	130
	Santa Lucía Industrial Micropark ²	12
	Emprendedor Micropark	-
	Many ² Industrial Micropark	12
	Piti Luxt ² Industrial Micropark	17
	Santiago ² Industrial Micropark	64
	Victoria I ² Industrial Micropark	5
	Victoria II ² Industrial Micropark	15
	Zentrum ² V	13
	Jurica Industrial Park	52
Santa Rosa Jáuregui	Luxar Industrial Complex	20
	La Presa Industrial Park	21
	Querétaro Industrial Park	165
	Santa Rosa Business Polygon	100
	Querétaro Park II	8

TOTAL

808
COMPANIES

SOURCE: MUNICIPALITY OF QUERÉTARO, DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, 2023.
¹LOCATED IN THE SAN PEDRITO PEÑUELAS INDUSTRIAL ZONE.
²LOCATED IN THE BENITO JUÁREZ INDUSTRIAL ESTATE.



3.2. FOREIGN TRADE

This refers to the activity of exchanging goods or services between at least two countries. These interactions can be imports or exports; the former refers to products brought into the country, while the latter refers to those sold abroad.

International trade provides a nation with essential products it lacks, in exchange for those it produces in abundance. These transactions, along with other economic policies, improve the population's standard of living. Much of modern international relations history stems from efforts to promote freer trade between nations.

FOREIGN DIRECT INVESTMENT (FDI)

According to the Ministry of Economy, the purpose of FDI is to create a lasting interest and long-term economic or business goals by a foreign investor in the recipient country.

FDI is a key catalyst for development; it has the potential to generate employment, increase savings and foreign currency inflows, stimulate competition, encourage the transfer of new technologies, and boost exports.

Positively influencing a country's productive and competitive environment, FDI is considered to be:

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

The benefits of this activity spread throughout the economy by driving international trade, enabling business financing, improving employment opportunities, and raising competitiveness through better technology and increased productivity. This ultimately benefits the domestic consumer by providing a greater variety of products at better prices.

The General Directorate of Foreign Investment (DGIE) is the administrative unit within the Ministry of Economy responsible for, among other things:

- Implementing policy guidelines on the matter.
- Issuing authorizations established in the Foreign Investment Law and its Regulations.
- Managing and overseeing obligations before the National Registry of Foreign Investments (RNIE).
- Preparing and publishing FDI statistics in Mexico.
- Representing the National Contact Point on the Guidelines for Multinational Enterprises of the Organization for Economic Cooperation and Development (OECD).

The RNIE is the federal government body that registers foreign investments coming into the country. The Foreign Investment Law outlines the different parties subject to registration, while the Regulations of the Foreign Investment Law and the National Registry of Foreign Investments specify the procedure for the corresponding processes.

The agency collects the information it receives and compiles reliable and timely statistics in line with international standards on the behavior of FDI flows in Mexico, including new investments, reinvestment of earnings, and inter-company accounts.

In 2023, Mexico recorded a slight decrease of only 0.1% in FDI compared to 2022. Of the registered actions, 13.9% were new investments, 73.4% were reinvestment of earnings, and 12.7% were inter-company accounts.

COMPARISON OF FDI IN MEXICO, JANUARY-DECEMBER (2022-2023)

CATEGORY	YEAR		VARIATION	
	2022*	2023*	ABSOLUTE	RELATIVE
New investments	18,151.6	5,031.7	-13,119.9	-72.3
Reinvestment of earnings	16,202.3	26,639.2	10,436.9	64.4
Inter-company accounts	1,962.4	4,610.0	2,647.6	134.9
TOTAL	36,316.2	36,281.0	-35.3	-0.1

SOURCE: MINISTRY OF ECONOMY. GENERAL DIRECTORATE OF FOREIGN INVESTMENT, DATA UPDATED AS OF THE 1ST QUARTER OF 2024.

*FIGURES IN MILLIONS OF DOLLARS.

In the same year, our state attracted foreign productive capital that exceeded the amount obtained in 2022 by 53.9%, placing us in the 11th position nationally.

NATIONAL FDI BY COUNTRY OF ORIGIN (2023)

POSITION	COUNTRY OF ORIGIN	AMOUNT (MILLIONS OF DOLLARS)	PERCENTAGE (%)
1	Canadá	338.5	30.6
2	Alemania	168.5	15.2
3	Suecia	119.4	10.8
4	Corea	91.9	8.3
5	Brasil	80.3	7.2
6	España	57.2	5.2
7	EUA	51.2	4.6
8	Argentina	33.4	3.0
9	Japón	29.7	2.7
10	Suiza	27.3	2.5
Otros países*		C	0.4
Resto de países con IED en Qro.		105.0	9.5

TOTAL 1,107.4 100.0
MILLIONS OF DOLLARS

SOURCE: MINISTRY OF ECONOMY. GENERAL DIRECTORATE OF FOREIGN INVESTMENT, DATA UPDATED AS OF THE 1ST QUARTER OF 2024.

**OTHER COUNTRIES: BELIZE, MALAYSIA, NICARAGUA.

C: (CONFIDENTIAL), THE COMPANY-LEVEL INFORMATION HELD BY THE RNIE IS NOT PUBLIC AND IS CLASSIFIED AS CONFIDENTIAL, PURSUANT TO THE PROVISIONS OF ARTICLES 31 OF THE FOREIGN INVESTMENT LAW, 32 OF THE REGULATIONS OF THE FOREIGN INVESTMENT LAW AND THE NATIONAL REGISTRY OF FOREIGN INVESTMENTS, 116 OF THE GENERAL LAW ON TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION, AND 113 OF THE FEDERAL LAW ON TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION. THE STATISTICAL DATA FOR THIS CELL IS NOT SHOWN BECAUSE IT CORRESPONDS TO ONE OR TWO COMPANIES, WHICH IS WHY THE TOTAL SUM MAY NOT MATCH THE BREAKDOWN.

Of the FDI generated nationwide in the last 5 years, the states in the north-central region of the country accounted for 14.8% of the national total. In this region, Guanajuato led with 26.6%, followed by San Luis Potosí with 20.2%, Querétaro with 19.9%, and the remaining 33.3% was made up of Aguascalientes, Zacatecas, and Durango.

FDI IN THE STATES OF THE NORTH-CENTRAL REGION OF THE COUNTRY
(MILLIONS OF DOLLARS)
(2017-2023)

STATE	2017	2018	2019	2020	2021	2022	2023	ACCUMULATED PERIOD
National FDI	34,017.3	34,101.0	34,617.1	28,210.6	33,486.8	36,316.2	36,281.0	237,030.0
North-Central Region	6,234.9	7,353.6	4,196.1	2,808.4	5,204	3,778.0	5,430.1	35,005.4
Aguascalientes	1,576.3	1,197.0	452.1	743.7	42.2	598.3	1,379.2	5,988.7
Durango	131.1	391.1	178.5	496.5	461.8	565.5	377.8	2,602.4
Guanajuato	1,677.9	2,469.8	796.0	199.5	1,798.1	1,562.9	808.2	9,312.4
Querétaro	986.0	1,227.6	1,169.1	861.0	879.7	719.4	1,107.4	6,950.2
San Luis Potosí	1,405.9	1,766.4	853.8	913.2	702.3	323.1	1,115.7	7,080.4
Zacatecas	457.6	301.7	746.5	-405.5	1,320.0	8.7	641.9	3,071.2

SOURCE: MINISTRY OF ECONOMY. GENERAL DIRECTORATE OF FOREIGN INVESTMENT, DATA UPDATED AS OF THE 1ST QUARTER OF 2024.

AGREEMENTS AND TREATIES

Mexico’s open trade with the world drives its economic growth, creates new employment opportunities, attracts FDI, increases productivity and income, improves national competitiveness, and contributes to raising the standard of living and economic and social well-being.

Currently, our country is party to 14 Free Trade Agreements (FTAs) with 50 countries; 30 Agreements for the Promotion and Reciprocal Protection of Investments (APPRIs) with 31 countries or administrative regions; and 9 Economic Complementation Agreements and Partial Scope Agreements within the framework of the Latin American Integration Association (ALADI).

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

The North American Free Trade Agreement (NAFTA) transformed Mexico’s trade relationship with the United States and Canada, enabling the modernization of the national manufacturing, agricultural, and agro-industrial sectors, integrating our country into the global economy through global value chains, and instilling confidence in foreign investors.



Since the implementation of NAFTA, Mexico has become an attractive destination for foreign investment from many transnational companies, focusing on a development model oriented toward foreign trade. The agreement has led and contributed to the economic growth of the three member countries and improved the standard of living of their populations.

The United States-Mexico-Canada Agreement (USMCA) is the new trade agreement that replaces NAFTA. It came into effect on July 1, 2020, and its main benefits are:

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

Additionally, our country maintains other trade agreements with nations in Central America, South America, and the European Union, among others. The following table shows the treaties that Mexico has signed since becoming part of the General Agreement on Tariffs and Trade (GATT):

TRADE AGREEMENTS AND TREATIES SIGNED BY MEXICO SINCE JOINING THE GATT

FREE TRADE AGREEMENTS (FTAS), ECONOMIC COMPLEMENTATION AGREEMENTS (ACE), AND PARTIAL SCOPE AGREEMENTS (AAP), AS WELL AS ALLIANCES, MULTILATERAL AND REGIONAL ORGANIZATIONS, AND FORUMS.

YEAR	AGREEMENT/TREATY	YEAR	AGREEMENT/TREATY
1986	GATT	2003	ACE 53: Brazil
	AAP 14: Panama		ACE 55: Mercosur - Automotive
1987	ACE 6: Argentina	2004	TLC: Uruguay
1995	WTO Implementation	2005	AAE: Japan
	FTA: Costa Rica	2006	ACE 54: Mercosur
	FTA G3: Colombia and Venezuela	2011	TLC: Colombia
	ACE 66: Bolivia	2012	AIC: Peru
1998	FTA: Nicaragua	2013	TLC ÚNICO: Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica
	AAP 29: Ecuador	2015	TLC: Panamá
1999	FTA: Chile	2016	Alianza Pacífico: Colombia, Peru and Chile
2000	FTA: Israel	2018	TIPAT: Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore, and Vietnam
	FTA EU-Mexico: European Union		
	AAP 38: Paraguay	2020	T-MEC: USA and Canada
2001	EFTA FTA: Iceland, Liechtenstein, Norway, and Switzerland		
	FTA Northern Triangle: Guatemala, Honduras, and El Salvador		
	ACE 51: Cuba		

SOURCE: MINISTRY OF ECONOMY. TRADE TREATIES 2024.
EPA: AGREEMENT FOR THE STRENGTHENING OF THE ECONOMIC PARTNERSHIP
AAP: PARTIAL SCOPE AGREEMENT
ACE: ECONOMIC COMPLEMENTATION AGREEMENT
CIT: COMMERCIAL INTEGRATION AGREEMENT
AP: PACIFIC ALLIANCE
GATT: GENERAL AGREEMENT ON TARIFFS AND TRADE (NOW WTO)
WTO: WORLD TRADE ORGANIZATION
CPTPP: COMPREHENSIVE AND PROGRESSIVE AGREEMENT FOR TRANS-PACIFIC PARTNERSHIP
FTA: FREE TRADE AGREEMENT
FTA G3: GROUP OF THREE FREE TRADE AGREEMENT
FTA NORTHERN TRIANGLE: FREE TRADE AGREEMENT OF THE NORTHERN TRIANGLE
FTA EU-MEXICO: FREE TRADE AGREEMENT WITH THE EUROPEAN UNION
USMCA: UNITED STATES-MEXICO-CANADA AGREEMENT.

TRADE BALANCE

In a press release, the National Institute of Statistics and Geography (INEGI) announced that as of December 2023, our country had a foreign trade surplus of 4,242 million dollars, a highly attractive figure compared to the 983 million dollars recorded in December 2022.

In 2023, the trade balance showed a deficit of 5,464 million dollars, a significant improvement from the 26,879 million dollars reported in 2022. This improvement was due to the expansion of the non-oil products trade surplus, which increased from 8,263 million dollars in 2022 to 13,073 million dollars in 2023, and a reduced deficit in the oil products trade balance, which dropped from 35,142 million dollars in 2022 to 18,536 million dollars in 2023.

EXPORTS

By the end of 2023, exports reached 49.25 billion dollars, consisting of 2.597 billion from oil exports and 46.652 billion from non-oil exports. This figure showed an annual reduction of 0.2%, driven by an 8.7% decline in oil exports and a 0.4% growth in non-oil exports.

Non-oil exports to the United States increased by 2.0% on an annual basis, while those directed to the rest of the world decreased by 7.5%. With seasonally adjusted figures, total merchandise exports increased by 1.3% month-over-month, reflecting rises of 0.9% in non-oil exports and 8.8% in oil exports.

IMPORTS

At the end of 2023, imports totaled 45.007 billion dollars, reflecting an annual reduction of 6.9%, driven by declines of 2.3% in non-oil imports and 45.8% in oil imports. By type, imports of intermediate goods showed an annual decrease of 11.8%, while imports of consumer goods and capital goods increased by 12.0% and 7.9%, respectively.

With seasonally adjusted data, total imports showed a monthly decline of 2.3%, driven by reductions of 1.2% in non-oil imports and 15.7% in oil imports. By type, imports of consumer goods fell by 2.6%, intermediate goods by 2.6%, while capital goods showed a minimal monthly variation of 0.01%.



SOURCE: INEGI. MEXICO'S MERCHANDISE TRADE BALANCE. SNIEG. INFORMATION OF NATIONAL INTEREST.

MEXICO’S MERCHANDISE TRADE BALANCE
(2023)

CONCEPT	DECEMBER		DECEMBER - JANUARY	
	MILLONES DE DÓLARES	% ANNUAL VARIATION	MILLONES DE DÓLARES	% ANNUAL VARIATION
Total Exports	49,249.6	-0.2	593,011.6	2.6
Oil Exports	2,597.5	-8.7	33,218.6	-14.8
Non-oil Exports	46,652.1	0.4	559,793.1	3.9
Agricultural	1,901.3	-7.9	21,784.3	2.8
Extractive	764.0	-14.4	9,171.1	0.2
Manufacturing	43,986.8	1.1	528,837.7	4.0
Automotive	16,220.3	13.2	188,903.3	14.3
Non-automotive	27,766.5	-4.9	339,934.4	-1.0
Total Imports	45,007.2	-6.9	598,475.4	-1.0
Oil Imports	2,758.3	-45.8	51,754.9	-30.2
Non-oil Imports	42,249.0	-2.3	546,720.5	3.1
Consumer Goods	6,846.5	12.0	87,733.2	9.3
Oil-related	477.1	-67.1	17,048.0	-28.2
Non-oil related	6,369.4	36.6	70,685.3	25.1
Intermediate Goods	33,253.6	-11.8	452,890.6	-4.9
Oil-related	2,281.1	-37.3	34,706.9	-31.1
Non-oil related	30,972.5	-9.0	418,183.7	1.8
Capital Goods	4,907.1	7.9	57,851.5	20.0
TRADE BALANCE	4,242.2	331.6	-5,463.7	-79.7

SOURCE: NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY. INEGI (2024).
NOTE: DUE TO ROUNDING, THE SUM OF PARTIAL FIGURES MAY NOT MATCH THE TOTALS. THE DATA FOR DECEMBER AND THE JANUARY-DECEMBER PERIOD ARE PRELIMINARY FIGURES FOR 2023.



INLAND CUSTOMS

This is the body responsible for managing and regulating activities related to the entry and exit of foreign products, people, or even capital. Its functions include maintaining fiscal, security, health, and statistical control of international trade.

Mexico’s customs are located at the northern border with the United States of America; at the southern border with Guatemala and Belize; at strategic points, such as ports along the Pacific Ocean and the Gulf of Mexico; and in interior sites within the country.

Currently, Mexico has 49 customs offices located as follows:

- **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 offices:** Acapulco, Altamira, Cancún, Ciudad del Carmen, Coatzacoalcos, Dos Bocas, Ensenada, Guaymas, La Paz, Lázaro Cárdenas, Manzanillo, Mazatlán, Progreso, Salina Cruz, Tampico, Tuxpan, and Veracruz.
- **11 inland customs offices:** Mexico City International Airport, Aguascalientes, Chihuahua, Guadalajara, Guanajuato, Mexico, Monterrey, Puebla, Querétaro, Toluca, and Torreón.

The General Customs Administration, under the Federal Government—specifically the Tax Administration Service (SAT), an autonomous body within the Ministry of Finance and Public Credit (SHCP)—is responsible for:

- Overseeing, monitoring, and controlling the entry and exit of goods and the means by which they are transported, ensuring compliance with foreign trade regulations issued by the Federal Executive’s secretariats.
- Helping to ensure national security.
- Protecting the country’s economy, public health, and environment by preventing the flow of dangerous or illegal goods into our territory.
- Promoting voluntary compliance with these regulations by users.

The Querétaro Customs Office was founded on July 22, 1983, and is currently located at Kilometer 22.5 of the Querétaro-Tequisquiapan State Highway 200, in the municipality of Colón, Querétaro. Goods are processed via air, land, and rail through the Strategic Bonded Warehouses.

TACTICAL POINTS THAT MAKE UP
THE INLAND CUSTOMS OF QUERÉTARO
(2023)

Inland Customs of Querétaro
Hidalgo Customs Section, located in Atotonilco de Tula, Hidalgo
Querétaro Intercontinental Airport
"General Francisco J. Mújica" International Airport in Morelia, Michoacán
"Licenciado y General Ignacio López Rayón" International Airport in Uruapan, Michoacán

SOURCE: QUERÉTARO INLAND CUSTOMS (2024).

The territorial jurisdiction of our customs office includes 13 municipalities in the state of Querétaro, 73 municipalities in the state of Hidalgo, and 88 municipalities in the state of Michoacán. To ensure operational efficiency, it has numerous tactical location points.

HOURS OF OPERATION FOR THE INLAND
CUSTOMS OF QUERÉTARO
(2023)

CUSTOMS AND CUSTOMS SECTIONS	HOURS OF OPERATION
Querétaro Customs	Administrative: Monday to Friday 9:00 AM to 6:00 PM Operational: Monday to Friday 10:00 AM to 9:00 PM, with extraordinary services available
Atotonilco de Tula Customs Section, Hidalgo	Sin operar
AIRPORTS	HOURS OF OPERATION
Querétaro Intercontinental Airport	24 hours, Monday to Sunday
"General Francisco J. Mújica" International Airport in Morelia, Michoacán	
"Licenciado y General Ignacio López Rayón" International Airport in Uruapan, Michoacán	

SOURCE: QUERÉTARO INLAND CUSTOMS (2024).



In 2023, e-commerce operations (also known as electronic commerce) increased by 4.3%, with the participation of courier companies such as DHL Express México, S.A. de C.V., Federal Express Holdings México y CÍA, and UPS (United Parcel Service de México, S.A. de C.V.).

IMPORT AND EXPORT PEDIMENTS AT
THE INLAND CUSTOMS OF QUERÉTARO
(2023)

MONTH	IMPORTS	EXPORTS	TOTAL
January	19,875	9,642	29,517
February	20,252	9,670	29,922
March	23,560	11,491	35,051
April	19,176	9,064	28,240
May	23,117	10,362	33,479
June	23,117	10,119	34,110
July	21,933	8,919	30,852
August	23,404	9,777	33,181
September	21,797	9,088	30,885
October	22,704	9,368	32,072
November	23,633	7,425	31,058
December	21,839	6,163	28,002
TOTAL	265,281	111,088	376,369

SOURCE: QUERÉTARO INLAND CUSTOMS (2024).

The main imports included:

- Vehicles and auto parts from the automotive industry.
- Auto parts from the metal-mechanic industry.
- Components and goods for the assembly and repair of aircraft from the aerospace industry.
- Packaging from the food industry.
- Electrical materials.
- Goods from the chemical industry.
- Textiles.
- E-commerce goods from courier companies.

Our customs office has 6 affiliated customs brokers and 54 authorized to operate within its jurisdiction; the bonded warehouse Terminal Logistics, S.A. de C.V., authorized to provide goods handling, storage, and custody services; and 3 strategic bonded warehouses:

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

Additionally, there are 2 air terminals for the clearance of private international flight passengers, also known as Fixed-Based Operators (FBOs):

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



3.3. COMMERCIAL ACTIVITY

This is the process of buying and selling goods and services, from the time the merchant acquires their merchandise or raw materials until it reaches the final consumer. It can be local, national, or international, conducted in physical or virtual stores, in wholesale and retail.

This activity is essential for the stability of a territory’s economy and for the provision of services, food, goods, and articles that consumers need to meet their basic needs, while also generating profits for the merchants.

Commerce is fundamental for our state and municipality, generating jobs and entrepreneurial opportunities for its residents, thus building a healthy and profitable economic ecosystem.

INFRASTRUCTURE

Our municipality is equipped with the necessary facilities to enable the population to acquire various goods to meet their needs for food, clothing, education, health services, and recreation. This is made possible by the existence, maintenance, and conservation of eight public markets located in the delegations of Centro Histórico, Félix Osores Sotomayor, and Josefa Vergara y Hernández.

PUBLIC AND LOCAL MARKETS IN THE MUNICIPALITY
(2023)

DELEGATION	MARKETS	VENDOR STALLS
Hitoric Center	5	1,782
Josefa Ortiz de Domínguez "La Cruz"		570
General Mariano Escobedo		842
Benito Juárez "El Tepetate"		180
Miguel Hidalgo		126
Las Flores		64
Félix Osores Sotomayor	1	65
José María Morelos y Pavón		65
Josefa Vergara y Hernández	2	367
Lomas de Casa Blanca		241
Lázaro Cárdenas		126
TOTAL	8	2,214
	MARKETS	VENDOR STALLS

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES 2024.

Compared to 2022, in 2023 the number of street markets (tianguis) decreased by 3.2%, even though the number of vendors increased by 17.7%.

STREET MARKETS (TIANGUIS) AND VENDORS IN THE MUNICIPALITY (2023)

DELEGATION	STREET MARKETS (TIANGUIS)	VENDORS
		1,091
Centro Histórico	10	2,727
Epigmenio González Flores	18	1,883
Felipe Carrillo Puerto	19	3,476
Félix Osores Sotomayor	27	1,520
Josefa Vergara y Hernández	11	292
Santa Rosa Jáuregui	3	207
Villa Cayetano Rubio	3	
TOTAL	91	11,196

SOURCE: GENERAL MINISTRY OF MUNICIPAL GOVERNMENT. (2024)

A large number of commercial activities in our municipality take place in shopping malls, which receive almost 63,000 visitors per day, that is, more than 23,000 per year.



MAIN SHOPPING MALLS IN THE MUNICIPALITY OF QUERÉTARO.
(2023)

SHOPPING MALL	TOTAL COMMERCIAL SPACES	AVAILABLE SPACES	OPEN STORES	ANCHOR STORES	RESTAURANTS	BANK BRANCHES	PARKING SPACES	AVERAGE DAILY VISITORS	TOTAL ANNUAL VISITORS
Antea LifeStyle Center	159	0	159	2	21	4	4,474	N.D.	N.D.
Boulevares	95	12	81	2	4	2	950	2,350	857,750
Del Parque	123	0	123	3	1	2	750	6,000-10,000	102,792
Esfera	42	2	40	4	7	1	2,000	12,818	4,678,586
Galerías	81	7	74	3	4	-	1,482	13,495	4,925,515
Paseo Querétaro	162	13	131	1	11	6	2,918	25,529	9,333,874
Patio	107	7	100	1	4	2	N.D.	N.D.	N.D.
Uptown Juriquilla	78	22	56	5	7	-	1,198	5,000	200,000
Urban Center Jurica	45	21	24	4	4	2	506	3,800	1,600,000
Urban Center Juriquilla	26	2	24	5	3	-	321	N.D.	1,800,000
TOTAL	918	86	812	30	66	19	14,599	62,992	23,498,517

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND MUNICIPAL ENTREPRENEURSHIP. (2024)

More than four dozen self-service stores participate in the municipal commercial activity, thus complementing the product offerings for our population.

SELF-SERVICE STORES ESTABLISHED
IN THE MUNICIPALITY. (2023)

STORE	BRANCHES ¹
Bodega Aurrerá	36
Chedraui	4
City Club	1
City Market	1
Costco	1
Fresko/City Fresko	6
La Comer	1
Sam's Club	2
Soriana	2
Superama	1
HEB	3
Wal-Mart	9

TOTAL 67

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP. BUSINESS LICENSING DEPARTMENT. (2024).

¹INFORMATION EXTRACTED FROM THE MUNICIPAL INFORMATION SYSTEM (SIM), SEARCH CONDUCTED BY COMMERCIAL NAME, WHICH ONLY INCLUDES RECORDS WITH A MUNICIPAL OPERATING LICENSE.

COMMERCIAL ESTABLISHMENT INDICATORS

The National Institute of Statistics and Geography (INEGI) conducts the Monthly Survey on Commercial Enterprises (EMEC), providing relevant indicators on national domestic commerce and helping to calculate the Gross Domestic Product (GDP) and economic indicators on employment, intermediate consumption, final demand, and labor productivity.

For the state of Querétaro, most figures increased compared to the previous year. In wholesale indices, average remunerations stood out, increasing by 8.8%; while in retail, total remunerations were notable, rising by 19.3%.

COMMERCIAL ESTABLISHMENT INDICATORS
IN THE STATE OF QUERÉTARO
(2018-2023)

(BASE 2018=100)

YEAR		2018	2019	2020	2021	2022	2023
INDEX OF EMPLOYED PERSONNEL	WHOLESALE	100.0	100.5	99.9	104.3	112.4	111.7
	RETAIL	100.0	101.6	98.8	100.1	98.1	101.3
INDEX OF TOTAL REMUNERATIONS	WHOLESALE	100.0	100.6	98.9	106.6	120.0	129.7
	RETAIL	100.0	104.6	101.3	106.5	103.5	123.4
INDEX OF AVERAGE REMUNERATIONS	WHOLESALE	100.0	100.1	99.0	102.1	106.7	116.2
	RETAIL	100.0	102.9	102.5	106.3	105.5	121.8
INDEX OF INCOME FROM SUPPLY OF GOODS AND SERVICES	WHOLESALE	100.0	92.7	78.0	94.8	115.6	102.1
	RETAIL	100.0	102.2	93.5	105.8	115.0	117.4
INDEX OF GOODS PURCHASED FOR RESALE	WHOLESALE	100.0	91.3	74.2	91.9	117.1	97.3
	RETAIL	100.0	101.4	91.4	105.7	111.6	117.9

SOURCE: NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY (INEGI). MONTHLY SURVEY ON COMMERCIAL ESTABLISHMENTS 2024.



3.4. ECONOMIC DEVELOPMENT

In the municipality of Querétaro, we ensure the well-being of our residents through the ability to produce and generate wealth, aiming for all sectors to grow equitably and sustainably. According to the 2019 economic census by the National Institute of Statistics and Geography (INEGI), the areas that concentrated the most economic units in Querétaro were:

- 1. Retail
33,923
UNITS
- 2. Temporary accommodation and food and beverage preparation services
11,439
UNITS
- 3. Other services, except government activities
11,076
UNITS

The Directorate of Economic Development and Entrepreneurship, in coordination with public and private organizations, carries out actions that promote the sustainable economic development of our municipality, fostering entrepreneurship, employment, investment, and business competitiveness.

ENTREPRENEURSHIP

In 2023, the “Emprende” program held 43 training sessions that benefited more than a thousand people who had the opportunity to professionalize in financial, communication, marketing, and customer service topics, among others.

TRAINING SESSIONS OF THE EMPRENDE PROGRAM
(2023)

MONTH	TYPE	TOPIC	TRAINEES
January	Workshop	Tax Workshop for Entrepreneurs	25
		Costs and Pricing for Businesses	30
February	Training	Tax Audits 2023 and Fiscal Effects of Contracts	30
	Conference	Preparing for the Future	8
	Workshop	Difference Between Profit and Cash Flow	34
	Conference	Catastrophe Sandwich Bar: Turning the Negative into Positive	21
March	Workshop	Fiscal Constitution and Business Accounting Management	18
	Conference	Compliance for SMEs	14
		Catastrophe Sandwich Bar: Turning the Negative into Positive (UMQ)	75
	Training	Basics of Exporting	13
	Workshop	Understanding the SAT (Mexican Tax Authority)	40
April	Training	Money Management for Entrepreneurs and Creatives	10
	Workshop	Better Communication = More Sales	24
	Training	From Zero Sales to Closing the Sale	30
May	Training	Production Processes	10
	Seminar	10 Steps to Developing a Content Plan for Social Media	15
	Conference	No Limits	149
	Workshop	Costs and Pricing for Businesses	20
		Creative Communication Strategies	17
		Service Design	16
		Costs and Pricing for Businesses	9
		Experiential Marketing	20

MONTH	TYPE	TOPIC	TRAINEES
June	Workshop	Costs and Pricing for Businesses	49
		Customer Service, Innovation + Wow	23
		Business Growth Strategies	20
		Getting Noticed Online	21
	Conference	Costs and Pricing for Businesses	7
July	Conference	Digitalizing My Business or Startup	16
	Workshop	Exporting	13
	Conferencia	The Power of Financial Autonomy	23
	Training	Looking to Export?	42
	Conference	Protecting Your Idea or Prototype (Trademarks and Patents)	16
August	Conference	How to Generate Potential Clients on Social Media	26
	Workshop	Value - Driving a New Proposition	13
	Training	Neuromarketing and Advertising	30
September	Seminar	Indebted Businesses Aren't Bad Businesses	13
	Seminar	Financial Marathon: Business Training in Finance	37
	Training	Neurolinguistic Programming in Sales	31
October	Conference	Transformative Leadership	32
	Workshop	Corporate Governance	26
	Conference	Empowering Women Entrepreneurs	25
November	Workshop	Personal Branding: What Are We Selling?	30
		Four Steps to Efficient Financial Management	28

TOTAL 1,149

SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT, DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP (2024).

LICENSES AND MICRO, SMALL, AND MEDIUM-SIZED ENTERPRISES (MSMEs)

The municipal license is the document that authorizes the practice of legally permitted economic activities, based on urban planning and under the safety conditions established by the Municipal Civil Protection Coordination.

In 2023, more than 33,500 establishments were registered in the municipal operating registry, including openings, closures, and renewals. The Historic Center delegation accounted for 31.8% of the total procedures carried out.

TOTAL MUNICIPAL OPERATING LICENSE TRANSACTIONS BY DELEGATION (2023*)

DELEGATION	REGISTRY	PERCENTAGE (%)
Historic Center	10,669	31.8
Epigmenio González Flores	4,067	12.1
Felipe Carrillo Puerto	2,963	8.8
Félix Osores Sotomayor	4,391	13.1
Josefa Vergara y Hernández	5,722	17.1
Santa Rosa Jáuregui	3,058	9.1
Vía pública	1,424	4.3
Villa Cayetano Rubio	1,215	3.6
TOTAL	33,509	100.0

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, OPERATING LICENSE DEPARTMENT (2024).
*INCLUDES ALL ECONOMIC SECTORS.

OPERATING LICENSE REGISTRY BY LICENSE TYPE (2023)

CLASSIFICATION	QUANTITY	PERCENTAGE (%)
Established	29,162	87.0
Markets	2,797	8.3
Public thoroughfare	1,424	4.5
Slaughterhouse	126	0.4
TOTAL	33,509	100.0

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, OPERATING LICENSE DEPARTMENT (2024).

The license registry in 2023 exhibited similar trends to previous years, with commercial and service activities together accounting for over 90.0% of the total record.

LICENSE REGISTRY BY TYPE OF ACTIVITY (2023)

CLASSIFICATION	QUANTITY	PERCENTAGE (%)
Industry	1,983	5.9
Service	12,528	37.4
Commerce	18,963	56.6
Others	35	0.1
TOTAL	33,509	100.0

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, OPERATING LICENSE DEPARTMENT (2024).

Compared to 2022, the issuance of licenses in 2023 increased by 9.7%, with a notable rise in the number of ordinary licenses.

LICENSE OPENINGS BY TYPE
(2023)

TYPE	ORDINARY	SARE	SATI	PATMIN	#SÚMATE	TOTAL
Opening	2,514	399	-	32	181	3,126

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, OPERATING LICENSE DEPARTMENT (2024).

According to their size, microenterprises led the list of openings, followed by small enterprises. In this regard, March showed the highest activity of the year, closely followed by August.

Business Openings by Size
(2023)

MONTH	MICRO	SMALL	MEDIUM	LARGE	TOTAL
January	132	6	-	-	138
February	256	16	1	1	274
March	315	22	2	-	339
April	295	17	8	1	321
May	265	19	3	2	289
June	276	22	5	1	304
July	258	19	5	-	282
August	314	17	3	-	334
September	196	20	3	1	220
October	233	14	4	-	251
November	189	15	5	-	209
December	138	24	2	1	165
TOTAL	2,867	211	41	7	3,126

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, OPERATING LICENSE DEPARTMENT (2024).

LINKAGES WITH CHAMBERS AND BUSINESS ORGANIZATIONS

A harmonious relationship between the public and private sectors helps address societal issues and enhance quality of life. Therefore, we have strengthened inter-institutional ties with the productive sector by creating agreements and alliances that encourage participation in government projects.

These actions comprehensively consolidate the growth, productivity, and competitiveness of businesses to drive educational, promotional, and management initiatives. Our municipality benefits from significant involvement from chambers, clusters, professional associations, and other organizations.

CHAMBERS, CLUSTERS, AND BUSINESS ORGANIZATIONS

• Querétaro Aerocluster	• National Chamber of Restaurants and Seasoned Foods (CANIRAC)
• Association of Industrial Relations Executives (AERI)	
• Association of Wedding and Event Industry Entrepreneurs (EMIBEV) of Querétaro	• Industrial Club of Querétaro (CIQ)
• Association of Entrepreneurs of Benito Juárez Industrial Park	• Querétaro Automotive Cluster
• Association of Boutique Hotels of Querétaro	• BioTQ Cluster
• Association of Micro, Small, and Medium Industrial Enterprises of Querétaro (AMIQRO)	• Querétaro Energy Cluster
• Mexican Association of Automotive Distributors (AMDA) of Querétaro	• Plastics Cluster
• Mexican Association of Hotels and Motels (AMHM) of Querétaro	• Technology Cluster
• Mexican Association of Women Business Leaders A.C. (AMMJE)	• Querétaro Wine Cluster (AVQ)
• Mexican Association of Women Entrepreneurs (AMEXME) Querétaro Chapter	• College of Architects of the State of Querétaro (CAEQ)
• Querétaro Hotel Association (AQH)	• College of Civil Engineers of the State of Querétaro
• Mexican Chamber of the Construction Industry (CMIC) in Querétaro	• Employers' Confederation of the Mexican Republic (COPARMEX) in Querétaro
• National Chamber of Commerce, Services, and Tourism (CANACO)	• Coordinating Council of Women Entrepreneurs (CCME)
• National Chamber of Small Commerce (CANACOPE)	• Council of Querétaro Notaries
• National Chamber of the Housing Development and Promotion Industry (CANADEVI)	• Mexican Business Council for Foreign Trade, Investment, and Technology, A.C. (COMCE)
• National Chamber of the Transformation Industry (CANACINTRA)	• Federation of Professional Associations and Colleges of the State of Querétaro (FECAPEQ)
	• Querétaro Tool Institute (IQH)
	• Regional Livestock Union of Querétaro (UGRQ)

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP (2024).

EMPLOYMENT

In 2023, the Directorate of Economic Development, through the Employment Promotion Department, organized various events that promoted the hiring of individuals who were unemployed.

FINANCIAL SERVICES

The loans provided by Popular Financial Societies enable growth through investment for the creation of new businesses and reinvestment to increase the productivity of already established companies, thereby increasing purchasing power and stimulating the consumption of goods and services.



POPULAR FINANCIAL SOCIETIES ESTABLISHED
IN THE MUNICIPALITY, BY INSTITUTION
(2023)

INSTITUTION	NUMBER OF BRANCHES	NUMBER OF MEMBERS	NUMBER OF EMPLOYEES	NUMBER OF LOANS	AMOUNT OF LOANS (MILLIONS OF PESOS)
Alianza, Cooperative Savings and Loan	6	6,779	17	2,652	129.4
Bienestar, Loans and Savings	12	37,971	69	7,893	435.9
Caja Gonzalo Vega	18	112,106	330	33,471	1,863.0
Caja Inmaculada	5	48,899	139	8, 896	1,863.0
Caja Morelia Valladolid	10	30,048	73	11,374	438.5
Caja Popular Florencio Rosas de Querétaro	7	45,498	125	4,341	280.6
Caja Popular Mexicana	7	39,152	45	4,488	346.0
Libertad Financial Services	13	282,775	100	18,667	3,425.8
TOTAL	78	603,228	898	91,782	7,897.0

SOURCE: FINANCIAL INSTITUTIONS ESTABLISHED IN THE MUNICIPALITY OF QUERÉTARO (2024).

3.5. EMPLOYMENT

WORK ENVIRONMENT

A healthy work environment should provide an accessible space where the capabilities and skills of individuals are understood, differences and difficulties are minimized, and tools for health promotion and disease prevention are provided.

It is essential for workers and supervisors to collaborate in a continuous improvement process that promotes and protects the health, safety, and well-being of everyone, as well as the sustainability of the workplace.

To achieve this, it is necessary to consider mental health and stress management, balance workloads, and ensure that each person knows their roles and the expected outcomes so they can perform their work with certainty and confidence.

INSURED EMPLOYEES

In accordance with Article 15 of the Social Security Law, employers are required to inform the Mexican Social Security Institute (IMSS) about the hiring and termination of their employees, any modifications to their salaries, and other relevant data.

In the state of Querétaro, the registration of workers in 2023 was distributed as follows: 66.1% were permanent employees, 14.2% were temporary, and 19.7% were classified as special. At the municipal level, we observed a 4.6% growth compared to the previous year.

INSURED WORKERS IN THE STATE AND MUNICIPALITY.
(2022-2023)

CATEGORY	DECEMBER		VARIATION	
	2022	2023	ABSOLUTE VARIATION ¹ (ANNUAL)	PERCENTAGE ² (%)
Total Insured in the State of Querétaro	816,630	865, 766	49,136	6.0
Permanent	549,208	572,339	23,131	4.2
Temporary	113,401	122,943	9,542	8.4
Special	154,021	170,848	15,463	10.7
Insured Workers in the State of Querétaro	662,609	695,282	32,673	4.9
Insured Workers in the Municipality of Querétaro	417,756	437,080	19,324	4.6

SOURCE: STATE DELEGATION OF THE IMSS. HEAD OF AFFILIATION AND COLLECTION. (2024)
¹The absolute variation (annual) is compared to the same month of December of the previous year.
²The percentage variation is an annual cumulative, compared to December of the previous year.



EMPLOYMENT INDICATORS AND ECONOMICALLY ACTIVE POPULATION (EAP)

The National Institute of Statistics and Geography (INEGI), through the National Occupation and Employment Survey (ENOE)—the main source of information on the Mexican labor market—provides monthly and quarterly data on the workforce, employment, labor informality, underemployment, and unemployment.

The ENOE is the largest continuous statistical project in the country, providing data for four sizes of localities across the 32 federal entities, covering a total of 39 cities. These measurements accurately report the participation of the economically active population.

By the 4th quarter of 2023, the EAP in the city of Querétaro increased by 2.0% compared to the same quarter of the previous year. The sector with the highest employment concentration was the tertiary sector, with 72.3% of the total, followed by the secondary sector with 26.8%, the primary sector with 0.5%, and unspecified sectors with 0.4%.

Of the EAP, 67.0% were concentrated in companies and businesses, followed by the household sector, which accounted for 19.9%. Of the total, 25.7% received a remuneration between 1 and 2 minimum wages. Formal employment accounted for 66.8%, while informal employment was 33.2%. Compared to the previous year, the average income per hour worked increased by 32.2%.

OCCUPATION AND EMPLOYMENT INDICATORS (INEGI)

CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
Unemployment Rates (%)				
National Unemployment Rate	2.7	2.8	3.0	2.7
State Unemployment Rate	2.5	3.3	2.9	2.9
Unemployment Rate in the City of Querétaro	2.5	2.9	3.1	3.5

CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
Economically Active Population (EAP), City of Querétaro	544,233	555,086	568,951	554,795
Employed	530,364	538,861	552,085	535,217
Unemployed	13,869	16,225	17,866	19,578

CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
Employed Population by Economic Sector, City of Querétaro	530,364	538,861	552,085	535,217
Primary	3,090	2,652	1,811	2,456
Secondary	154,632	152,764	153,314	143,667
Tertiary	371,012	381,460	394,812	386,715
Unspecified	1,630	1,985	1,148	2,379

CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
Employed Population by Income Level, City of Querétaro	530,364	538,861	551,085	535,217
Up to one minimum wage	98,195	82,250	87,136	84,463
More than 1 to 2 minimum wages	158,098	152,081	131,158	137,738
More than 2 to 3 minimum wages	42,084	45,138	48,531	50,425
More than 3 to 5 minimum wages	31,830	31,240	44,102	20,240
More than 5 minimum wages	6,672	9,644	8,267	16,228
No income	9,495	8,951	8,849	8,012
Unspecified	183,990	209,557	223,042	218,111

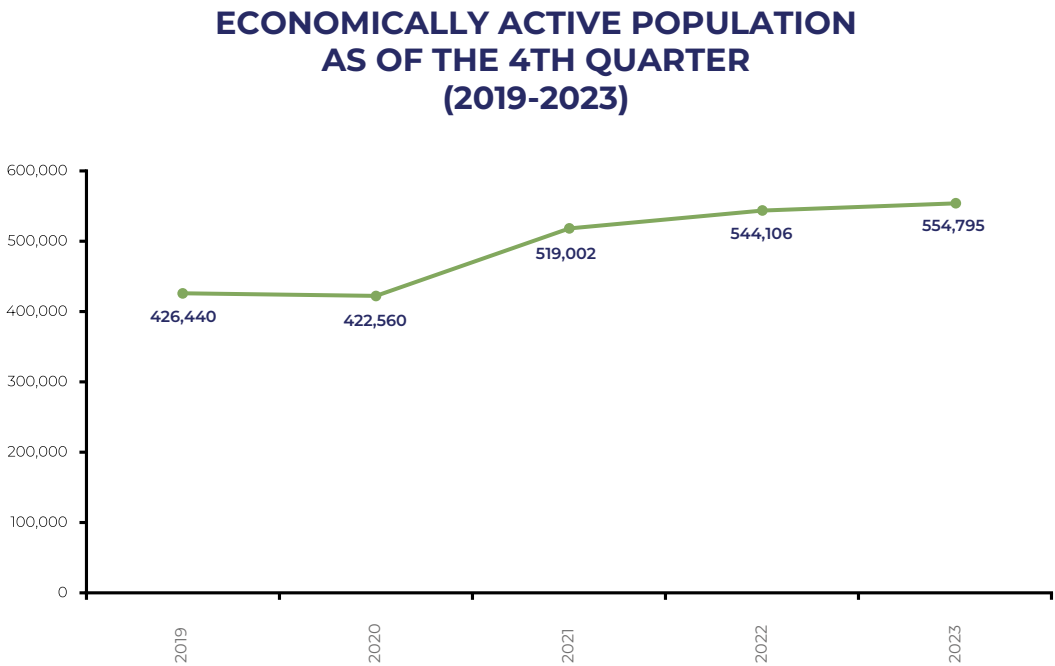
CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
Employed Population by Type of Economic Unit, City of Querétaro	530,364	538,861	551,085	535,217
Companies and businesses	371,556	365,305	365,826	358,808
Companies incorporated as corporations and societies	223,282	210,925	210,331	210,823
Businesses not incorporated as societies	148,274	154,380	155,495	147,985
Institutions	66,552	69,601	72,877	68,271
Private	18,721	19,066	20,525	20,044
Public	47,831	50,535	52,352	48,227
Household sector	91,708	101,838	111,814	106,326
Informal sector	69,245	80,545	86,736	89,232
Paid domestic work	21,970	21,062	24,930	17,094
Subsistence agriculture	493	231	148	0
Informal Sector Employment Rate (%)	13.1	14.9	15.7	16.7
Special and Unspecified Situations	548	2,117	568	1,812

CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
3.8 Informality Condition	530,364	538,861	551,085	535,217
Formal Employment	366,610	358,366	371,422	357,482
Informal Employment	163,754	180,495	179,663	177,735
Informal Sector	69,245	80,545	86,736	89,232
Outside Informal Sector	94,509	99,950	92,927	88,503

CATEGORY	2023			
	I QTR.	II QTR.	III QTR.	IV QTR.
Averages				
Average Age of the EAP	39.5	39.5	39.6	39.7
Average Years of Schooling of the EAP	12.2	12.2	12.2	12.3
Average Weekly Hours Worked by the Employed Population	44.1	43.4	43.5	43.7
Average Income (pesos) per Hour Worked by the Employed Population	57.8	71.7	60.2	70.3

SOURCE: INEGI. NATIONAL OCCUPATION AND EMPLOYMENT SURVEY (ENOE) 2024.

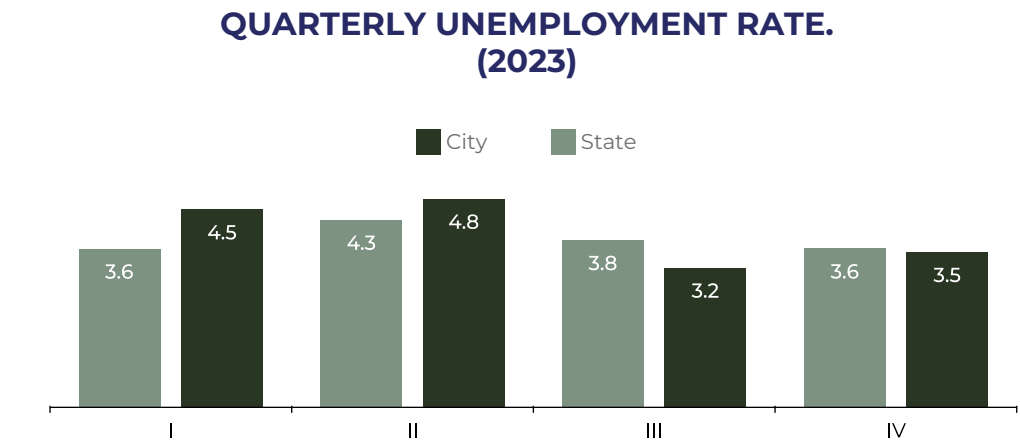
Comparing from the 4th quarter of 2019 to 2023, we observed a 30.1% increase in the EAP, reaching the highest figure of the period. After the decline between 2019 and 2020, there has been a steady increase starting in 2021.



SOURCE: INEGI. NATIONAL OCCUPATION AND EMPLOYMENT SURVEY (ENOE) 2024.

UNEMPLOYMENT

INEGI defines the unemployment rate (UR) as the percentage of the EAP that is not working but is actively seeking employment. The following graph shows the comparative figures between our city and the state as a whole.



SOURCE: INEGI. NATIONAL OCCUPATION AND EMPLOYMENT SURVEY (ENOE), 2024



The 4th quarter of 2023 recorded a state unemployment rate (UR) of 2.9%, while in the city of Querétaro, it was 3.5%. This figure was 0.4 percentage points higher than the previous quarter and 0.6% lower than in 2019. During this period, it remained the lowest rate, while the highest was observed in 2021, with 5.9%.

MUNICIPAL EMPLOYMENT SERVICE

Our municipality has a department that directly assists and advises individuals who are seeking employment. The Directorate of Economic Development and Entrepreneurship includes the Employment Promotion Department, which offers job placement alternatives based on vacancies provided by companies. We also offer virtual assistance through the portal <https://empleo.municipiodequeretaro.gob.mx>.

Even though there was a 10.2% increase in job vacancies offered in 2023 compared to 2022, there were decreases of 24.5% and 71.9% in the number of job applicants and placements, respectively, during the same period.

RESULTS OF THE MUNICIPAL EMPLOYMENT SERVICE.
(2022-2023)

CATEGORY	2022	2023
Placed	434	122
Applicants ¹	5,681	4,291
Job Vacancies Offered	19,542	21,539

SOURCE: MUNICIPALITY OF QUERÉTARO. DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, EMPLOYMENT PROMOTION DEPARTMENT. (2024)

¹REFERS TO INDIVIDUALS ASSISTED BY THE EMPLOYMENT PROMOTION DEPARTMENT IN THEIR JOB SEARCH.

In the same year, 15 events were held, including job fairs and employment days, offering more than 15,000 opportunities in terms of positions and vacancies. The total figures represented an increase of 40.4% compared to the previous year. These actions were made possible through the joint participation of companies and the efforts of our administration.

EVENTS ORGANIZED BY THE EMPLOYMENT SERVICE
(2023)

EVENT DATE 2023	LOCATION	EVENT	JOB VACANCIES OFFERED	POSITIONS OFFERED	PARTICIPATING COMPANIES
January 23	Esplanade of Jardín Guerrero, Historic Center Delegation	First Municipal Employment Fair	330	2,030	46
March 6	Women's University	First Municipal Employment Day. For: Women	75	684	10
March 14	Historic Center Delegation	First Recruitment - Tim Hortons	4	68	1
April 15	UNEA University	UNEA University Employability Day	41	250	9
April 17	Historic Center Delegation	Second Municipal Employment Day. For: Senior Citizens	83	428	13
April 25	Historic Center Delegation	Second Recruitment - Tim Hortons	3	43	1
May 22	Historic Center Delegation	Third Municipal Employment Day. For: Professionals	69	525	13
June 7	Plaza Constitución, Historic Center Delegation	Fourth Municipal Employment Day	166	1,199	23
June 26	Plaza Fundadores, Historic Center Delegation	Second Municipal Employment Fair	340	2,074	60
July 28	Jardín de la Corregidora, Historic Center Delegation	Fifth Municipal Employment Day	130	753	26
September 1	Plaza Constitución, Historic Center Delegation	Sixth Municipal Employment Day	205	1,034	29
September 20	Plaza Fundadores, Historic Center Delegation	Third Municipal Employment Fair	270	1,764	55
October 26	Félix Osores Sotomayor Delegation	Seventh Municipal Employment Day	126	1,180	25
November 4	UNEA University	Second UNEA University Employability Day	24	364	11
December 20	Unidad Deportiva Reforma Lomas (Reforma Lomas Sports Unit)	Fourth Municipal Employment Fair	182	1,248	36
TOTAL			2,048	13,644	358

SOURCE: DIRECTORATE OF ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP, EMPLOYMENT PROMOTION DEPARTMENT (2024).

NATIONAL EMPLOYMENT SERVICE (SNE)

The SNE is the national public institution that provides free and personalized assistance to job seekers and employers who need qualified personnel to fill their vacancies. The SNE supports companies in the processes of promoting and publicizing positions, as well as in the recruitment and selection of candidates. Additionally, it promotes the labor inclusion of individuals who face the greatest barriers to accessing decent work.

According to the Querétaro delegation of the SNE, in 2023, the “Labor Mobility” subprogram of the Employment Support Program (PAE) helped nearly 500 people at the state level. The number of beneficiaries in our municipality represented 21.9% of the total.

PROGRAMA DE APOYO AL EMPLEO (PAE)
(2023)

SUBPROGRAM	BENEFICIARIES	
	STATE	MUNICIPALITY
Labor Mobility	488	107

SOURCE: STATE GOVERNMENT. MINISTRY OF LABOR (2024)

The State Employment Program (PEE), through 6 subprograms, provided support to more than 2,000 people at the municipal level, investing over 13.8 million pesos. This represents 36.2% of the beneficiaries and 35.8% of the investment at the state level.

STATE EMPLOYMENT PROGRAM (PEE)
(2023)

SUBPROGRAM	STATE		MUNICIPALITY	
	BENEFICIARIRIES	INVESTMENT (PESOS)	BENEFICIARIRIES	INVESTMENT (PESOS)
Equipment for Self-Employment	429	9,690,914.5	121	2,729,732.5
Scholarships for Talent Development	271	1,322,500.0	21	105,000.0
Training for Self-Employment	1,491	5,444,900.0	186	651,000.0
No Gap Distinction	21	531,959.2	9	256,482.0
Women in Transportation Operations	378	5,161,558.0	231	1,575,498.0
Unemployment Insurance	3,177	16,544,500.0	1,521	8,519,000.0
TOTAL	5,767	38,696,331.7	2,089	13,836,712.5

SOURCE: STATE GOVERNMENT. MINISTRY OF LABOR (2024)

In addition, 3 training courses were delivered with more than 400 participants across 30 sessions, thanks to an investment of over 2.3 million pesos at the municipal level.

TRAINING COURSES DELIVERED IN THE MUNICIPALITY THROUGH
THE SNE DIRECTORATE
(2023)

MODALITY	COURSES	SCHOLARSHIPS	INVESTMENT (PESOS)
Self-Employment (PEE)	11	186	651,000
Scholarships for Talent Development (PEE)	-	21	105,000
Women in Transportation Operations (PEE)	19	231	1,575,498
TOTAL	30	438	2,331,498

SOURCE: STATE GOVERNMENT. MINISTRY OF LABOR (2024).



3.6. AGRICULTURAL PRODUCTION

AGRICULTURAL PROGRAMS

The Ministry of Agriculture and Rural Development (SADER) is the federal representative in Querétaro. Among its purposes is to promote the exercise of a support policy that allows for better production; to make better use of the sector’s comparative advantages; to integrate rural activities into the productive chains of the rest of the economy; and to stimulate the collaboration of producer organizations with their own programs and projects.

SADER helps producers achieve the goals and objectives proposed for the agricultural sector in the National Development Plan, coordinating institutionally with the State Government and its municipalities. In 2023, the agency maintained 3 programs with a total of 2,586 beneficiaries and an investment of 31.6 million pesos.

- **Production for Well-Being Program.** Provides direct economic support to small and medium-scale producers, preferably of grains (corn, beans, bread wheat and rice, among others), amaranth, chia, sugar cane, coffee, cocoa, nopal or honey, covering a total of 5,487 hectares in the municipality of Querétaro.
- **Fertilizer Program.** Contributed to the producers of priority crops by delivering 603.9 tons of Diammonium Phosphate (DAP) with the formula 18-46-00, and Urea with the formula 46-00-00. The aid reached 2,017 hectares within our municipality.
- **Special Energy Program for the Countryside in the Area of Electrical Energy for Agricultural Use.** This program provides support to individuals and companies that use electric energy for pumping and re-pumping water for irrigation, with a subsidized rate and an investment of 19.2 million pesos, 12.1 million of which are subsidized by SADER.

PROGRAMS OF THE MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (2023)

PROGRAM	BENEFICIARIES	INVESTMENT (PESOS)
Production for Well-Being	1,474	10,840,500
Fertilizer Program	1,067	8,753,983
Special Energy Program for the Countryside in the Area of Electrical Energy for Agricultural Use	45	12,092,645
TOTAL	2,586	31,687,128

SOURCE: MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT IN THE STATE OF QUERÉTARO, SUBDELEGATION OF PLANNING AND RURAL DEVELOPMENT (2024).

AGRICULTURAL PRODUCTION IN THE MUNICIPALITY OF QUERETARO
(2023)

CULTIVATION	AREA SOWN ¹			HARVESTED AREA ¹			VOLUME OF PRODUCTION ²		
	IRRIGATION	RAINFED	TOTAL	IRRIGATION	RAINFED	TOTAL	IRRIGATION	RAINFED	TOTAL
	AUTUMN-WINTER 2022-2023								
 Green fodder oats	328	-	328	328	-	328	9,184	-	9,184
 Broccoli	24	-	24	24	-	24	477	-	477
 Corn	5	-	5	5	-	5	100	-	100
 Lettuce	5	-	5	5	-	5	133	-	133
 Green fodder corn	35	-	35	35	-	35	2,100	-	2,100
	SPRING-SUMMER 2023								
 Broccoli	18	-	18	18	-	18	358	-	358
 Green chili	83	-	83	83	-	83	2,899	-	2,899
 Corn	26	-	26	26	-	26	557	-	557
 Bean	6	-	6	6	42	48	7	17	24
 Lettuce	25	360	385	25	-	25	625	-	625
 Green fodder corn	680	-	680	680	-	680	43,860	-	53,860
 Grain corn	350	6,450	6,800	350	906	1,256	3,010	861	3,871
 Grain sorghum	5	-	5	5	-	5	34	-	34
	PERENNIAL 2023								
 Alfalfa	645	-	645	645	-	645	49,459	-	49,459
 Asparagus	85	-	85	85	-	85	408	-	408
 Nopalitos (Cactus)	1	-	1	1	-	1	40	-	40
 Grape	1	-	1	1	-	1	5	-	5
 Prickly Pear	-	1	1	-	1	1	-	2	2
TOTAL	2,322	6,811	9,133	2,322	949	3,271	113,256	880	114,136

SOURCE: Ministry of Agriculture and Rural Development in the State of Querétaro, Subdelegation of Planning and Rural Development 2024.
¹HECTARES.
²TONS..

As a result of the programs, our municipality obtained production of various crops in the 3 seasons: fall-winter (2022-2023), highlighting forage oats; spring-summer (2023), highlighting green forage corn; and perennials (2023), where alfalfa obtained the highest. The 3 crops generated 89.8% of total production in the period.



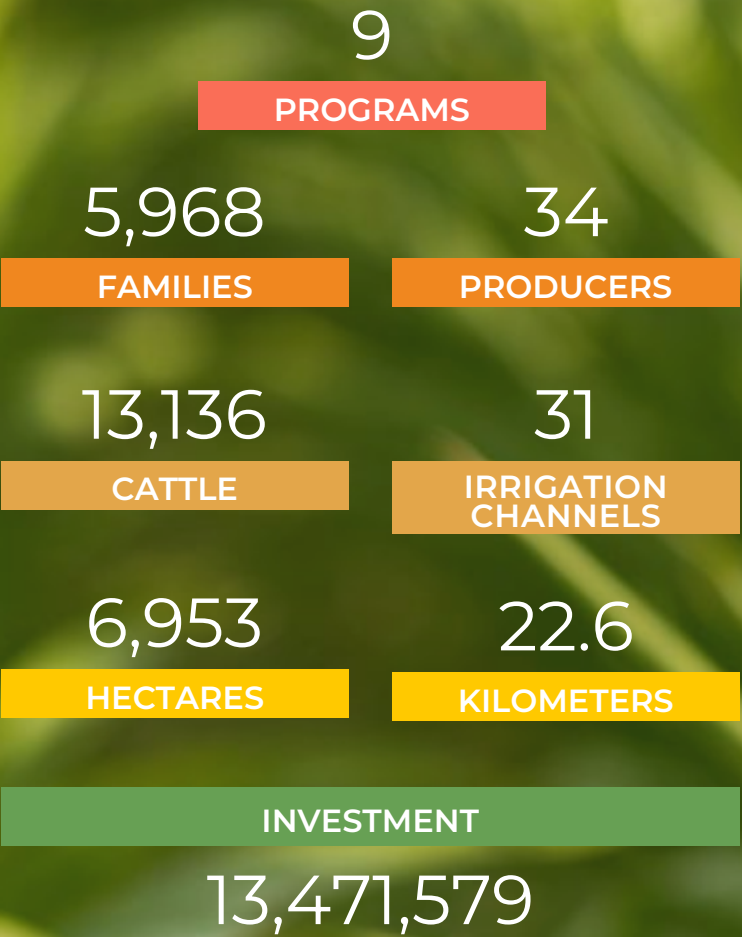
The Directorate of Rural and Agricultural Development of the Municipality of Querétaro established 9 programs that benefited 5,968 producer families, thanks to a tripartite investment agreed with the additional participation of the Government of the State of Querétaro and the producers.

PROGRAMS CARRIED OUT BY THE DIRECTORATE OF RURAL AND AGRICULTURAL DEVELOPMENT (2023)

PROGRAMS	TYPE OF BENEFICIARIES	TOTAL
Comprehensive Livestock Care	Families	465
	Animals	13,136
	Investment	500,000.0
Border Rehabilitation	Irrigation channels	31
	Investment	266,482.0
Rehabilitation of Saca Roads	Kilometers	22.6
Agricultural Mechanization	Families	1,972
	Hectares	5,516
	Investment	2,419,560.7
Family Gardens	Families	702
	Investment	397,900.0
Improved Seed	Families	813
	Investment	2,000,000.0
Polliniza Querétaro	Families	58
	Producers	34
Development Promotion Project in concurrence with the Municipality of Querétaro (Municipalized 2022)	Families	1,178
	Investment ¹	7,687,636.4
Plant Health	Families	780
	Hectares	1,437
	Investment	200,000.0

SOURCE: DIRECTORATE OF RURAL AND AGRICULTURAL DEVELOPMENT OF THE MUNICIPALITY OF QUERETARO 2024.
¹ IN AGREEMENT WITH THE MINISTRY OF AGRICULTURAL DEVELOPMENT.

SUMMARY OF AGRICULTURAL SECTOR PROGRAMS (2023)



SOURCE: DIRECTORATE OF RURAL AND AGRICULTURAL DEVELOPMENT 2024.



4. FOR THE ENVIRONMENT

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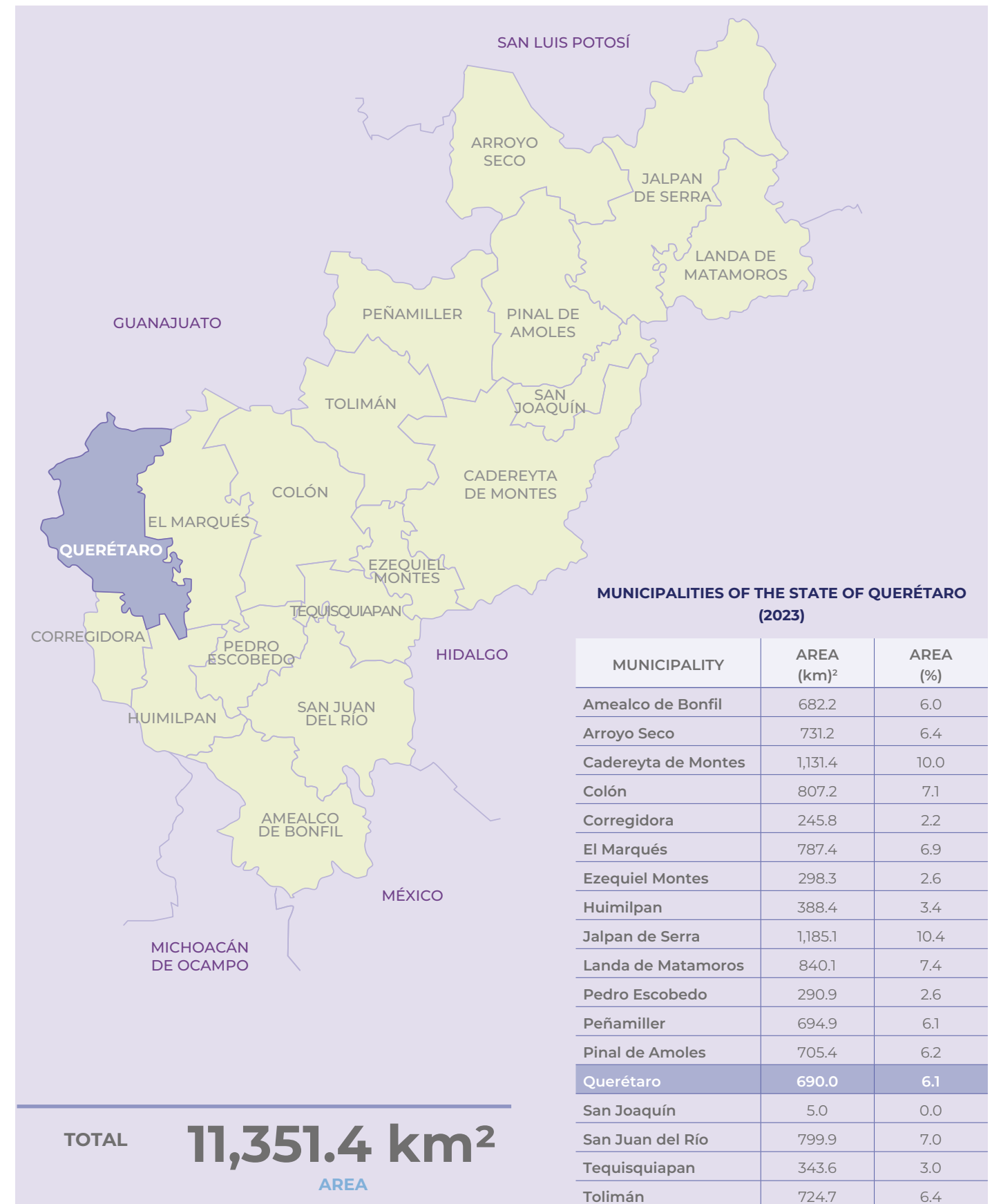


4.1. GEOGRAPHICAL INFORMATION

LOCATION AND TERRITORIAL DIVISION

Our municipality is geographically located in the southwest of the state of Querétaro, between parallels 20° 30' and 20° 55' north latitude, and parallels 100° 17' and 100° 36' west longitude.

Its territory is bordered to the south by the municipalities of Corregidora and Huimilpan; to the east by El Marqués; and to the northwest by the state of Guanajuato. Its area covers 6.1% of the 11,351.4 km² of the state and is divided into 7 municipal delegations.



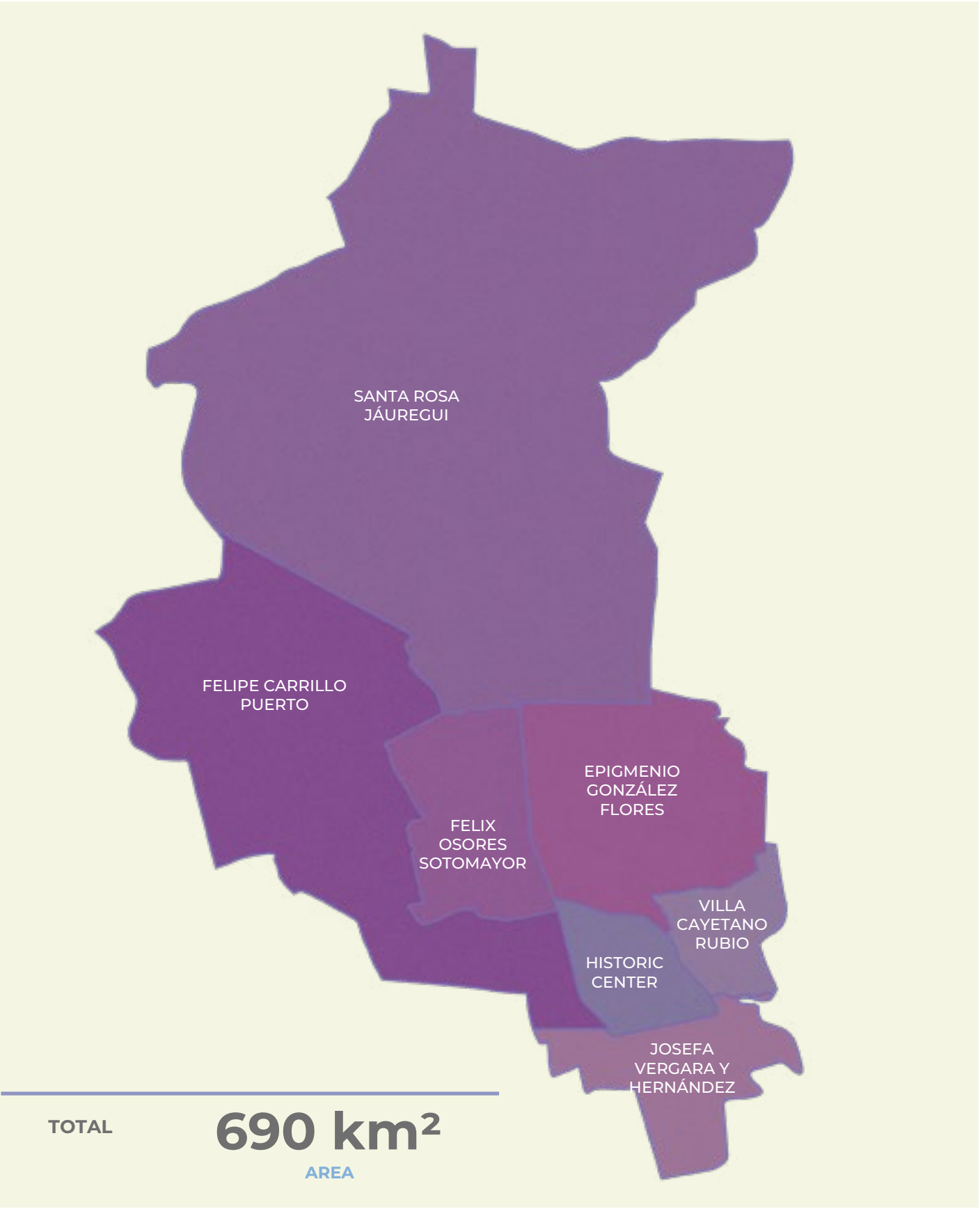
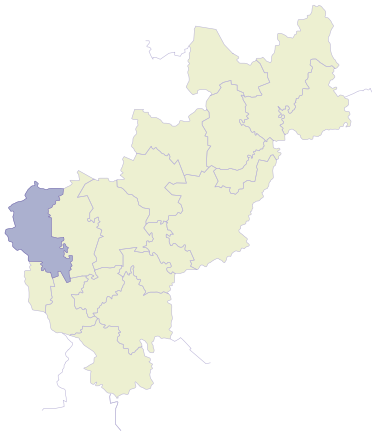
SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT. WITH INFORMATION FROM THE MUNICIPAL ECONOMIC YEARBOOK 2022.



DELEGATIONS OF THE MUNICIPALITY OF QUERÉTARO
(2023)

DELEGATION	AREA (km²)	AREA (%)
Historic center	19.6	2.8
Epigmenio González Flores	66.5	9.6
Felipe Carrillo Puerto	146.0	21.2
Félix Osores Sotomayor	39.3	5.7
Josefa Vergara y Hernández	33.6	4.9
Santa Rosa Jáuregui	367.5	53.3
Villa Cayetano Rubio	17.4	2.5

SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT. WITH INFORMATION FROM THE MUNICIPAL ECONOMIC YEARBOOK 2022.





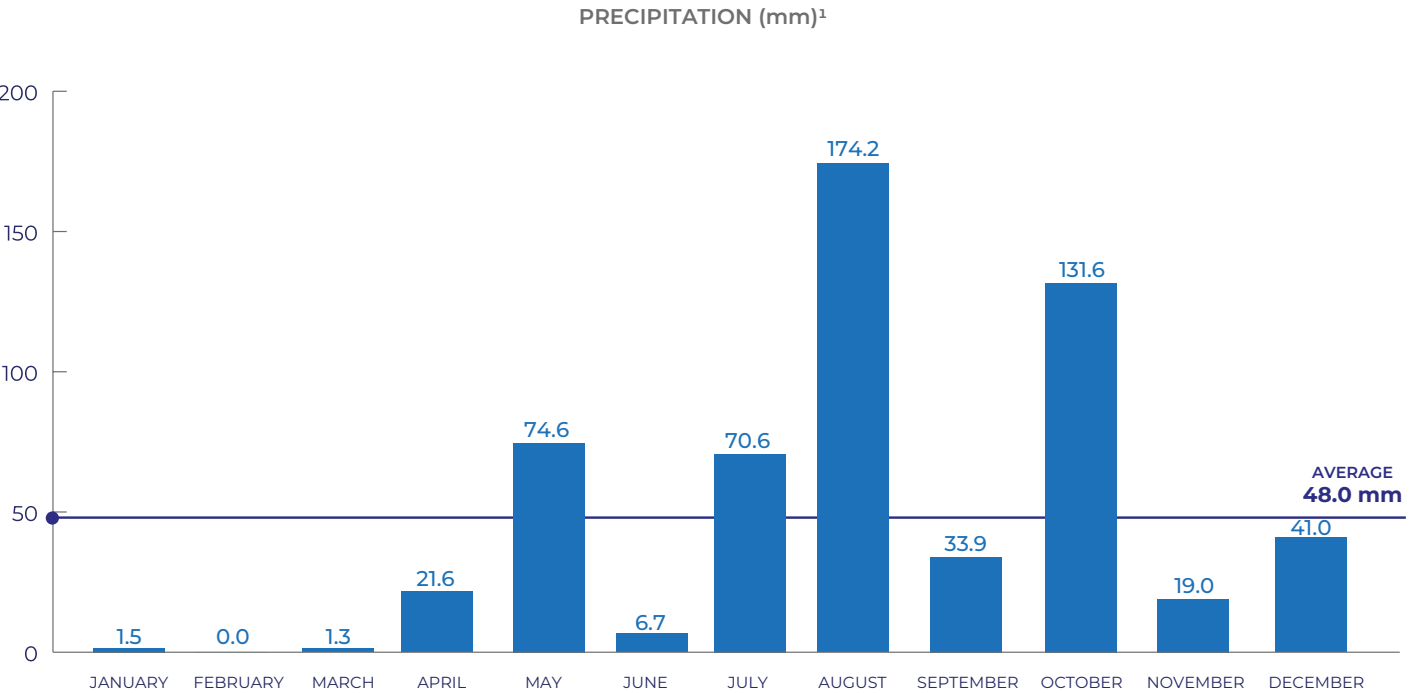
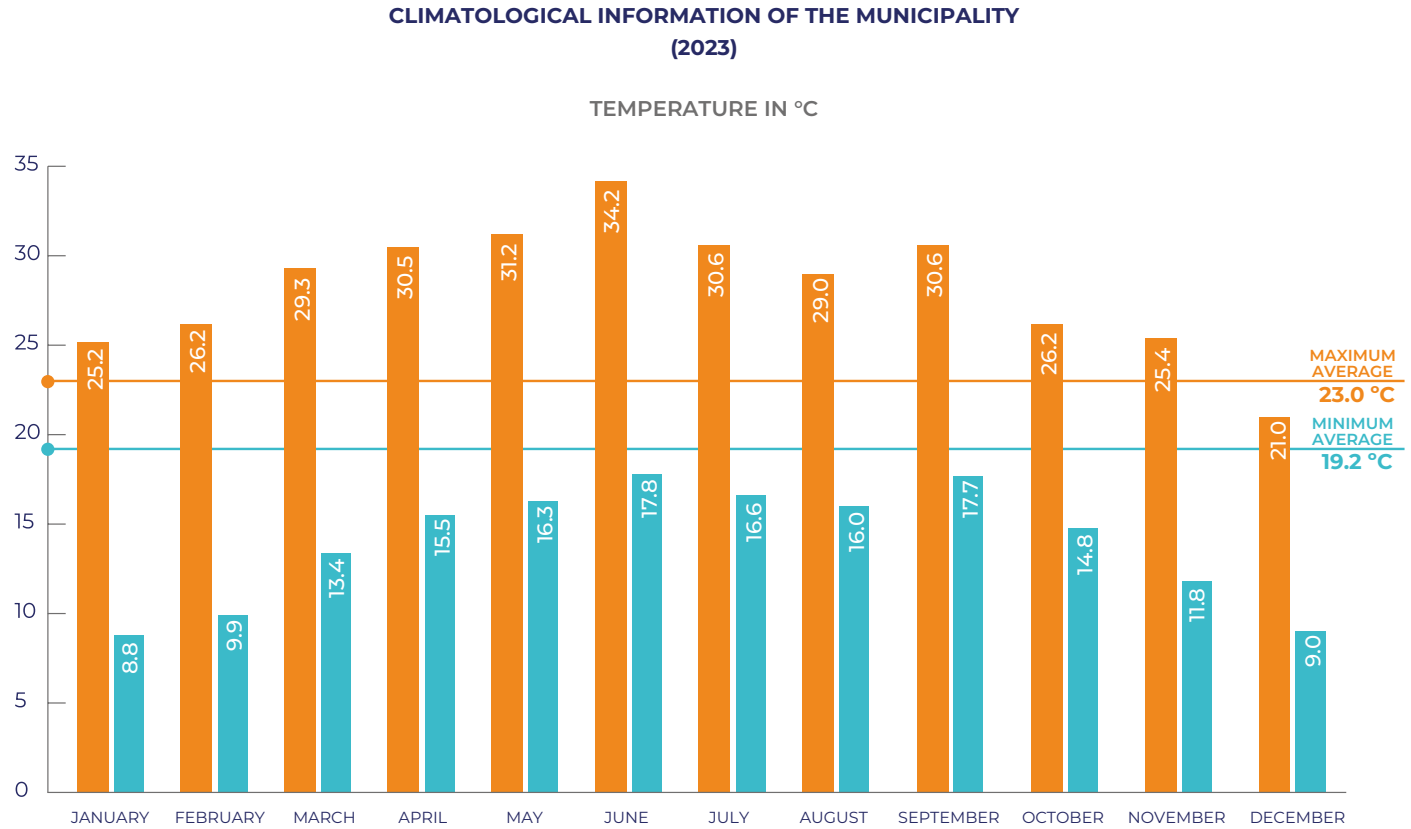
CLIMATE

Due to numerous environmental and geographical factors, Querétaro exhibits diverse climates: 51.0% of its surface features dry and semi-dry climates in the central region; 24.3% warm subhumid in the Sierra Madre Oriental; 23.0% subhumid in the southern, central, and northeast regions; 1.0% warm humid in the northeast; and the remaining 0.7%, temperate humid, in the northeast of the state.

The prevailing winds in the state go from east to west, with humidity coming from the Gulf of Mexico. The mountainous area of the Sierra Madre Oriental blocks significant air currents, thus contributing to the creation of specific climates for the region.

Our municipality exhibits three types of climate

- 1. Temperate-Subhumid C(wo):** This climate covers 38.8% of the territory and has an average annual temperature ranging from 12° to 18° C. Its most abundant precipitation occurs in summer, particularly in the highest points in the north of the municipality.
- 2. Semi-arid-Semi warm BS₁hw(w):** This climate is found in the city center, where most of the urban area is concentrated. It features rainfall in the summer and records an average annual temperature ranging between 18° and 22° C.
- 3. Semi-arid-Temperate BS₁kw(w):** Present at altitudes above 2,000 meters, it covers 22.7% of the territory. The average annual temperature fluctuates between 16° and 18° C with a rainfall pattern in the summer.



SOURCE: NATIONAL WATER COMMISSION (2024).
¹mm: MILLIMETERS

OROGRAPHY

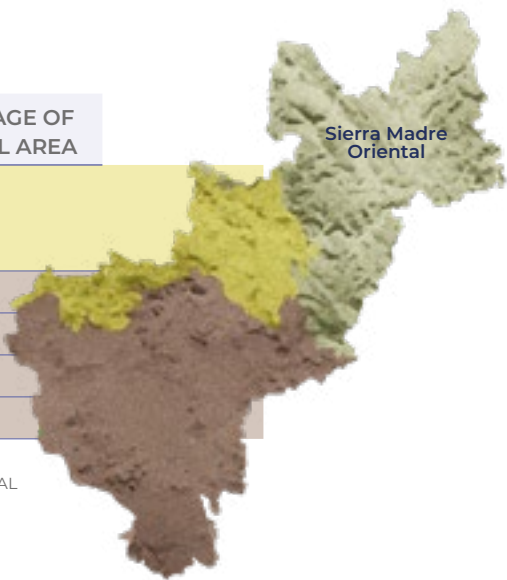
Our municipality is characterized by low hills, mountains, and plains. The low hills appear as rounded hills that can be observed in a parallel line to the Querétaro-San Luis Potosí highway. The plains extend from south to north, with an altitude ranging from 1,800 to 1,900 meters above sea level (masl).

The significant elevations are concentrated in the northern part of the municipal territory, in the Santa Rosa Jáuregui delegation, with notable peaks including Cerro Grande, La Rochera, and Pájaro Azul, all exceeding 2,700 meters above sea level.

PHYSIOGRAPHIC PROVINCES IN THE MUNICIPALITY (2023)

PROVINCE	SUBPROVINCE	SYSTEM OF TOPOFORMS	PERCENTAGE OF MUNICIPAL AREA
Mesa del Centro	Sierras and Plains of the Northern State of Guanajuato	Sierra	5.5
Eje Neovolcánico	Sierras and Plains of the States of Querétaro and Hidalgo	Low Hills with Plains	53.0
		Plain	9.2
		Sierra	8.9
		Sierra with Low Hills	23.4

SOURCE: SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT WITH INFORMATION FROM THE NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY (INEGI).
NOTE: SET OF GEOGRAPHIC DATA FROM THE 1:1,000,000 PHYSIOGRAPHIC MAP.



MAIN ELEVATIONS OF THE MUNICIPALITY (2023)

ELEVATION	ALTITUDE (masl) ¹	DELEGATION
Low Hills in the San Pablo Area	1,860	Historic Center
Cerro de las Campanas	1,835	
Cerro El Patol (Cerro Colorado)	2,460	Felipe Carrillo Puerto
Cerro Prieto	2,270	
Cerro El Paisano	2,080	
Cerro El Puertecillo	2,055	
Cerro El Borrego	2,040	
Cerro La Gallina	1,950	Félix Osores Sotomayor
Parcel 97 of Ejido Jurica	1,925	
Cerro El Cimatario	2,390	Josefa Vergara y Hernández
Cerro El Tángano ²	2,170	
Cerro Grande	2,760	Santa Rosa Jáuregui
Cerro La Rochera	2,720	
Cerro Pájaro Azul	2,720	
Cerro Támbula	2,700	
Cerro La Rochera (La Carbonera)	2,650	
Cerro Colorado	2,370	
Cerro Pie de Gallo	2,340	
Cerro La Media Luna	2,230	
Cerro El Buey	2,220	
Cerro El Nabo	2,020	Villa Cayetano Rubio
Low Hills El Campanario	1,985	

SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT. WITH INFORMATION FROM THE NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY (INEGI).
¹ masl: METERS ABOVE SEA LEVEL.
² THE HILL REACHES 2,600 METERS IN THE STATE OF GUANAJUATO. THE ALTITUDE SHOWN REPRESENTS THE MAXIMUM RANGE OF THAT HILL WITHIN THE MUNICIPALITY OF QUERÉTARO.





EDAPHOLOGY

Derived from the Greek “edaphos,” meaning “surface of the earth,” it studies the soil from its morphology, composition, formation and evolution, taxonomy, utility, recovery, and conservation, to evaluate and determine if its composition affects nature and the organisms that develop on and within it.

In Querétaro, there are five types of soil and their respective associations that belong to the physiographic province known as the Central Neo-Volcanic Axis: Vertisol, Litosol, Phaeozem, Kastanozem, and Eutric Fluvisol.

TYPES OF SOIL IN THE MUNICIPALITY
(2023)

SOIL UNIT	SURFACE AREA IN HECTARES	MUNICIPAL SURFACE AREA IN PERCENTAGE (%)
Calcic Kastanozem	1,947	2.8
Phaeozem and associations	6,354	9.2
Haplic Phaeozem	141	0.2
Haplic Phaeozem/Litosol	3,238	4.7
Haplic Phaeozem/Pellic Vertisol	459	0.7
Luvic Phaeozem	2,073	3.0
Luvic Phaeozem/Litosol	233	0.3
Luvic Phaeozem/Haplic Phaeozem	210	0.3
Eutric Fluvisol	411	0.6
Litosol and associations	12,908	18.7
Litosol	1,013	1.4
Litosol/Vertic Cambisol	254	0.4
Litosol/Haplic Phaeozem	8,395	12.2
Litosol/Eutric Regosol	270	0.4
Litosol/Rendzina	615	0.9
Litosol/Pellic Vertisol	2,361	3.4
Vertisol and associations	47,387	68.7
Pellic Vertisol	41,782	60.6
Pellic Vertisol/Litosol	5,605	8.1
TOTAL	69,007	100.0

SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT. WITH INFORMATION FROM THE NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY (INEGI).

HYDROGRAPHY

Our state has two hydrological regions (HR)

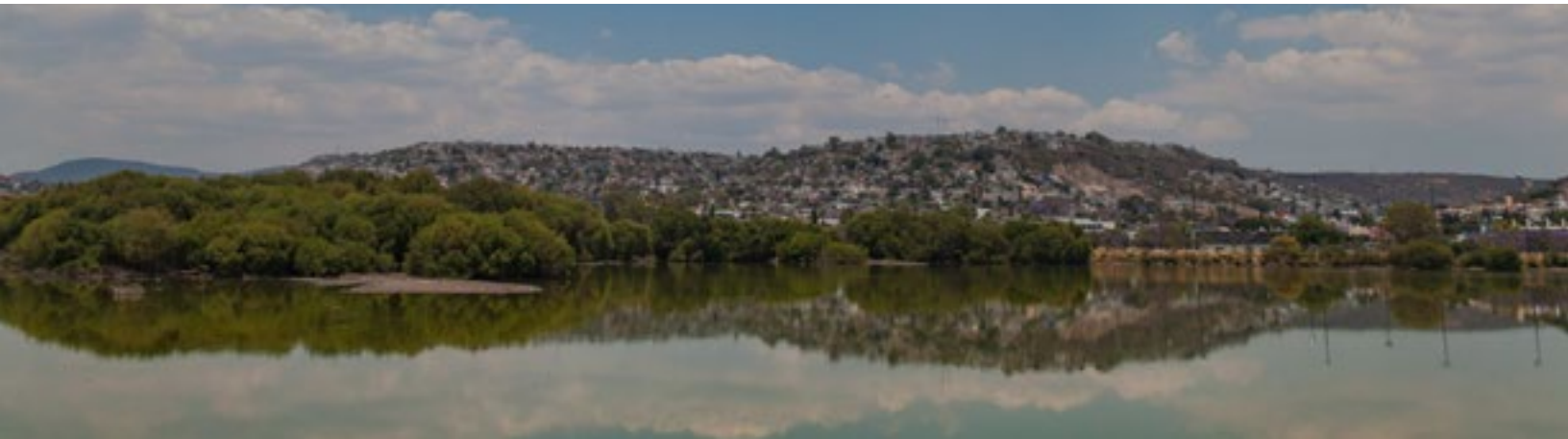
- 1. **RH12 “Lerma-Santiago”:** Covers 21.2% of the state’s surface, draining the waters from the southwest of the state towards the Lerma River, eventually discharging into the Pacific Ocean.
- 2. **RH26 “Pánuco”:** Covers the remaining 78.8%, draining the waters from the southwest and center towards the Moctezuma River, and from the north towards the Santa María River, connecting with the Panuco River, and discharging into the Gulf of Mexico.

In Querétaro, there are two streams that supply the sub-basin of the Apaseo River within the Querétaro River basin, extending from its source to the Ameche Hydrometric Station, with a catchment area of 2,255 km². Geographically, it is located in the center of the country, within the coordinates 20° 15’ and 21° 00’ north latitude, and 100° 05’ and 100° 40’ west longitude.

- **Basin Runoff:** It has three-dimensional characteristics but eventually concentrates at the basin’s outlet.
- **Channel Runoff:** With a longitudinal orientation.

At the boundaries of our municipality, there are two aquifers that serve as sources of water extraction:

- **Querétaro Valley Aquifer:** Located in the southwestern part of the state, it encompasses parts of the municipalities of Querétaro, Corregidora, and El Marqués. It covers an area of 563 km² and is notable for containing the capital, where the majority of the state’s population is concentrated.
- It has a concessioned volume of 131.6 million cubic meters per year (Mm³/year), a natural discharge of 4.0 Mm³/year, and a recharge of only 70.0 Mm³/year. The aquifer has a deficit of -65.6 Mm³ annually, thus it is considered overexploited.



- **Buenavista Valley Aquifer:** Located to the west of the state, with a total area of 319 km², mainly covering the municipality of Querétaro. It borders the aquifers of the state of Guanajuato to the north and west, the Querétaro aquifer to the south, and the Amazcala aquifer to the east.

It records a natural discharge of 0.1 Mm³/year, a recharge of 11.0 Mm³/year, and a volume of 23.3 Mm³/year. This aquifer maintained a deficit of -13.9 Mm³/year.

AQUIFERS IN THE MUNICIPALITY
(2023)

(Mm³/YEAR = MILLION CUBIC METERS PER YEAR)

AQUIFER	RECHARGE	NATURAL DISCHARGE	EXTRACTION VOLUME	DEFICIT
Querétaro Valley	70.0	4.0	131.6	-65.6
Buenavista Valley	11.0	0.1	23.3	-13.9

SOURCE: NATIONAL WATER COMMISSION (2024).

The water storage infrastructure in our municipality consists of 5 dams located in 2 districts.

MAJOR WATER STORAGE DAMS IN THE MUNICIPALITY
(2023)

DISTRICT	DAM	TOTAL STORAGE CAPACITY (Mm³ = MILLION CUBIC METERS)	USABLE STORAGE CAPACITY (Mm³ = MILLION CUBIC METERS)
Felipe Carrillo Puerto	Los Ángeles de Mompaní	0.7	0.7
	El Zapote	2.0	1.9
Santa Rosa Jáuregui	El Cajón	1.0	0.6
	La Tinaja de la Estancia	0.6	0.6
	Santa Catarina	8.8	8.8
TOTAL		13.1	12.6

SOURCE: NATIONAL WATER COMMISSION (2024).



VEGETATION

In our municipality, we find: oak forest, deciduous tropical forest (dry tropical forest), chaparral, desert scrub, subtropical scrub, induced grassland, natural grassland, and aquatic and riparian vegetation.

FLORA

The inventory conducted by the National Commission for the Knowledge and Use of Biodiversity (CONABIO) recorded around 400 representative species in 77 families in the Querétaro metropolitan area, highlighting: *Acanthaceae*, *Agavaceae*, *Asteraceae*, *Cactaceae*, *Compositae*, *Gramineae*, *Fabaceae*, *Poaceae*, and *Solanaceae*.

Among the endemic species requiring attention and conservation are: garambullo (*Myrtillocactus geometrizzans*), pitayo (*Stenocereus dumortieri*), órgano (*Pachycereus marginatus*), mezquite (*Prosopis laevigata*), palo xixote (*Bursera fagaroides*), palo blanco (*Celtis caudata*), tepeguaje (*Lysiloma microphylla*), huizache (*Acacia farnesiana*), and nopal (*Opuntia sp.*).

Our municipality is characterized by cultivation of various agricultural products, with the main crops being: maize (*Zea mays*), beans (*Phaseolus vulgaris*); and to a lesser extent, sorghum (*Sorghum vulgare*), barley (*Hordeum sativum*), and alfalfa (*Medicago sativa*).

PLANT SPECIES WITH A CATEGORY IN THE NOM-059-SEMARNAT-2010

CATEGORY	COMMON NAME	SCIENTIFIC NAME	COMMUNITIES OR SITES WHERE IT CAN BE FOUND	DISTRICT
Endangered Species	Coral Bean	<i>Erythrina coralloides</i>	El Tángano	Josefa Vergara y Hernández
	White Stick (<i>Celtis caudata</i>)	<i>Hesperalbizia occidentalis</i>	El Nabo, Mompaní, Peña Colorada	Felipe Carrillo Puerto
Species with Special Protection	Huamiche Barrel Cactus (<i>Ferocactus hamatacanthus</i>)	<i>Ferocactus histrix</i>	La Joya, Peña Colorada	Santa Rosa Jáuregui and Epímenio González Flores
	La Cañada Barrel Cactus (<i>Ferocactus pilosus</i>)	<i>Mammillaria microhelia</i>	Jurica-Los Cajones	Santa Rosa Jáuregui and Félix Osóres Sotomayor
	Walnut or Cedar (<i>Juglans spp.</i> or <i>Cedrela spp.</i>)	<i>Cedrela odorata</i>	La Carbonera	Santa Rosa Jáuregui
Species in Danger of Extinction	Small Barrel Cactus	<i>Mammillaria mathildae</i>	Jurica-Los Cajones	

SOURCE: INSTITUTE OF ECOLOGY AND CLIMATE CHANGE (2024).

FAUNA

Querétaro, thanks to its varied biotic and abiotic factors in each region such as climate, temperature, and water, boasts a wide variety of wild macrofauna located in areas like La Joya volcano, El Tángano and El Cimatario cliffs, and the Mompaní, San Miguelito, Cerro Grande, Peña Colorada, and Rancho Raspiño-Charape de Los Pelones ravines.

Predominant animals include the rattlesnake (*Crotalus sp.*), cardinal bird (*Pyrocephalus rubinus*), and red-tailed hawk (*Buteo jamaicensis*); mammals like the gray fox (*Urocyon cinereoargenteus*), skunk (*Conepatus mesoleucus*), ringtail (*Bassariscus astutus*), coyote (*Canis latrans*), and bobcat (*Lynx rufus*).

According to the faunal inventory by CONABIO, our municipality of Querétaro registers 199 species across 71 different families.

SUMMARY OF FAUNAL INVENTORY			
FAUNA	FAMILY	GENUS	SPECIES
Amphibians 	6	7	15
Birds 	37	86	104
Mammals 	15	49	57
Fish 	4	6	6
Reptiles 	9	10	17
TOTAL	71	158	199 SPECIES

SOURCE: MINISTRY OF SUSTAINABLE DEVELOPMENT. WITH INFORMATION FROM THE MUNICIPAL ECONOMIC YEARBOOK 2022.

MUNICIPAL SPECIES WITH PROTECTION CATEGORY NOM-059-SEMARNAT-2010

CLASS	FAMILY	SPECIES	GENUS	COMMON NAME	PROTECTION CATEGORY
Amphibia	Bufonidae	Insilius	cavifrons	Mountain Toad	
	Craugastoridae	Craugastor	verrucipes	Big-eared Treefrog	
	Ranidae	Lithobates	berlandieri	Leopard Frog	
	Ranidae	Lithobates	montezumae	Green Frog	
	Ranidae	Lithobates	pustulosa	Pustule Frog	
Birds	Accipitridae	Accipiter	striatus	Sharp-shinned Hawk	Special
	Columbidae	Columba	fasciata	Collared Dove	
	Phasianidae	Colinus	virginianus	Northern Bobwhite	
	Phasianidae	Cyrtonyx	montezumae	Scaled Quail	
	Podicipedidae	Tachybaptus	dominicus	Pied-billed Grebe	
	Trochilidae	Cynanthus	latirostris	Broad-billed Hummingbird	
	Vireonidae	Vireo	nelsoni	Bell's Vireo	
Mammalia	Leporidae	Lepus	californicus	Black-tailed Jackrabbit	Endangered
	Muridae	Peromyscus	boylii	Deer Mouse	
	Phyllostomidae	Choenorycteris	mexicana	Bat	
	Phyllostomidae	Leptonycteris	nivalis	Bat	
	Phyllostomidae	Leptonycteris	curasoae	Bat	
	Phyllostomidae	Macrotus	waterhousii bulleri	Bat	Special
	Procyonidae	Bassariscus	astutus	Ringtail	
	Sciuridae	Sciurus	oculatus	Eastern Fox Squirrel	
Reptilia	Soricidae	Cryptotis	parva	Shrew	
	Colubridae	Coluber	flagellum	Bullsnake	Endangered
	Colubridae	Conopsis	biserialis	Hognose Snake	
	Colubridae	Lampropeltis	triangulum	Coral Snake	
	Colubridae	Pituophis	deppei	Coachwhip	Special
	Colubridae	Salvadora	bairdi	Patchnose Snake	
	Colubridae	Thamnophis	cyrtopsis	Black-necked Gartersnake	Endangered
	Colubridae	Thamnophis	eques	Nomadic Watersnake	
	Colubridae	Thamnophis	melanogaster	Checkered Gartersnake	
	Colubridae	Thamnophis	scalaris	Lined Snake	Special
	Kinosternidae	Kinosternon	integrum	Turtle	
	Phrynosomatidae	Sceloporus	grammicus	Spiny Lizard	
	Viperidae	Crotalus	aquilus	Rattlesnake	
	Viperidae	Crotalus	molossus	Black-tailed Rattlesnake	
	Viperidae	Crotalus	polystictus	Rattlesnake	

FUENTE: SECRETARÍA DE DESARROLLO SOSTENIBLE. CON INFORMACIÓN DEL ANUARIO ECONÓMICO MUNICIPAL 2022.



4.2. GREEN AREAS

ENVIRONMENTAL RECOVERY AND CONSERVATION

In our municipality of Querétaro, the Ministry of Public Services is the department responsible for addressing various social needs related to green areas and their maintenance. In 2023, the total area of these zones was 8,246,970.9 m², distributed across the 7 municipal delegations.

Of the total green areas, 39.8% corresponds to parks; 14.8% to median strips; 12.2% to gardens; and 33.2% to other types of areas. The Felipe Carrillo Puerto and Villa Cayetano Rubio delegations have the smallest surface areas, but they feature extensive parks and gardens.



SURFACE AREA IN m² OF PUBLIC GREEN AREAS BY DELEGATION
(2023)

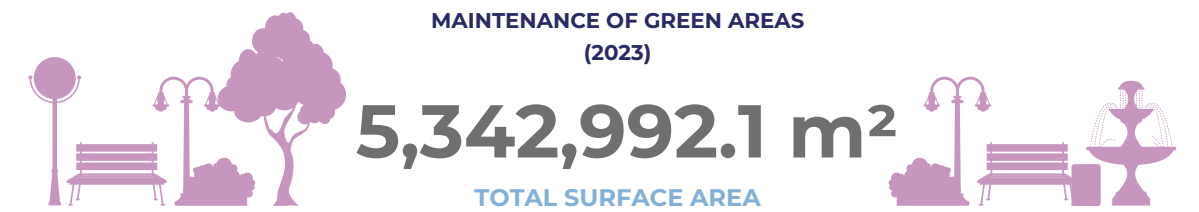
TYPE OF GREEN AREA	WALKWAYS	UNDEFINED GREEN AREAS	MEDIAN STRIPS	INTERCHANGES	ROUNDBABOUTS	GARDENS	CEMETERIES	PARKS	SQUARES	RESIDUAL AREAS	SPORTS UNITS	TOTAL
HISTORIC CENTER	25,059.7	-	439,042.6	194,798.0	-	91,485.4	92,349.1	286,179.6	27,871.2	-	69,138.0	1,225,923.6
EPIGMENIO GONZÁLEZ FLORES	19,684.4	37,051.1	62,393.5	86,692.3	-	214,720.3	-	805,172.5	11,257.2	-	75,996.5	1,312,967.8
FELIPE CARRILLO PUERTO	528.0	10,039.0	78,708.3	34,851.4	6,245.3	70,293.8	51,420.3	176,901.2	8,259.9	1,178.0	50,186.6	488,611.8
FÉLIX OSORES SOTOMAYOR	16,264.3	316,963.3	113,403.9	45,578.2	3,038.5	246,110.3	69,396.6	558,385.5	10,836.5	886.7	295,184.4	1,676,048.2
JOSEFA VERGARA Y HERNÁNDEZ	3,074.7	8,561.4	400,889.3	342,148.1	-	62,549.3	-	189,174.9	13,963.5	726.3	206,851.8	1,227,939.3
SANTA ROSA JÁUREGUI	-	23,825.1	31,392.8	166,747.8	7,164.9	127,633.1	78,206.7	1,085,187.5	9,008.6	71.0	223,132.6	1,752,370.1
VILLA CAYETANO RUBIO	146.0	-	95,774.8	27,456.9	1,867.9	194,437.7	5,741.6	181,306.7	6,046.6	-	50,331.9	563,110.1
TOTAL	64,757.1	396,439.9	1,221,605.2	898,272.7	18,316.6	1,007,229.9	297,114.3	3,282,307.9	87,243.5	2,862.0	970,821.8	

8,246,970.9 m²
SURFACE AREA OF MUNICIPAL GREEN AREAS

SOURCE: SECRETARÍA DE SERVICIOS PÚBLICOS MUNICIPALES (2024).



During 2023, the department carried out maintenance on more than 5,000,000 m² of green areas, which is 64.8% of the total area.



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

The Ministry of Public Services reported that during the same year, 166,593.4 m² of green areas were rehabilitated in 5 delegations of our municipality.

SURFACE AREA AND LOCATION OF REHABILITATED GREEN AREAS IN THE MUNICIPALITY (2023)		
DELEGATION	GREEN AREAS	AREA (M²)
Historic Center	Estrella Median Strip. Prolongation of Corregidora Sur. La Estrella Neighborhood	2,568.8
Epigmenio González Flores	Sombrerete Park. Amanecer and Nochebuena Streets. Altos de San Pablo Neighborhood	4,740.0
	Independencia. 10 de Diciembre Street, San José el Alto Neighborhood	3,162.9
	Constituyentes del Parque. Juan N. Frías and Josafat Márquez Streets. Corregidora Norte Avenue	4,753.0
	Constitution Promenade. Paseo de Constitución Avenue between Sombrerete and Arboledas	109,107.6
Félix Osores Sotomayor	Choles Park. 417 Choles Street. Cerrito Colorado Neighborhood	9,005.4
	Jurica Gardens. Mezquite and Granjeno Streets. Jurica Neighborhood	6,468.0
	Puesta del Sol. Anochecer and Solsticio Streets. Puertas del Sol II Neighborhood	5,078.4
	Portones. Fray Antonio de Monrroy e Híjar Boulevard. Los Portones Subdivision	2,921.1
Josefa Vergara y Hernández	Magisterial Union Park. Ma. Luisa Medina Street. Magisterial Neighborhood	5,936.5
	Mexican Art. Filigrana Street. Mexican Art Neighborhood	8,027.7
Santa Rosa Jáuregui	Cristal Courts. Miguel Hidalgo Street, Santa Rosa Jauregui, and Prolongation of Independencia Sur	4,824.1
TOTAL		166,593.4

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

To keep the areas healthy and considering the need to conserve vital water, the department maintains an irrigation system operating in 3 shifts using 22 trucks of treated water.

TREATED WATER FOR IRRIGATION OF MUNICIPAL GREEN AREAS (2023)		
CONCEPT	2022	2023
Liters used	382,052,000	263,202,931
Turns for irrigation route	3	3
Irrigation units	22	22
Trips made	38,205	26,320

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).





In the habilitation and rehabilitation, 431,447 trees, shrubs, ground covers, herbaceous plants, flowers, and succulents were used. Of these, 61.6% were rehabilitated, and 38.4% were newly planted. Succulent species accounted for 60.0% of the green pieces used.

NUMBER OF PIECES OF DIFFERENT VEGETATION SPECIES, FOR THE
ENABLEMENT AND REHABILITATION OF GREEN AREAS IN THE MUNICIPALITY
(2023)

SPECIES	ENABLEMENT	REHABILITATION	TOTAL (PIECES)	TOTAL (M²)
Trees	2,118	2,137	4,255	170,200.0
Shrubs	9,916	24,531	34,447	1,377.9
Groundcovers	27,726	23,020	50,746	507.5
Herbaceous plants	7,532	16,949	24,481	306.0
Flowers	5,263	53,468	58,731	2,349.2
Succulents	113,163	145,624	258,787	2,587.9
TOTAL	165,718	265,729	431,447	177,328.5

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

ACTIONS FOR THE ENABLEMENT AND REHABILITATION OF GREEN AREAS
(2023)

ACTION	TOTAL
Pruned trees	42,500
Felled trees	901
Pruning collection (tons)	3,831
Authorized pruning requests (permits)	2,078
Authorized felling or logging requests (permits)	619

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

The species used for the rehabilitation of green areas come from our Municipal Nursery: 27 species of trees; 15 species of shrubs; 6 species of flowers; 19 species of herbaceous plants; 10 species of ground covers; 7 species of fruit trees; 2 species of palms; and various species of succulents. The production is overseen by a certified arborist from the Asociación Mexicana de Arboricultura A.C. (AMA- Mexican Arboriculture Association).

PRODUCTION OF PLANTS AND GRASSES
OF VARIOUS TYPES IN THE MUNICIPAL NURSERY
(2023)

ESPECIE	CANTIDAD
Trees	1,616
Shrubs	54,787
Groundcovers	175,552
Fruit-bearing plants	24
Herbaceous plants	69,760
Flowering plants	96,267
Succulents	619,282

TOTAL **1,017,288**
PLANTS AND GRASSES

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).





In addition to providing plants and grasses for the green areas, the nursery allocates part of its production for donation. Institutions, government departments, schools, and interested individuals receive plants to be planted and cared for to maintain a green municipality.

DONATION OF PLANTS AND GRASSES
OF VARIOUS TYPES IN THE MUNICIPAL NURSERY
(2023)

SPECIES	CANTIDAD
Trees	8,870
Shrubs	540
Fruit-bearing plants	1,096
Herbaceous plants	4,396
Flowering plants	5,093
Succulents	33,858

TOTAL
53,853
DONATED PLANTS
AND GRASS

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

Raising citizen awareness and disseminating information about the risks of forest fires is a constant effort in our administration. Although progress has been made, almost 40 hectares of shrubs and grasslands were affected by fires in 2023.

FOREST FIRES
(2023)

DELEGATION	LOCALITY	SCRUBLANDS
		AFFECTED AREA (HECTARES)
Querétaro	Ejido Estancia la Rochera	3.34
	Ejido Montenegro y Ejido Santa Rosa Jáuregui	59.46
	Ejido Gabriel Leyva (Puerto de Aguirre)	8.99
	Ejido San José Buenavista	15.89
TOTAL		87.67

SOURCE: NATIONAL FORESTRY COMMISSION (CONAFOR). RESTORATION AND PROTECTION DEPARTMENT (2024).

4.3. ECOLOGICAL DEVELOPMENT

ECOLOGICAL MANAGEMENT

It is the environmental policy instrument that regulates or induces land use and productive activities that protect our environment, as well as the preservation and sustainable use of natural resources in the short, medium and long term.

In Querétaro, to establish the State Ecological Planning Model, technical studies and analysis of natural conditions were carried out throughout the region, dividing the 18 municipalities into Environmental Management Units (UGA) aimed at territorial planning and management of natural resources.

Our municipality has 113 UGA distributed in the 7 delegations, classified as follows: 54 Urban; 36 Protection; 17 Sustainable Use; 4 Safeguard and Risk; and 2 Restoration.

UGA IN THE MUNICIPALITY OF QUERETARO
(2023)

Nº	UGA	DELEGATION	DESCRIPTION
1	Acequia Blanca	Santa Rosa Jáuregui Felipe Carrillo Puerto	Protection
2	Jurica tributaries	Felipe Carrillo Puerto	
3	Benito Juárez Border	Epigmenio González Flores	
4	Buenavista-Jofrito	Santa Rosa Jáuregui	Sustainable Use
5	Cañada de Bolaños	Villa Cayetano Rubio	Protección
6	Cañada de la Luz	Santa Rosa Jáuregui	Restauración
7	Cañada de La Monja		Protection
8	Cañada Juriquilla	Félix Osores Sotomayor	
9	Cañada Menchaca	Epigmenio González Flores	
10	Cerro de la Cruz	Santa Rosa Jáuregui	
11	Cerro El Buey		
12	Cerro El Paisano	Santa Rosa Jáuregui Felipe Carrillo Puerto	
13	Cerro El Perrito	Santa Rosa Jáuregui	
14	Cerro El Tambor	Félix Osores Sotomayor	
15	Cerro Grande	Santa Rosa Jáuregui	
16	Cerro La Gallina	Felipe Carrillo Puerto	
17	Pie de Gallo Hill	Santa Rosa Jáuregui	
18	El Cimatarío	Josefa Vergara y Hernández	
19	El Gachupín	Felipe Carrillo Puerto	

Nº	UGA	DELEGATION	DESCRIPTION
20	El Nabo	Félix Osores Sotomayor	Sustainable Use
21	El Salitre 1	Epigmenio González Flores	Protection
22	El Salitre 2		
23	El Tángano	Josefa Vergara y Hernández	
24	Exhacienda La Solana	Santa Rosa Jáuregui	Sustainable Use
25	Jofrito-Ojo de Agua		
26	Jofrito-Palo Alto		
27	Jurica Poniente	Félix Osores Sotomayor	Protection
28	La Ermita	Villa Cayetano Rubio	
29	La Joya	Santa Rosa Jáuregui	Restauración
30	La Mora	Felipe Carrillo Puerto	Sustainable Use
31	Slopes of Huertas La Joya		Protection
32	Slopes of Tlacote El Bajo		
33	Slopes of Fray Junipero Serra	Epigmenio González Flores	Urban
34	Llano de la Rochera	Santa Rosa Jáuregui	Protection
35	Llanos de Tlacote El Bajo	Felipe Carrillo Puerto	Sustainable Use
36	Mesa El Sordo	Santa Rosa Jáuregui	Protection
37	Montenegro-Media Luna		
38	Ojo de Agua-La Gotera		Sustainable Use
39	East of Tlacote El Bajo	Felipe Carrillo Puerto	
40	Bicentennial Park	Santa Rosa Jáuregui	Protection
41	Joya-La Barreta Recreational Park		
42	Cerro de las Campanas National Park		
43	Peña Colorada	Santa Rosa Jáuregui Epigmenio González Flores	
44	El Cajón Dam	Santa Rosa Jáuregui	
45	El Salitre Dam	Epigmenio González Flores	
46	San Carlos Dam	Felipe Carrillo Puerto	
47	Santa Catarina Dam	Santa Rosa Jáuregui	Safeguard and risk
48	San Jose El Alto Dam	Epigmenio González Flores	Sustainable Use
49	San Miguelito El Nabo	Felipe Carrillo Puerto	
50	Sierra del Raspiño	Santa Rosa Jáuregui	Protection
51	Southwest of Santa Catarina Dam		
52	Buenavista Valley		Sustainable Use
53	Montenegro Valley		
54	Santa Catarina Valley		
55	Santa Rosa Jáuregui Valley		Safeguard and risk
56	Tinaja de La Estancia Valley	Felipe Carrillo Puerto	Sustainable Use
57	El Salitre Dam and Bordos Basín	Epigmenio González Flores	

N°	UGA	DELEGATION	DESCRIPTION
58	Agrogen Buffer Zone	Felipe Carrillo Puerto	Safeguard and risk
59	Sanitary Landfill Safeguard Zone	Felipe Carrillo Puerto Félix Osores Sotomayor	
60	Western Zone of Micro-water-sheds	Santa Rosa Jáuregui Felipe Carrillo Puerto	Protection
61	Casa Blanca Urban Zone	Santa Rosa Jáuregui	Urban
62	Cerro Colorado Urban Zone		
63	Cerro de la Cruz Urban Zone		
64	Charape de los Pelones Urban Zone		
65	Charape La Joya Urban Zone		
66	Agrogen Urban Zone	Felipe Carrillo Puerto	
67	Buenavista Urban Zone	Santa Rosa Jáuregui	
68	El Zapote Urban Zone		
69	La Purísima Urban Zone	Felipe Carrillo Puerto	
70	Querétaro Urban Zone	Santa Rosa Jáuregui, Felipe Carrillo Puerto, Epigmenio González Flores, Félix Osores Sotomayor, Villa Cayetano Rubio, Centro Histórico y Josefa Vergara y Hernández	
71	Landfill Urban Zone	Felipe Carrillo Puerto	
72	San Pedrito El Alto Urban Zone	Epigmenio González Flores	
73	Santa María del Zapote Urban Zone	Felipe Carrillo Puerto	
74	Tlacote El Alto and Mompaní Urban Zone		
75	CERESO Urban Zone	Epigmenio González Flores	
76	Valle de Montenegro Urban Zone	Santa Rosa Jáuregui	
77	El Herrero Urban Zone		
78	El Patol Urban Zone	Felipe Carrillo Puerto	
79	El Pie Urban Zone		
80	El Tránsito Urban Zone		
81	Estancia de Palo Dulce Urban Zone	Santa Rosa Jáuregui	
82	Urban Zone Estancia La Rochera		
83	Jofrito Urban Zone		
84	Urban Zone La Barreta		
85	La Cantera Urban Zone		

Nº	UGA	DELEGATION	DESCRIPTION
86	La Gotera Urban Zone	Santa Rosa Jáuregui	Urban
87	La Joya Urban Zone		
88	La Luz Urban Zone		
89	La Monja Urban Zone		
90	La Palma Urban Zone		
91	La Puerta de Santiaguillo Urban Zone		
92	La Solana Urban Zone West Section		
93	La Solana Urban Zone South-west Section		
94	La Versolilla Urban Zone		
95	Urban Zone Llano La Rochera		
96	Urban Zone Loma del Chino		
97	Ojo de Agua Urban Zone		
98	Palo Alto Urban Zone		
99	Pie de Gallo Urban Zone		
100	Pinto-Pintillo Urban Zone		
101	Becerra Dam Urban Zone		
102	San Antonio Dam Urban Zone		
103	Puerto de Aguirre Urban Zone		
104	Querétaro Norte Urban Zone		
105	Rincón de Ojo de Agua Urban Zone		
106	San Isidro-Corea Urban Zone		
107	San Isidro El Alto Urban Zone	Felipe Carrillo Puerto	Urban
108	San José Buenavista Urban Zone	Santa Rosa Jáuregui	
109	San Miguelito Urban Zone	Santa Rosa Jáuregui Felipe Carrillo Puerto	
110	Urban Zone Santa Catarina	Santa Rosa Jáuregui	
111	Urban Zone Tinaja de la Estancia	Felipe Carrillo Puerto	
112	Urban Zone Tlacote El Bajo		
113	Urban Zone Valle de Palo Alto	Santa Rosa Jáuregui	

SOURCE: ECOLOGY AND CLIMATE CHANGE INSTITUTE (2024).

ENVIRONMENTAL PROTECTION

Article 4 of the Political Constitution of the United Mexican States establishes that everyone has the right to a healthy environment for their development and well-being, and the State guarantees this right.

In our municipality of Querétaro, through the Institute of Ecology and Climate Change, we act in 6 delegations to protect areas that are at risk. In 2023, we protected 24,501 hectares in various categories.

NATURAL PROTECTED AREAS IN THE MUNICIPALITY OF QUERETARO (2023)

NAME	DELEGATION	CATEGORY	DECREED AREA (HECTARES)	SURFACE AREA (%)
Parque Nacional El Cimatario	Josefa Vergara y Hernández	National Park	757.72	1.10
El Tángano		State Natural Protected Area	114.66	0.17
Parque Nacional Cerro de las Campanas	Historic center	National Park	3.80	0.01
Bordo Benito Juárez	Epigmenio González Flores	Intraurban Park	27.62	0.04
Peña Colorada	Epigmenio González Flores and Santa Rosa Jáuregui	Natural Resources Protection Area	3,451.48	5.00
Montenegro	Santa Rosa Jáuregui	Ecological Reserve	546.52	0.79
Cañada Juriquilla		Intraurban Park	22.06	0.03
Cerro Grande		Periurban Park	2,989.18	4.33
Sierra del Raspiño		Periurban Park	4,104.17	5.95
Zona Occidente de Microcuencas	Santa Rosa Jáuregui and Felipe Carrillo Puerto	Zone Subject to Ecological Conservation	12,259.68	17.77
Jurica Poniente	Félix Osores Sotomayor	Intraurban Park	224.12	0.32

TOTAL 24,501 ha | 35.51 %
SURFACE AREA OF PROTECTED NATURAL AREAS

SOURCE: ECOLOGY AND CLIMATE CHANGE INSTITUTE (2024).



The Institute also records and deals with complaints of illegal discharges, noise and vegetation. The delegation with the highest incidences was Centro Histórico, with 62.1% of the total, with noise being the most reported category.

ILLICIT CRIMES RECORDED BY THE INSTITUTE OF ECOLOGY AND CLIMATE CHANGE (2023)

DELEGATION	ILICITS	
	BY COMPLAINTS	PERCENTAGE (%) BY DELEGATION
Historic center	18	62.1
Epigmenio González Flores	1	3.4
Félix Osores Sotomayor	1	3.4
Josefa Vergara y Hernández	4	13.8
Santa Rosa Jáuregui	2	6.9
Villa Cayetano Rubio	3	10.4
TOTAL	29	100.0

SOURCE: ECOLOGY AND CLIMATE CHANGE INSTITUTE (2024).

QUERETARO TRUST FOR THE CONSERVATION OF THE ENVIRONMENT (FIQMA)

It is a paramunicipal entity with legal personality and heritage, which safeguards and preserves the natural capital of our municipality, guaranteeing its immutability, sustainability and development, for the benefit of the environment and the quality of life of Queretaro residents.

FIQMA works together with citizens to preserve the environment and optimize the use of natural resources and planning in the municipality of Querétaro. In 2023, it served 5 properties with 470 trees planted and 0.1410 reforested hectares.

INTEGRAL RESTORATION
(2023)

DELEGATION	LOCALITY	REFORESTATIONS (HECTARES)	TREES
Epigmenio González Flores	San Pablo Sports Complex	0.0045	15
Felipe Carrillo Puerto	City of the Sun	0.0405	135
Santa Rosa Jáuregui	Faculty of Natural Sciences (UAQ)	0.0090	30
	DOW Mexico Company	0.0270	90
	UNAM Juriquilla Campus	0.0600	200

TOTAL 0.1410 ha | 470
REFORESTED AREA TREES

SOURCE: QUERETARO TRUST FUND FOR ENVIRONMENTAL CONSERVATION. FIQMA (2024).



4.4. ENVIRONMENTAL MANAGEMENT

These are processes aimed at solving or reducing problems affecting the environment, with the purpose of establishing sustainable development, which preserves and prevents their deterioration.

ENVIRONMENTAL EDUCATION

Through the Institute of Ecology and Climate Change, we organize the “Municipal Biodiversity Award”, which recognizes local efforts for the protection, conservation and restoration of biodiversity, within our demarcation.

In its 2023 version, the winning projects were:

- 1. City of Querétaro, an Oasis of Pollinators to Study
- 2. HERPQRO Amphibians and Reptiles of Querétaro
- 3. Protected Cities

ENVIRONMENTAL AUDITING

The Federal Attorney’s Office for Environmental Protection (PROFEPA) is a decentralized administrative body of the Ministry of Environment and Natural Resources (SEMARNAT), with technical and operational autonomy. Its main task is to observe environmental regulations, in order to contribute to sustainable development and to enforce environmental laws.

The National Environmental Audit Program (PNAA), a voluntary mechanism, allows productive and service organizations to be certified and, through an audit, to prove that they comply with current federal and local environmental legislation, adopting self-regulatory measures and good operating and engineering practices.

The PNAA grants 3 types of certificates:

- 1. **Clean Industry.** For companies that carry out manufacturing and transformation activities.
- 2. **Environmental Quality.** Awarded to those organizations engaged in commercial and service activities.
- 3. **Touristic Environmental Quality.** Designed for service companies and tourist activities.

According to the Environmental Audit Subdelegation in the State of Querétaro, 22 certificates were awarded in ours, 10 of them in the Clean Industry category, 11 in Environmental Quality and 1 in Environmental Tourism Quality.

ENVIRONMENTALLY CERTIFIED COMPANIES IN THE MUNICIPALITY (2023)			
CERTIFICATE TYPE	ESTABLISHMENT	SECTOR	LEVEL OF ENVIRONMENTAL PERFORMANCE ACHIEVED
Clean Industry. (10)	Ball Beverage Can Americas, S.A. de C.V.	Private	1
	CCL Secure, S.A. de C.V.		1
	Dana de México Corpotation, S. de R.L. de C.V. (Bevel Gear Division)		1
	Fábrica Nacional de Lija, S.A. de C.V. (Querétaro Plant)		1
	Iluminación Especializada de Occidente, S.A. de C.V.		1
	Italaise, S.A. de C.V.		1
	Pilgrims Pride, S. de R.L. de C.V. (5 de Febrero Food Plant)		1
	Nutryplus, S.A.P.I de C.V.		1
	Safran Landing Systems Services Americas, S.A. de C.V.		1
	Shurtape México, S. de R.L. de C.V.		1
Environmental Quality. (11)	CFE Distribution, Bajío Management, Querétaro Zone, Aerotech Substation	Paraestatal	2
	CFE Distribution, Bajío Management, Querétaro Zone, Antea Substation		2
	CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Buenavista		2
	CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Jurica		2
	CFE Distribution, Bajío Management, Querétaro Zone, La Loma Substation		2
	CFE Distribución, Gerencia Bajío, Zona Querétaro, Subestación Querétaro Norte		2
	CFE Distribution, Bajío Management, Querétaro Zone, Querétaro Oriente Substation		2
	CFE Distribution, Bajío Management, Querétaro Zone, Querétaro Poniente Substation		2
	Bticino de México, S.A. de C.V.	Private	1
	Controladora MABE, S.A. de C.V. (Technology and Project Center)		2
	Kaeser Compresores de México, S. de R.L. de C.V.		1
Touristic Environmental Quality. (1)	Operadora Turística Victoria, S.A. (Gran Fiesta Americana Queretaro)	Private	1

SOURCE: THE FEDERAL ATTORNEY OF ENVIRONMENTAL PROTECTION (PROFEPA).

ENVIRONMENTAL INFRASTRUCTURE

SANITARY LANDFILL

The Municipal Public Services Ministry, through the Department of Sanitation and Public Lighting, manages and operates the land-fill called “Mompani”, where all solid waste generated in the state of Querétaro is collected. The close of 2023 registered more than 300,000 tons of garbage, 23.2% of private origin and 76.8% of the general population.

SOLID WASTE ENTERING THE MOMPANÍ SANITARY LANDFILL, (2022-2023)

SERVICES	(TONS)	
	2022	2023
Municipal	249,363	243,074
Private	74,476	73,438
TOTAL	323,839	316,512

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES, 2024.



WASTEWATER TREATMENT PLANT

According to the National Water Commission (CONAGUA), 62 treatment plants operated in our municipality in 2023, with a capacity of 1,188.0 liters per second, generating an annual volume of treated water of 30,016,822.6 cubic meters per year, a figure 4.9% higher than that recorded the previous year.

WASTEWATER TREATMENT PLANTS INSTALLED IN THE MUNICIPALITY (2023)

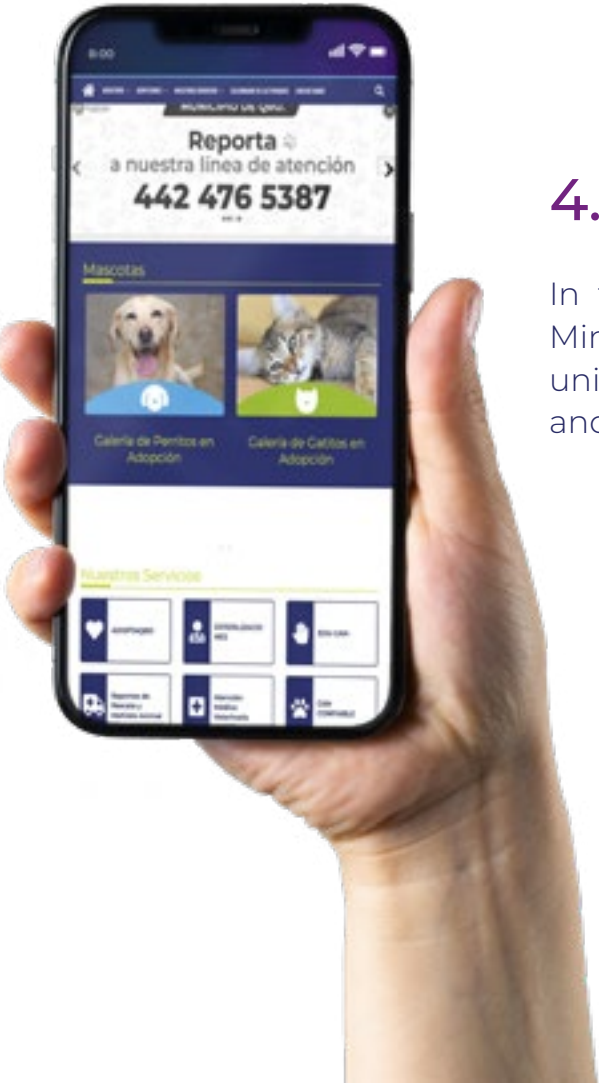
TYPE	NUMBER OF PLANTS	INSTALLED CAPACITY (LPS)	ANNUAL VOLUME TREATED (M³/YEAR)
Public	8	1,165.4	25,185,595.68
Private	54	22.6	4,831,226.88
TOTAL	62	1,188.0	30,016,822.6

SOURCE: MINISTRY OF FINANCE OF THE EXECUTIVE POWER OF THE STATE OF QUERÉTARO, 2024.
LPS: LITERS PER SECOND.
(M³/YEAR): CUBIC METERS PER YEAR.





FOTO: PROTECCIONANIMAL.MUNICIPIODEQUERETARO.GOB.MX/ADOPCIONES-ADOPTAQRO/



4.6. ANIMAL MANAGEMENT

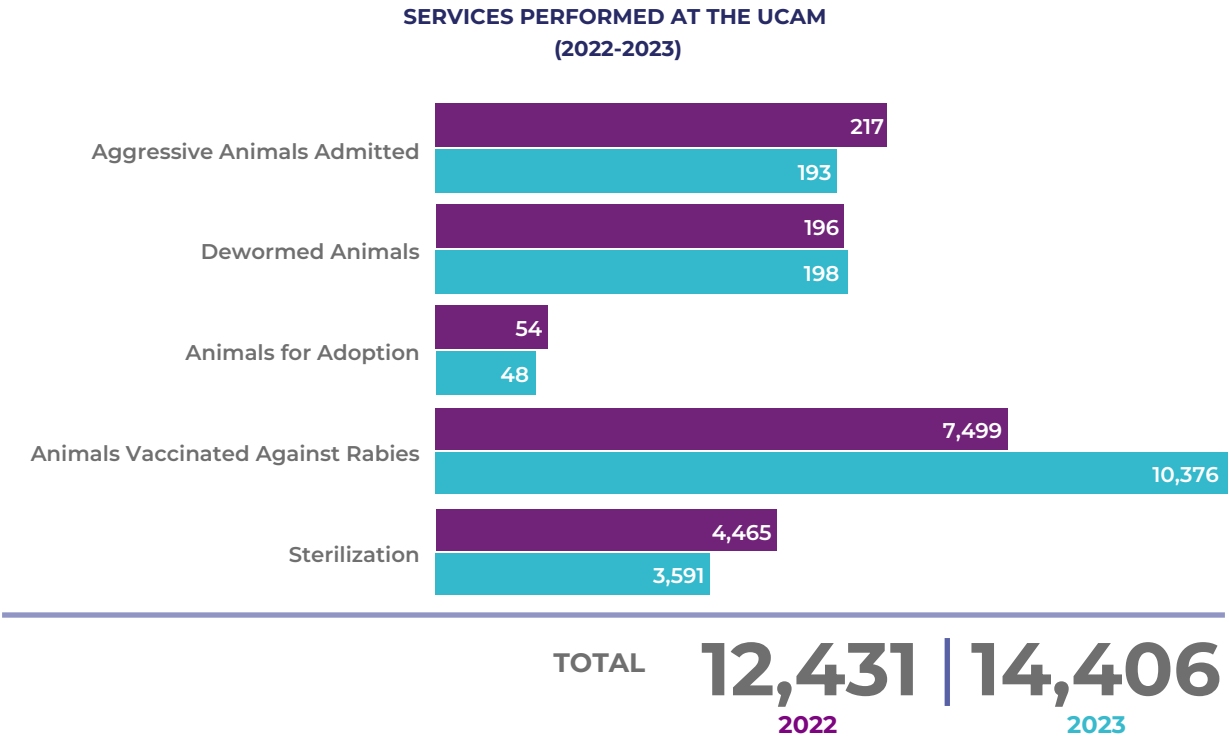
In the municipality of Querétaro, managed by the Ministry of Municipal Public Services, we have three units that provide services in animal control, protection, and care.

1. ANIMAL CONTROL UNIT (UCAM)

This unit promotes and implements public health measures to prevent zoonotic diseases and mitigate aggression toward the population caused by dogs and cats. It oversees the humane and respectful treatment of animals, contributing legally and peacefully to their defense and well-being through the following actions:

- Securing aggressive animals.
- Responding to reports of animals in public areas.
- Legal advice and assistance.
- Low-cost veterinary consultations.
- Deworming.
- Canine and feline sterilization.
- Assisted euthanasia.
- Issuance of medical certificates for pets.
- Free rabies vaccination.

During 2023, the UCAM provided 14,406 services, of which 72.0% were rabies vaccinations, 24.9% were sterilizations, and the remaining 3.1% were animal aggressions, dewormings, and adoptions.



SOURCE: DIRECTORATE OF PROTECTION, CARE AND ANIMAL CONTROL (2024).

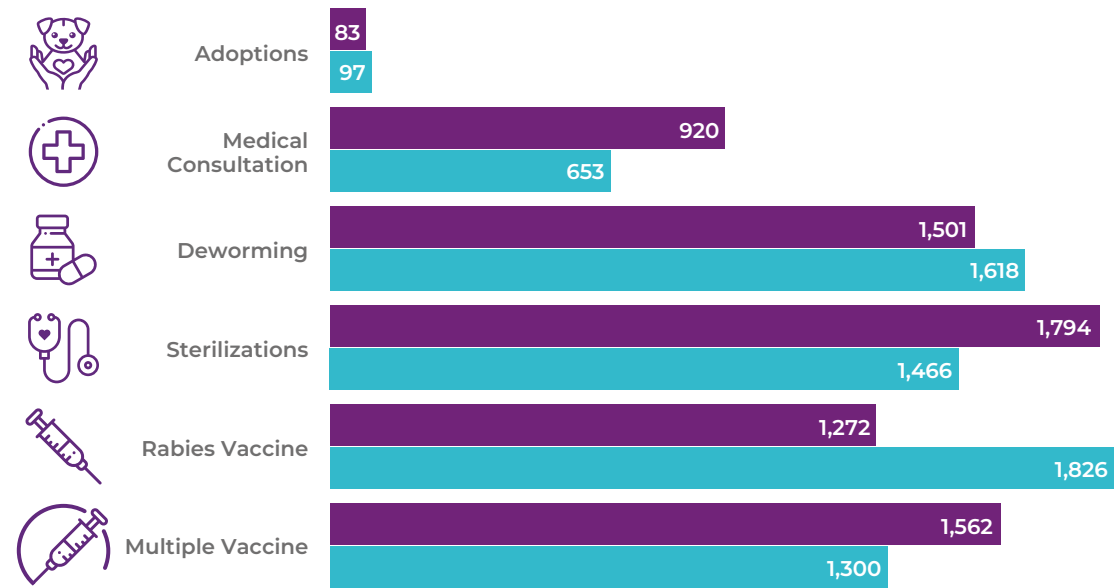


2. MUNICIPAL ANIMAL CARE UNIT OF QUERÉTARO (UMAANQ)

Provides veterinary care to improve the health of companion animals, offering low-cost services such as veterinary consultations, deworming, sterilization, assisted euthanasia, and multiple and rabies vaccinations.

During 2023, UMAANQ performed 6,960 services, a 2.4% decrease from the previous year. However, during the same period, the number of rabies vaccinations administered increased by 43.6%.

SERVICES PERFORMED AT UMAANQ (2022-2023)



TOTAL 7,132 | 6,960
2022 2023

SOURCE: DIRECTORATE OF PROTECTION, CARE AND ANIMAL CONTROL (2024).

3. MUNICIPAL ANIMAL PROTECTION UNIT (UPAM)

Its purpose is to execute, guide, coordinate, and promote actions focused on animal protection, from prevention, awareness, and care for their well-being.

During 2023, UPAM carried out 3,053 services, a figure 10.4% lower than the previous year. Although the area of animal rescue decreased by 16.2% in the same period, it remains a focus of attention and social awareness.

SERVICES PERFORMED AT UPAM (2022-2023)



TOTAL 3,407 | 3,053
2022 2023

SOURCE: DIRECTORATE OF PROTECTION, CARE AND ANIMAL CONTROL (2024).



FOTO: PROTECCIONANIMALMUNICIPIOQUERETARO.GOB.MX/DIPCCA/UNIDAD-DE-PROTECCION-ANIMAL-MUNICIPAL-UPAM/



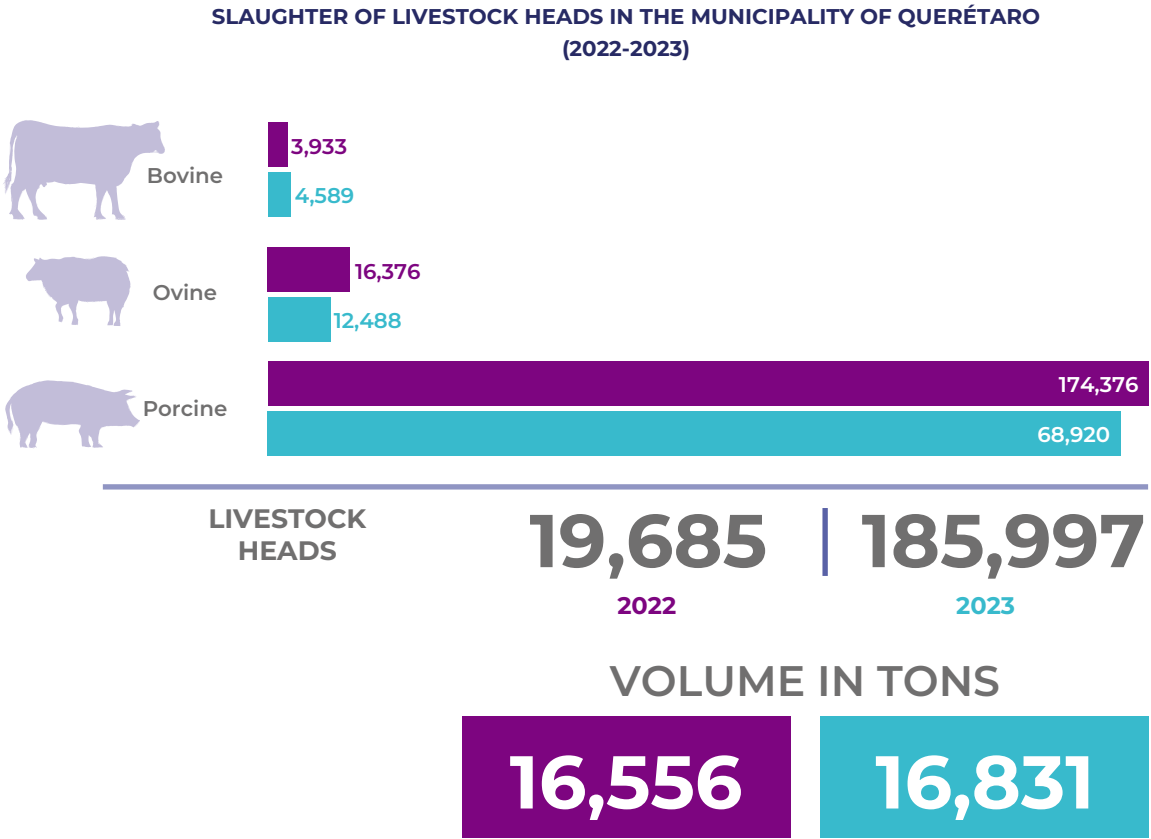
QUERÉTARO MUNICIPAL SLAUGHTERHOUSE, WITH TIF TYPE 412 CATEGORY

It is the most important meat supply center in Querétaro, which also supplies entities such as Guanajuato, Durango, Mexico City, and the State of Mexico. Among its main functions are:

- Support students in completing their social service.
- Handle visits from students (public and private institutions).
- Proper waste management and compliance with standards.
- Constant training for slaughterhouse staff.
- Follow up on the recommendations and guidelines established by federal and state authorities.
- Develop strategies for service user care.

- Inspect pre- and post-mortem slaughter at the Authorized Slaughter Center in the Santa Rosa Jáuregui delegation.
- Periodic sampling of products, by-products, and inputs of the process.
- Registration, control, and traceability of the livestock that enters, as well as of the product and by-product that leaves through the issuance of TIF Mobilization Notice (AMTIF).

In 2023, 185,997 heads of cattle, sheep, and pigs were processed and inspected, equivalent to 16,831 tons of meat product. The most consumed species was pork, accounting for 90.8% of the total live-stock slaughtered.



SOURCE: QUERÉTARO MUNICIPAL SLAUGHTERHOUSE (2024).



5. FOR A BETTER QUALITY OF LIFE AND FUTURE

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5.1. POPULATION AND HEALTH TRENDS

El Instituto Nacional de Estadística y Geografía (INEGI) y el Consejo Nacional de Población (CONAPO) nos proporcionan información sobre el volumen y composición de la población a nivel nacional, estatal y municipal. Estos datos son una referencia fundamental para definir las necesidades y estrategias de gobierno.

TOTAL NATIONAL POPULATION
(2023)

POPULATION BY GENDER	TOTAL	PERCENTAGE (%)
Women	67,001,958	51.1
Hombres	64,228,297	48.9
TOTAL	131,230,255	100.0

SOURCE: CONAPO. PROJECTIONS OF THE POPULATION OF MEXICO AND THE FEDERAL ENTITIES 2016-2050. PUBLISHED JANUARY 2022.

The results of the 2020 Population and Housing Census by INEGI placed Mexico as the 11th most populous country in the world, below Japan and above Ethiopia, maintaining the same ranking as in 2010. During this period, the population increased by 14 million people, resulting in an annual growth rate of 1.2%.

Our country is experiencing a gradual aging process, evidenced by the median age segment, which increased from 26 to 29 years in the last decade (2010-2020). Going back to the year 2000, the figure drops to 22 years.

According to data from CONAPO, our municipality has maintained a stable and consistent average annual growth rate from 2012 to 2023, except for 2020 and 2021, which showed slightly more significant variations.

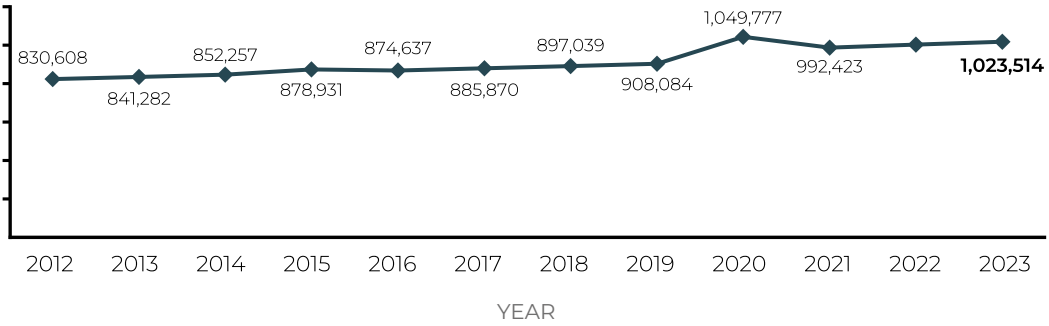
TOTAL POPULATION OF THE MUNICIPALITY OF QUERÉTARO (2012-2023)

YEAR	MUNICIPALITY	ABSOLUTE GROWTH BETWEEN PERIODS	AAGR*
2012	830,608	10,240	1.2
2013	841,282	10,674	1.3
2014	852,257	10,975	1.3
2015	878,931	26,674	1.9*
2016	874,637	-4,294	-0.5
2017	885,870	11,133	1.3
2018	897,039	11,169	1.3
2019	908,084	11,045	1.2
2020	1,049,777	141,693	2.8*
2021	992,423	-57,354	-5.5
2022	1,007,923	15,500	1.6
2023	1,023,514	15,591	1.5

SOURCE: INEGI, 2010 AND 2020 POPULATION AND HOUSING CENSUSES. FROM 2011 TO 2014, BASED ON CONAPO ESTIMATES; THE YEAR 2015 CORRESPONDS TO THE RESULTS OF THE INEGI INTERCENSAL SURVEY; FROM 2016 TO 2019, BASED ON CONAPO POPULATION PROJECTIONS (2010-2030, DATABASE), PUBLISHED IN JANUARY 2021; 2021 DATA FROM CONAPO, PROJECTIONS OF THE POPULATION OF MEXICO AND THE FEDERAL ENTITIES, 2016-2050, PUBLISHED IN JANUARY 2022.
*THE AVERAGE ANNUAL GROWTH RATE IS BASED ON THE POPULATION OF THE IMMEDIATELY PRECEDING PERIOD (EXCEPT FOR THE 2020 RATE, WHICH IS BASED ON A DECADE, AND THE 2015 RATE, WHICH IS BASED ON A FIVE-YEAR PERIOD).

Between 2012 and 2023, our municipality recorded a total population increase of 23.2%, equivalent to 192,906 additional inhabitants.

TOTAL POPULATION OF THE MUNICIPALITY OF QUERÉTARO (2012-2023)



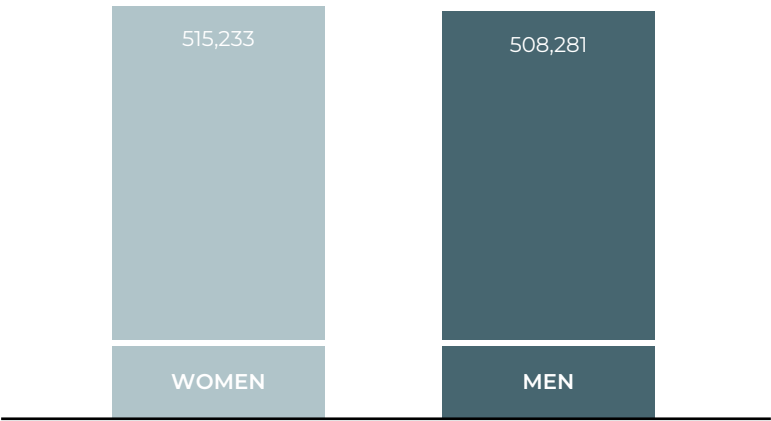
SOURCE: INEGI, 2010 AND 2020 POPULATION AND HOUSING CENSUSES. FROM 2011 TO 2014, BASED ON CONAPO ESTIMATES; THE YEAR 2015 CORRESPONDS TO THE RESULTS OF THE INEGI INTERCENSAL SURVEY; FROM 2016 TO 2019, BASED ON CONAPO POPULATION PROJECTIONS (2010-2030, DATABASE), PUBLISHED IN JANUARY 2021; 2021 DATA FROM CONAPO, PROJECTIONS OF THE POPULATION OF MEXICO AND THE FEDERAL ENTITIES, 2016-2050, PUBLISHED IN JANUARY 2022.

DEMOGRAPHIC CHARACTERISTICS

POPULATION BY AGE AND GENDER

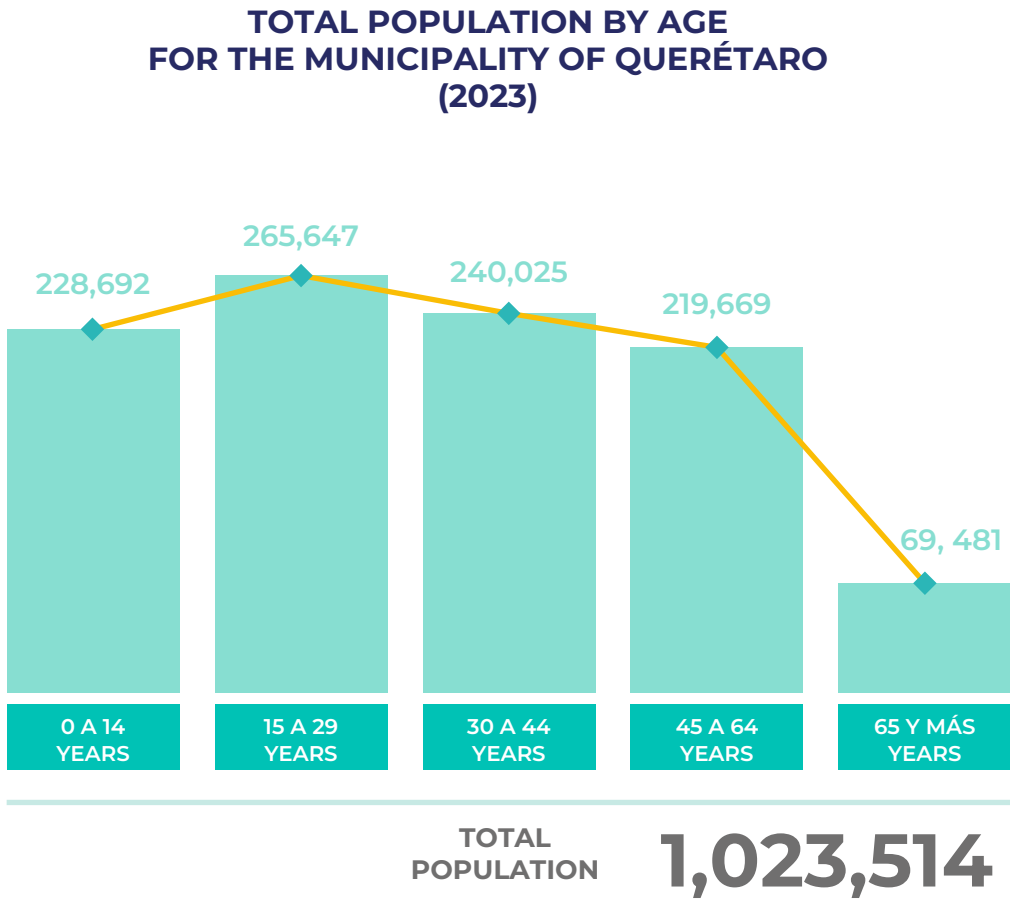
Our municipality maintains an almost exact gender parity among its inhabitants. In 2023, according to INEGI figures, the population structure consisted of 50.3% women and 49.7% men.

POPULATION BY GENDER AND AGE FOR THE MUNICIPALITY OF QUERÉTARO (2023)



SOURCE: INEGI, 2020 POPULATION AND HOUSING CENSUS. WITH INFORMATION FROM THE NATIONAL POPULATION COUNCIL (CONAPO), PROJECTIONS OF THE POPULATION OF MEXICO AND THE FEDERAL ENTITIES 2016-2050. PUBLISHED JANUARY 2022.

For the same year, the age distribution was as follows: from 0 to 14 years, 22.3%; from 15 to 29, 26.0%; from 30 to 44, 23.4%; from 45 to 64, 21.5%; and 65 and older, 6.8%.



SOURCE: CONAPO. PROJECTIONS OF THE POPULATION OF MEXICO AND THE FEDERAL ENTITIES 2016-2050. PUBLISHED JANUARY 2022.

The dependency ratio represents the potential of the labor force in our municipality relative to the total for the state. The following table shows the behavior of this indicator over the last 12 years:

MUNICIPAL DEPENDENCY RATIO (2012-2023)

YEAR	PERCENTAGE (%)
2012	47.2
2013	46.9
2014	46.8
2015	44.8
2016	46.7
2017	46.7
2018	46.9
2019	47.0
2020	41.0
2021	41.4
2022	41.7
2023	41.1

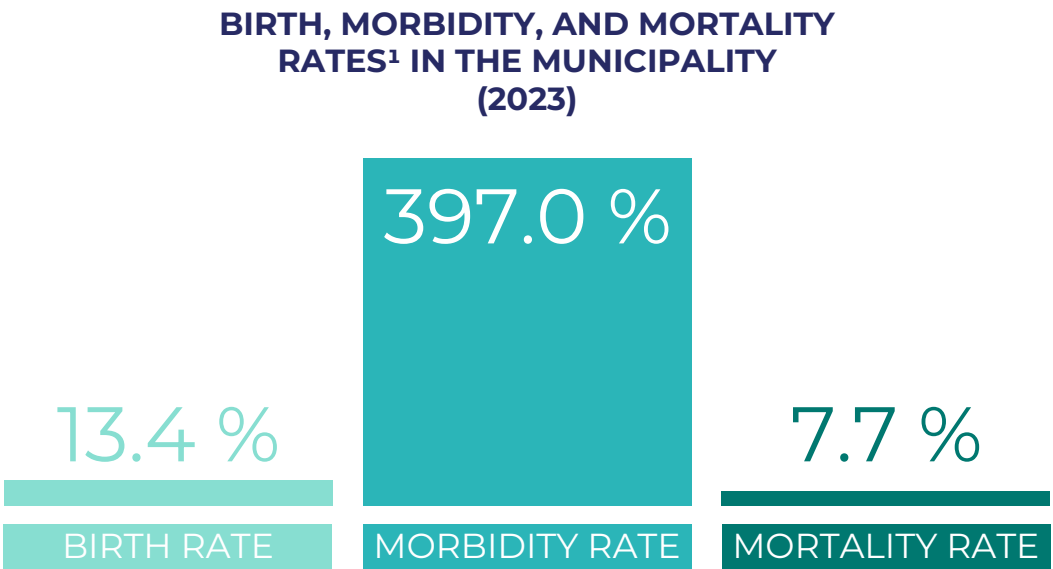
SOURCE: INEGI, 2010 and 2020 Population and Housing Censuses. Data from 2011 to 2021 is based on CONAPO population projections, except for 2015, which presents data from the 2015 Intercensal Survey. 2021 data from CONAPO, Projections of the Population of Mexico and the Federal Entities, 2016-2050. Published January 2022.

HEALTH, BIRTH RATE, MORBIDITY, AND MORTALITY

The World Health Organization (WHO) defines health as a state of complete physical, mental, and social well-being, free from illness and disease. It implies that all fundamental needs of individuals are met: emotional, healthcare, nutritional, social, and cultural.

In this regard, the enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being, regardless of race, religion, political ideology, or economic or social status.

Good health is the best resource for personal, economic, and social progress. The WHO, in the Ottawa Charter, states that health promotion is a global political and social process that includes actions aimed at strengthening the skills and capacities of individuals and communities, improving social, environmental, and economic conditions to positively impact both individual and collective health.



SOURCE: GOVERNMENT OF THE STATE OF QUERÉTARO. MINISTRY OF HEALTH (2024).
¹PER THOUSAND INHABITANTS.

According to the Ministry of Health, acute respiratory infections represent the most common ailment among our population, accounting for 48.7% of the registered pathologies. The following table provides detailed information:

PATHOLOGIES REGISTERED WITH THE MINISTRY OF HEALTH (2023)

PATOLOGY	CASES
Acute respiratory infections J00-J06, J20, J21	21,559
Intestinal infections by other organisms	3,240
Urinary tract infection N30, N34, N39.0	2,899
COVID-19 U07.1, U07.2	2,527
Gingivitis and periodontal diseases K05	1,412
Conjunctivitis H10	813
Ulcer, gastritis, and duodenitis K25-K29	736
Obesity E66	613
Acute otitis media H65.0-H65.1	429
Motor vehicle transport accident	219
Other diagnoses	9,816

TOTAL 44,263 CASES

SOURCE: GOVERNMENT OF THE STATE OF QUERÉTARO. MINISTRY OF HEALTH (2024).

In 2023, our municipality had 27 public medical units, mostly with primary care areas, with a total workforce of 4,566 people.

PUBLIC MEDICAL UNITS IN THE MUNICIPALITY OF QUERÉTARO
(2023)

Nº	UNIT	TYPE OF ROAD	ROAD	EXTERIOR NUMBER	TYPE OF SETTLEMENT	SETTLEMENT	TOTAL WORKFORCE	CARE AREAS
1	Hospital de Especialidades del Niño y la Mujer Dr. Felipe Núñez Lara	Avenue	Luis Vega y Monroy	1,000	Neighborhood	Colinas El Cimatario	1,986	Secondary level
2	Felipe Carrillo Puerto	Street	Plata	309	Neighborhood	Felipe Carrillo Puerto	12	Primary level
3	Hospital General de Querétaro	Street	José Antonio García Jimeno	1,000	Neighborhood	Jardines de la Hacienda	2,050	Secondary level
4	Jofrito	Street	Vicente Guerrero	S/N	Town	Jofrito	4	Primary level
5	Jurica	Street	Lirios	7	Town	Jurica	3	Primary level
6	La Gotera	Street	Sin nombre	S/N	Town	La Gotera	7	Primary level
7	La Solana	Street	Sin nombre	S/N	Neighborhood	La Solana	3	Primary level
8	Lázaro Cárdenas	Street	Lázaro Cárdenas	3,000	Neighborhood	Lázaro Cárdenas	19	Primary level
9	Loma Bonita	Street	Creston	S/N	Neighborhood	Loma Bonita	7	Primary level
10	Lomas de Casa Blanca	Street	Abraham Castellanos	S/N	Neighborhood	Loma de Casa Blanca	55	Primary level
11	Menchaca	Street	Río Lerma	215	Neighborhood	Menchaca	9	Primary level
12	Menchaca Norte	Street	Cerro del Peñón	S/N	Neighborhood	Menchaca II	22	Primary level
13	Montenegro	Street	Independencia	S/N	Town	Montenegro	2	Primary level
14	Pedro Escobedo	Street	Pino Suárez	S/N	Neighborhood	Centro	117	Primary level
15	Pie de Gallo	Street	Benito Juárez	S/N	Town	Pie de Gallo	7	Primary level
16	San Antonio de la Punta	Street	Hacienda la Gloria	105	Neighborhood	Colonia	7	Primary level
17	San José Buenavista	Street	Camino Real	S/N	Town	San José Buenavista	3	Primary level
18	San José El Alto	Street	Campeche	S/N	Neighborhood	San José El Alto	24	Primary level
19	San Miguelito	Street	Hacienda la Solana	S/N	Town	San Miguelito	7	Primary level
20	San Pablo	Avenue	Real	14	Neighborhood	Fraccionamiento	16	Primary level
21	San Pedrito Peñuelas	Street	Pie de la Cuesta	2,253	Neighborhood	San Pedrito Peñuelas	39	Primary level
22	San Pedro Mártir	Street	Hidalgo	S/N	Neighborhood	San Pedro Mártir	19	Primary level
23	Santa María Magdalena	Street	Epigmenio González	20	Neighborhood	Santa María Magdalena	8	Primary level
24	Santa Rosa Jáuregui	Street	Cuahutémoc	S/N	Town	Santa Rosa Jáuregui	39	Primary level
25	Satélite	Street	Cordillera Himalaya	S/N	Neighborhood	Satélite	94	Primary level
26	Tinaja de La Estancia	Street	Sin nombre	S/N	Hamlet	Tinaja de La Estancia	3	Primary level
27	Tlacote El Bajo	Street	Miguel Hidalgo	S/N	Town	Tlacote El Bajo	4	Primary level

SOURCE: GOVERNMENT OF THE STATE OF QUERÉTARO, MINISTRY OF HEALTH (2024).
S/N: WITHOUT NUMBER.

CIVIL REGISTRY

The Municipal Civil Registry Office records data and events concerning citizens in this area: registry acts, certified copies (local and foreign), exhumations, cremation of remains, certificates of non-existence of births and marriages, annotations, guardianships, fetal deaths, and searches.

Our municipality has 12 Civil Registry offices: 7 located in municipal delegations, 4 in various hospitals (Hospital de Especialidades del Niño y la Mujer, IMSS Hospital, ISSSTE General Hospital, and Hospital San José), and 1 in the Querétaro Civic Center.

In 2023, 24,568 registry acts were recorded: births, 52.3%; deaths, 25.5%; marriages, 14.5%; divorces, 5.4%; recognitions, 1.3%; registration of foreign certificates, 0.9%; and adoptions, 0.1%.



REGISTRY ACTS BY DELEGATION AND HOSPITALS IN THE MUNICIPALITY (2023)

DELEGATIONS	MARRIAGES	DIVORCES	DEATHS	BIRTHS	ADOPTIONS	RECOGNITIONS	REGISTRATION OF FOREIGN CERTIFICATES	TOTAL
Hisotic Center	665	357	4,903	1,056	8	77	63	7,129
Epímenio González Flores	559	190	110	2,406	4	55	26	3,350
Felipe Carrillo Puerto	657	176	182	1,311	-	42	17	2,385
Félix Osores Sotomayor	511	183	63	1,941	-	51	22	2,771
Josefa Vergara y Hernández	368	124	355	890	1	23	19	1,780
Santa Rosa Jáuregui	594	144	410	1,632	-	38	57	2,875
Villa Cayetano Rubio	213	110	40	228	1	10	10	612
OTHER								
Oficialía Centro Cívico	1	33	57	564	2	14	4	675
HOSPITALS								
Especialidades del Niño y la Mujer	-	-	66	1,654	1	2	-	1,723
IMSS	-	-	62	629	-	-	-	691
ISSTE	-	-	30	69	-	-	-	99
San José	-	-	-	475	2	1	-	478
TOTAL	3,568	1,317	6,278	12,855	19	313	218	24,568

SOURCE: MUNICIPALITY OF QUERÉTARO. MUNICIPAL CIVIL REGISTRY OFFICE (2024).

The following table shows the trend in the number of users and transactions processed during the period from 2018 to 2023. It is worth noting that in the first category, the growth recorded is 176.3%.

CITIZENS SERVED AND NUMBER OF TRANSACTIONS IN THE CIVIL REGISTRY (2018-2023)

YEAR	TRANSACTIONS	USERS
2018	50,132	287,441
2019	152,356	247,269
2020	112,736	181,514
2021	157,516	238,221
2022	142,495	218,278
2023	138,508	210,000

SOURCE: MUNICIPALITY OF QUERÉTARO. MUNICIPAL CIVIL REGISTRY OFFICE (2024).



5.2. PUBLIC SERVICES

Public services are essential for our economic and social development, contributing to poverty reduction and improving the quality of life for residents. They must be efficient, accessible, and have coverage that provides the best and most timely response to social needs.

The Ministry of Municipal Public Services is responsible for offering and managing these services in our municipality, addressing various social needs related to the work of the different departments and liaisons that comprise it. The most notable services are:

- Public lighting
- Streets, parks, gardens, and their equipment
- Cleaning services
- Markets and supply centers
- Cemetery operations
- Slaughterhouses

During 2023, the workforce of the Ministry of Municipal Public Services was 1,125 people, 39 fewer than in 2022, representing a 3.4% reduction in the total workforce.

MUNICIPAL OPERATIONAL STAFF BY DEPARTMENT
(2022-2023)

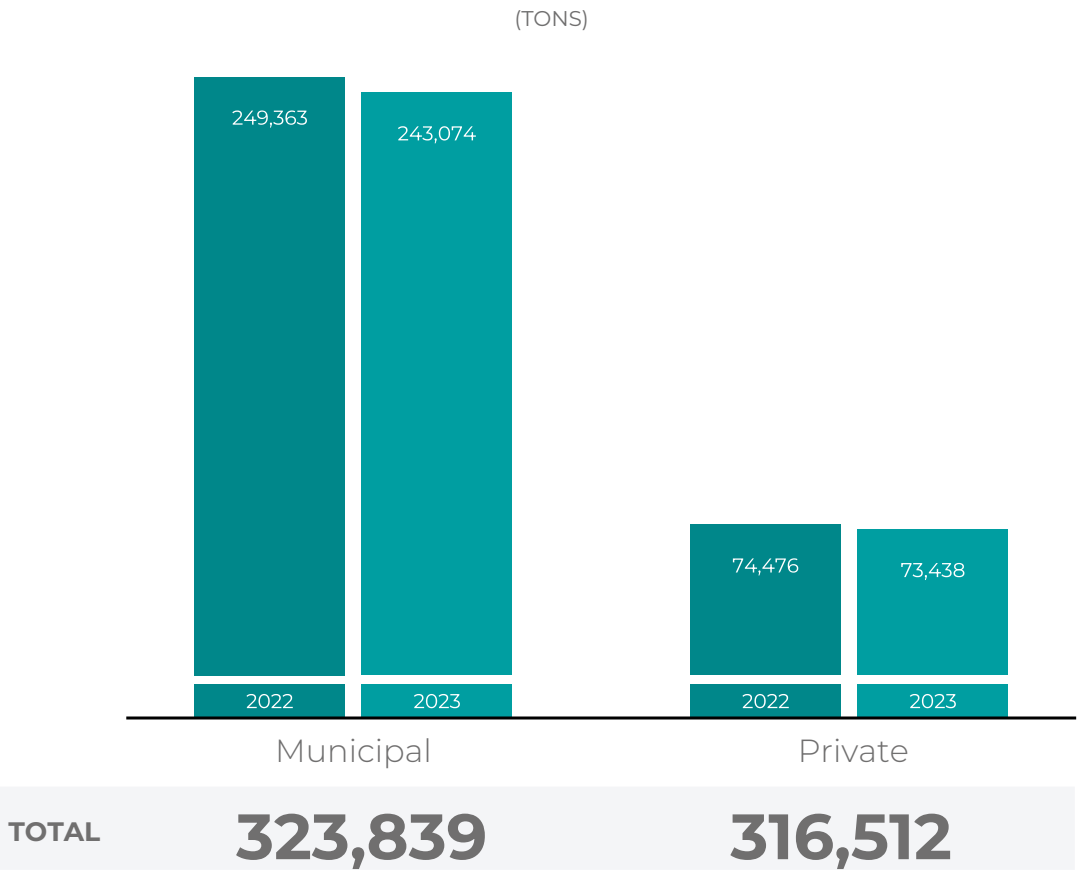
DEPARTMENT	2022	2023
Public Lighting	51	52
Public Cleaning	285	269
Quality Control	17	16
Creation of New Infrastructure	13	14
Sanitary Inspection	5	5
Green Area Maintenance	407	388
Infrastructure Maintenance	147	138
Municipal Markets	64	61
Cemeteries	27	29
Production	74	78
Human Resources	31	30
Material Resources	32	34
Animal Control Unit (UCAM)	11	11
TOTAL	1,164	1,125

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

CLEANING AND MAINTENANCE

Cleaning and maintenance are fundamental activities for the proper functioning of public roads and spaces. They significantly contribute to mobility, promote a healthy habitat, and create a sense of security. In 2023, the municipality’s own garbage collection routes covered 76.8% of the area, leaving 23.2% to private providers.

SOLID WASTE ENTERED INTO THE MOMPANÍ LANDFILL (2021-2022)



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

Cleaning grates, manholes, and septic tanks, in addition to unclogging storm drains to capture rainwater runoff, prevents flooding and unsanitary conditions on public roads.

DRAIN CLEANINGS CARRIED OUT BY THE MUNICIPALITY (2022-2023)

ELEMENT ATTENDED	2022	2023
Septic Tanks	30	26
Manholes	654	497
Grates	1,211	854
TOTAL	1,895	1,377

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

Tree pruning, in addition to keeping them strong and healthy, helps to moderate their roots and crowns, preventing damage and obstructions to pipes, roads, streetlights, or overhead public and private service cables. Likewise, the maintenance of our hydraulic infrastructure ensures its proper functioning and extends its useful life.

LOW PRUNING OF TREES IN THE MUNICIPALITY (2023)



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

MANTENIMIENTO EN LA INFRAESTRUCTURA DEL MUNICIPIO
(2023)

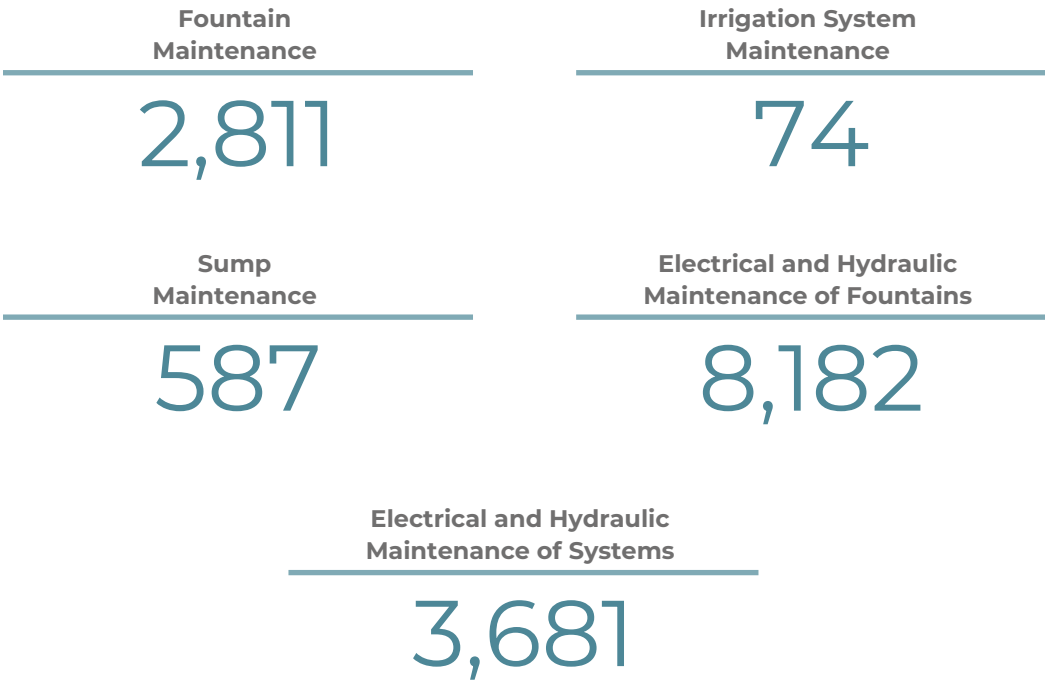
CONCEPT	CANTIDAD
Weeding of Drains ¹	394,620
Curb Painting ²	3,672
Painting of Infrastructure and Urban Furniture ¹	5,532

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

¹SQUARE METERS (m²).

²MILLILITERS (ml).

MAINTENANCE ACTIONS IN MUNICIPAL FACILITIES
(2023)



SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

PUBLIC LIGHTING

It is a vital service that allows nighttime activities in our municipality to be carried out diligently and safely. Among other activities, the maintenance and installation of lamps on roads and pedestrian walkways in the 7 delegations stand out, which increased by 2.5% in 2023 compared to 2022.

LAMPS BY DELEGATION IN THE MUNICIPALITY
(2022-2023)

DELEGATION	2022	2023
Historic Center	14,439	14,557
Epigmenio González Flores	14,536	15,101
Felipe Carrillo Puerto	8,374	9,010
Félix Osores Sotomayor	13,615	13,945
Josefa Vergara y Hernández	11,116	11,427
Santa Rosa Jáuregui	11,077	11,087
Villa Cayetano Rubio	5,426	5,535
OTHERS		
Vialidades principales	5,806	5,806
Fuentes	28	28
TOTAL	84,417	86,496

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).



The maintenance of cemeteries is another service managed by our administration. Currently, there are 8 municipal cemeteries located in the delegations of Historic Center, Felipe Carrillo Puerto, Félix Osores Sotomayor, Santa Rosa Jáuregui, and Villa Cayetano Rubio.

OCCUPANCY PERCENTAGE IN MUNICIPAL CEMETERIES
(2022-2023)

DELEGATION	CEMETERY	2022	2023
Historic Center	Cimatarío	88.6	83.5
Felipe Carrillo Puerto	Mompaní	99.3	68.6
Félix Osores Sotomayor	San Pedro Mártir	98.5	96.9
Santa Rosa Jáuregui	Buenavista	97.3	100.0
	Jofre	98.2	100.0
	Pintillo	97.3	100.0
	Santa Rosa	97.3	86.1
Villa Cayetano Rubio	Hércules	100.0	100.0

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).

At the end of 2023, the total capacity of the cemeteries had an occupancy rate of 88.9%. It is worth mentioning that the Buenavista, Jofre, Pintillo, and Hércules cemeteries are at full capacity.

CAPACITY AND OCCUPANCY IN MUNICIPAL CEMETERIES
(2023)

DELEGATION	CEMETERY	CAPACITY	OCCUPANCY	AVAILABLE
Historic Center	Cimatarío	12,520	10,459	2,061
Felipe Carrillo Puerto	Mompaní	6,056	4,154	1,902
Félix Osores Sotomayor	San Pedro Mártir	10,095	9,785	310
Santa Rosa Jáuregui	Buenavista ¹	3,526	3,526	-
	Jofre ¹	4,200	4,199	1
	Pintillo ¹	1,816	1,816	-
	Santa Rosa	3,750	3,229	521
Villa Cayetano Rubio	Hércules ¹	1,085	1,085	-
TOTAL		43,048	38,253	4,795

SOURCE: MINISTRY OF MUNICIPAL PUBLIC SERVICES (2024).
¹WITHOUT AVAILABLE CAPACITY.





5.3. URBAN DEVELOPMENT

URBAN PLANNING AND INFRASTRUCTURE

In response to the necessary transformation of cities to generate socially equitable, economically viable and environmentally sustainable development, the MINISTRY of Public Works and the Urban Development Department of the Municipality of Querétaro work under the principles of balance, productive use and sustainable urbanization.

During 2023, we generated more than 100 infrastructure works in the different delegations, with a budget of more than 2.5 million pesos. While it is true that the number of works decreased 27.8% with respect to 2022, the increase in investment in the same period was 31.2%.

The most favored delegations were Epigmenio González Flores and Centro Histórico, with 48.1% of the total works executed.

PUBLIC WORKS EXECUTED PER DISTRICT
(2023)

DISTRICT	NUMBER OF WORKS	INVESTMENT (PESOS)
Historic Center	9	322,781,484.3
Epigmenio González Flores	16	846,458,888.6
Felipe Carrillo Puerto	11	81,059,074.8
Félix Osores Sotomayor	10	268,138,220.4
Josefa Vergara y Hernández	11	50,040,470.3
Santa Rosa Jáuregui	23	117,003,923.1
Villa Cayetano Rubio	5	11,231,642.1
Others ¹	29	879,011,609.0
TOTAL	114	2,575,725,312.6

SOURCE: MINISTRY OF MUNICIPAL PUBLIC WORKS 2024.
¹REFERS TO WORKS THAT COVER DIFFERENT DISTRICTS.

AUTHORIZATION OF URBAN PROCEDURES

Our entity accounts for a privileged geographic location in the center of the country, which represents a challenge in terms of urbanization to continue guaranteeing the quality of life of citizens. Consequently, in 2023 the Urban Development Directorate carried out 22.9% more land use regulation and urban administration actions, compared to 2022.

AUHTORIZATION OF URBAN PROCEDURES
IN THE MUNICIPALITY OF QUERÉTARO
(2022 Y 2023)

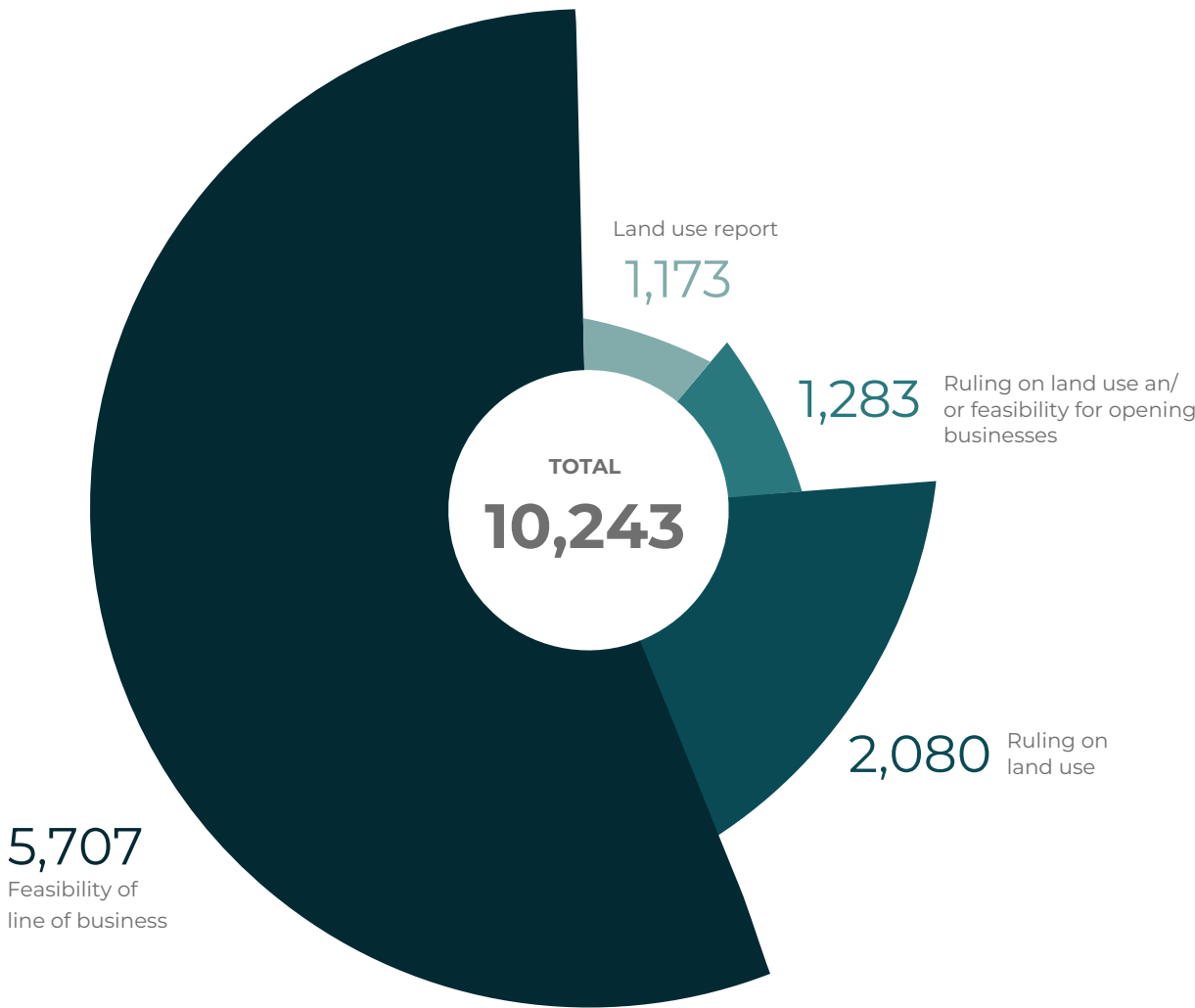
PROCEDURE	2022	2023
Billboards	1,328	1,514
Ruling on land use	2,035	2,080
Ruling on land use and/or feasibility for opening businesses	1,538	1,283
Feasibility of line of business	5,126	5,707
Land use report	1,077	1,173
Construction license	3,042	2,722
Breaking of pavement license	78	65
Official number	7,190	12,420
Conclusion of works	1,993	1,790
TOTAL	23,407	28,754

SOURCE: DEPARTMENT OF MUNICIPAL URBAN DEVELOPMENT 2024.

LAND USE PROCEDURES

During 2023, the Land Use Department issued more than 10,000 procedures that impacted municipal urban development, 4.8% more than in 2022. The most requested formality was the feasibility of a business activity, with 60.0% of the total, followed by the land use report, with 20.3%.

LAND USE PROCEDURES OF MUNICIPAL URBAN
DEVELOPMENT
(2023)



SOURCE: DEPARTMENT OF MUNICIPAL URBAN DEVELOPMENT 2024

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



FOTO: Recuperadas de: https://www.facebook.com/profile.php?id=100057287425176&locale=es_LA

MUNICIPAL PLANNING INSTITUTE (IMPLAN)

The Querétaro 2050 Plan puts into action the content of the initiatives and proposals of the Q500 Strategy, approved by the Municipality of Querétaro in an Extraordinary City Council Session on March 6, 2021.

The Querétaro 2050 Plan, as well as the territorialization strategy of the Urban Prosperity Index in Querétaro, can be consulted on the official IMPLAN website <http://implanqueretaro.gob.mx>.

During 2022, IMPLAN carried out metropolitan actions, implementing an intermunicipal roundtable to establish an urban language, a work agenda and information exchange with the neighboring municipality of El Marqués. In this collaboration agreement, strategic planning actions were agreed, in order to coincide and contribute in cartographic information, receiving support from students of the Polytechnic University of Queretaro.

In the same year, we founded the Interinstitutional Commission for Long-Term Governance, in addition to establishing the collaboration agreement for the creation and operation of the Statistical and Geographic Information Center of the Municipality of Querétaro (INEGI), to strengthen the Territorial Strategy Center.

As a result of the cooperation agreement between IMPLAN and INEGI, we developed a web application called Oficina Virtual de Información Económica (OVIE), which offers a territorial analysis that provides socio-demographic and economic information available to investors, governments and citizens in general, interested in expanding or consulting businesses.

We developed infographics with different themes: The Importance of Natural Protected Green Areas; Climate Change and the Effects on the Municipality of Querétaro; Historical and Demographic Data of the 13 Traditional Neighborhoods of Querétaro; and Urban Provisions.

Following up on the Global Covenant of Mayors for Climate and Energy, IMPLAN prepared the Climate Risk and Vulnerability Analysis study, confirming its commitment to the implementation of its actions.

REGULATORY IMPROVEMENT

It is the systematic and transversal public policy that, through effective institutions, establishes clear rules, simplified procedures and services, obtaining the greatest possible value from available resources and the optimal functioning of commercial, industrial, productive, service and human development activities of society as a whole.

In order to provide the population with legal certainty, we reduced compliance times and costs and eliminated discretionality and opacity in the actions of municipal public administration agencies and entities. In 2023, the improvement program included 17 projects in different agencies.



ANNUAL REGULATORY IMPROVEMENT PROGRAM
FOR THE MUNICIPALITY OF QUERETARO
(2023)

NUMBER	PROJECT	RESPONSIBLE UNIT
1	Citizen Electronic Record Phase IV	Cabinet Coordination
2	Integration with the National Catalog of Regulations, Formalities and Services Phase II	
3	QR Code on Operating Licenses and Inspectors' Badges	
4	Citizen's Guide for the completion of Municipal Procedures	
5	New Regulations for Regulatory Improvement	
6	SARE + Ad License	
7	Systematization of the Program for the Reception Delivery of Housing Developments	
8	Digital Information Notice for Follow-up of Face-to-Face Procedures	Office of the Municipal Presidency
9	Georeferenced Economic Ecosystem	Ministry of Sustainable Development
10	Digitization of Operating License Files	
11	Elaboration and Authorization of Agreements, Opinions and Technical Studies for Real Estate Developments.	
12	Specific Improvement and Simplification Actions (29 Procedures)	Ministry of Municipal Public Services
13	Specific Improvement and Simplification Actions (13 Procedures)	
14	Specific Improvement and Simplification Actions (4 Steps)	Ministry of Mobility
15	Specific Improvement and Simplification Actions (2 Procedures)	Municipal DIF System
16	Specific Improvement and Simplification Actions (2 Procedures)	Ministry of Finance
17	Specific Improvement and Simplification Actions (2 Procedures)	Ministry of Human and Social Development

SOURCE: COORDINATION OF MUNICIPAL CABINET 2024.

REGULATORY IMPROVEMENT BOARD

It is the body responsible for coordinating this municipal policy and is made up of the persons in charge of:

- I. Municipal Presidency (who will preside).
- II. Cabinet Coordination.
- III. MINISTRY of Citizen Management.
- IV. MINISTRY OF GOVERNMENT.
- V. MINISTRY of the City Council.
- VI. MINISTRY of Sustainable Development.
- VII. MINISTRY OF FINANCE.
- VIII. Coordination of Delegations and Decentralized Institutes.
- IX. Urban Development and Ecology Commission (one councilor or trustee member).
- X. Agricultural and Economic Development Commission (one councilor or trustee member).
- XI. Governance Committee (one councilor or trustee member).
- XII Regulatory Improvement Commission of the Municipality of Querétaro (will act as Technical Ministry of the Council).
- XIII. 3 persons representing organizations of the private, academic or social sector, who shall be invited by the person in charge of the Municipal Presidency.
- XIV. State Commission.

Each incumbent must appoint an alternate, preferably at the next lower hierarchical level or equivalent. The head of the Cabinet Coordination will act as alternate to the person chairing the Municipal Council and will assist him/her in his/her functions. The representatives of the private, academic or social sector shall hold an honorary position without economic remuneration and shall not generate any labor or seniority relationship with the Municipality of Querétaro.

Its attributions are as follows:

- I. To follow up on the directives, bases, instruments, guidelines and mechanisms for the implementation of the policy of regulatory improvement and mandatory compliance for the regulated entities in the Municipality of Querétaro.
- II. To follow up on the mechanisms for supplying, exchanging, systematizing and updating the information generated by the regulated entities in this area.
- III. To know and analyze the results of surveys, statistical information and evaluation on regulatory improvement.
- IV. Promote the use of principles, objectives, methodologies, instruments, programs, criteria and tools in accordance with national and international best practices in regulatory improvement.
- V. To be aware of the problems, obstacles and regulatory failures that impede the fulfillment of the object of the present ordinance.
- VI. Form specialized working groups that may be created by subject matter, geographic criteria or degree of development, in order to achieve the objectives of this ordinance.
- VII. To issue recommendations to the regulated entities, for due compliance with the provisions of this ordinance.
- VIII. To know, analyze and issue recommendations derived from the proposals issued by the National Regulatory Improvement Observatory.
- IX. Authorize the Annual Regulatory Improvement Programs that are integrated with the projects proposed by the regulated entities and submit them, through the Presidency, to the approval of the City Council.
- X. To report to the City Council, through the Presidency of the Municipal Council, on compliance with the programs and objectives regarding regulatory improvement.
- XI. Any others established by these regulations or other applicable dispositions.

5.4. CONNECTIVITY AND ACCESSIBILITY

MEDIA

The objective is to keep the public informed with clear and precise reports. By the end of 2023, our municipality had 17 FM radio stations, 8 local newspapers, and 4 television stations offering local programs, news, and entertainment with regional reach.

PRESS AND TELEVISION STATIONS IN THE MUNICIPALITY (2023)

PRESS		NEWSPAPER
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.	Ad Querétaro
3	Editora Offset Color, S.A. de C.V.	Noticias
4	Compañía Periodísticas Nacional, S.A.	El Universal
5	Maste Media, S.A. de C.V.	Código Qro
6	Senso, S.A. de C.V.	Plaza de Armas
7	Medios Informativos de Querétaro, S.A. de C.V.	Publimetro
8	Editora Gar, S.A. de C.V.	Acaecer

TELEVISION STATION		CHANNEL
1	Televisa, S. de R.L. de C.V.	Chanel 2, 5, 9 NMAS
2	TV Azteca, S.A.B. de C.V.	Chanel 1 y 7
3	Cadena Tres I, S.A. de C.V.	Imagen TV 3.1
4	Sistema Estatal de Comunicación, Cultural y Esucativo	Chanel 10

SOURCE: GENERAL COORDINATION OF SOCIAL COMMUNICATION 2024.



RADIO STATIONS IN THE MUNICIPALITY (2023)

NUMBER	RADIO GROUP	STATION	FREQUENCY
1	Estereomundo de Querétaro, S.A. de C.V.	EXA	95.5
2	Estereomundo de Querétaro, S.A. de C.V.	LA MEJOR	92.7
3	Imagen Radio Comercial S.A. de C.V.	IMAGEN RADIO QUERÉTARO	94.7
4	Radio Integral, S. de R.L. de C.V.	MATCH	97.9
5	Radio Integral, S. de R.L. de C.V.	MIX	106.5
6	Impulsora ded Ventas de Querétaro, S.A. de C.V.	91 DAT	90.9
7	Impulsora ded Ventas de Querétaro, S.A. de C.V.	TOP MUSIC	91.7
8	Promoventas Radiofónicas, S.A. de C.V.	MIA	93.9
9	Promoventas Radiofónicas, S.A. de C.V.	LA Z	97.1
10	Promoventas Radiofónicas, S.A. de C.V.	LA JEFA	98.7
11	Publicidad en Medios del Bajío, S.A. de C.V.	RADAR	107.5
12	Publicidad en Medios del Bajío, S.A. de C.V.	Cristal	101.1
13	Transmisora Regional Radio Formula S.A. DE C.V.	RADIO FÓRMULA	88.7
14	México Radio, S.A. de C.V.	ABC RADIO	107.9
15	Grupo Radiodifusoras Capital, S.A. de C.V.	RADIO CAPITAL	104.9
16	Sistema Estatal de Comunicación, Cultural y Educativo	RADIO QUERÉTARO	100.3
17	Radio UAQ	RADIO UNIVERSIDAD	89.5

SOURCE: GENERAL COORDINATION OF SOCIAL COMMUNICATION 2024.

INTERNET

Advances in information technology have changed the way we think and act. Thanks to technological tools and digital advancements, we have improved communication times.

Our municipality, through the Information Systems Directorate, redesigned three platforms in 2023 to streamline public administration and promote citizen participation:.

- 1. Querétaro Municipal App:** We improved the section related to property tax to expedite service for users.
- 2. Fiscal Transparency Portal:** This platform facilitates and speeds up access to and searching for information.
- 3. CONAC Portal:** We restructured the system to make it easier to access and search for information related to the National Council for Accounting Harmonization.

POSTAL AND TELEGRAPH SERVICE

The Mexican Postal Service, Correos de México, offers accessible, reliable, and quality national and international correspondence, courier, and parcel services. Its mission is to be a factor of inclusion for the population, a facilitator of economic activity, and a guarantor of interpersonal communications.

In 2023, there were 1,314 customer service offices and 72 corporate client offices registered nationwide, along with 111 sorting centers and 4,029 third-party service points. Our municipality had 17 post offices and a staff of 121 people for customer service, as shown in the following table.

CORRESPONDENCE IN THE MUNICIPALITY
(2022 AND 2023)

YEAR	POST OFFICES	CORRESPONDENCE SENT (THOUSANDS OF PIECES)			CORRESPONDENCE RECEIVED (THOUSANDS OF PIECES)		
		NATIONAL SERVICE	INTERNATIONAL SERVICE	TOTAL	NATIONAL SERVICE	INTERNATIONAL SERVICE	TOTAL
2022	22	3,276	19	3,295	5,359	120	5,479
2023	17	708	20	728	5,854	132	5,986

SOURCE: CORREOS DE MÉXICO 2024.

Telégrafos de México (Telecomm-Telégrafos), as part of the Communications and Transportation sector, offers modern, efficient, and secure services to meet the communication and financial transfer needs of our citizens.

TELECOMM OPERATIONS IN THE MUNICIPALITY
(2023)

DELEGATION	TELEGRAMS SENT	TRANSFERS		COLLECTION ON BEHALF OF THIRD PARTIES	BANK TRANSACTIONS
		SENT	RECEIVED	VOLUME	VOLUME
Historic Center	105	6,683,741.31	39,689,984.53	2,511	8,076
Epigmenio González Flores	16	1,918,825.76	3,222,737.66	5,875	3,480
Félix Osores Sotomayor	14	885,342.13	3,560,530.00	3,051	4,320
Santa Rosa Jáuregui	2	1,625,917.42	62,137,371.60	4,822	17,880
TOTAL	137	11,113,826.62	108,610,623.79	16,259	33,756

SOURCE: TELECOMM, STATE MANAGEMENT OF QUERÉTARO 2024.



ROAD INFRASTRUCTURE

Transportation is an important factor in communication and economic development; it promotes industrial productivity and facilitates the exchange of products in national and international markets.

The strategic location of Querétaro makes it a significant logistical hub with multimodal connectivity, thanks to an extensive network of roads, airways, and railways that allow for easy travel to all parts of the country.

Our municipality has a federal toll road network of 175.1 kilometers. Federal Highways 57 and 45 are the main conduits to neighboring states, allowing travel times of just 2 hours to Mexico City and León, Gto.; 4 hours to Guadalajara, Jal.; and 8 hours to Monterrey, N.L.

DISTANCE FROM QUERÉTARO TO MAJOR PORTS AND BORDERS BY ROAD (2023)

PORT	KILOMETERS	MILES
Acapulco, Gro.	564	350
Manzanillo, Col.	540	335
Mazatlán, Sin.	1,120	696
Tampico - Altamira, Tamps.	640	398
Veracruz, Ver.	533	331
BORDER		
Cd. Juárez, Chih / El Paso, Texas	1,590	988
Nuevo Laredo, Tamps. / Laredo, Texas	912	567
Tijuana, B.C. / San Diego, California	2,607	1,620

SOURCE: MUNICIPAL ECONOMIC YEARBOOK 2023.

INTERCONTINENTAL AIRPORT

The Querétaro Intercontinental Airport (AIQ) is located in the municipalities of El Marqués and Colón, 22 kilometers from Querétaro’s capital. It spans an area of 688.5 km², and its main infrastructure includes:

- A 43-centimeter-thick concrete runway, 3,500 meters long and 45 meters wide.
- Magnetic orientation of 09-27, with visual aids and a VOR/DME locator system, as well as horizontal and vertical markings for daytime and nighttime operations.
- 2 parallel taxiways.
- 4 high-speed taxiways.
- 2 central taxiways at 45 degrees.
- A commercial apron with 24 positions and an area of 125,000 m².
- A cargo apron with 6 positions and an area of 53,000 m².
- A general aviation apron with 35 positions and an area of 33,400 m².
- The second-largest hangar in Latin America, serving Delta/ Aeroméxico “TechOp’s.”

The AIQ offers a wide range of commercial services, including car rentals, taxi service, direct buses to the Querétaro and Celaya Bus Terminals, restaurants, bars, cafés, parking, currency exchange, a craft store, ATMs, a VIP lounge, exclusive shops, and Duty-Free.

COMMERCIAL AIRLINES OPERATING AT THE QUERÉTARO INTERCONTINENTAL AIRPORT (2023)

AIRLINE	AIRCRAFT	PASSENGER CAPACITY	ROUTE	FREQUENCY
AEROMEXICO	E-190	99	Monterrey	1 daily
			CDMX	3 daily
AMERICAN	A-320	172	Dallas	
TAR	E-145	50	Torreón	3 weekly
			Monterrey	4 weekly
			Toluca	2 weekly
			Cedros	1 weekly
			Hermosillo	3 weekly
			Mazatlán	
UNITED	A-320	150	Houston	1 daily
VOLARIS	A-320	180	Cancún	
			Tijuana	5 weekly
			Mexicali	2 weekly
			Chicago	1 weekly
			Zihuatanejo	4 weekly
			Puerto Vallarta	
			Culiacán	2 weekly
			Ciudad Juárez	
			Los Cabos	4 weekly
VIVA AEROBUS	A-321	240	Monterrey	1 daily
			Cancún	
			San Antonio	2 weekly
			Los Cabos	3 weekly
			Houston	5 weekly
			Mérida	6 weekly

SOURCE: QUERÉTARO INTERCONTINENTAL AIRPORT. AIQ (2024).



The airport complex has a capacity for 1.7 million passengers annually, with renovated and expanded facilities that enable extensive connectivity options through commercial aviation airlines. In 2023, 76.4% of flights were domestic, and 23.6% were international.

The airport has two Fixed Base Operators (FBOs), AirBussines and Redwings, dedicated to executive and corporate aviation. By the end of 2023, there were 49,434 operations recorded across three different types of operations.

PASSENGERS AT THE QUERÉTARO INTERCONTINENTAL AIRPORT (2023)

PASSENGERS	2022	2023
Domestic	822,324	1,362,498.00
International	349,895	421,868.00
TOTAL	1,172,219.00	1,784,366.00

SOURCE: QUERÉTARO INTERCONTINENTAL AIRPORT. AIQ (2024).

Moving nearly 80,000 tons of cargo in 2023 (9.5% more than in 2022), the AIQ ranked as the 4th largest airport in the country in terms of cargo volume transported. The companies providing services in this area were DHL, FEDEX, MCS, UPS, TSM, and Mercado Libre (ML).

MOVEMENTS AT THE QUERÉTARO
INTERCONTINENTAL AIRPORT
(2023)

TYPE OF OPERATION	COMMERCIAL	GENERAL	CARGO
Number of Operations	17,276	10,393	21,765
Percentage	34.9	21.0	44.0

SOURCE: QUERÉTARO INTERCONTINENTAL AIRPORT. AIQ (2024).

CARGO DISTRIBUTION AT THE QUERÉTARO
INTERCONTINENTAL AIRPORT
(2022 AND 2023)

CONCEPT	2022	2023	DIFFERENCE
International Tons	44,159	49,864	5,705
Domestic Tons	28,719	29,961	1,242
TOTAL	72,878	79825	6,947

SOURCE: QUERÉTARO INTERCONTINENTAL AIRPORT. AIQ (2024).



QUERÉTARO BUS TERMINAL (TAQ)

With an area of 119,777 m², the TAQ features a building for operators with 270 beds, bathrooms, showers, a steam room, a gym, safes, and recreational areas spread across three levels.

In 2023, the TAQ handled 10 million users through its 149 platforms and 191 waiting bays, with 511,000 bus departures recorded: 268,000 in first-class and luxury categories; 122,000 in regular or second-class; and 121,000 in feeder or third-class.

The range of commercial and service offerings at TAQ includes:

- 18 retail stores and a 24-hour restaurant.
- 3 fast-food franchises: Burger King, Barrio Chick en Doggis, and Subway.
- 4 bank ATMs.
- 1 Qrobus card reload ATM.
- 4 parcel service outlets.
- 12 restroom modules.
- 5 waiting rooms.
- 2 prepaid parking lots, with 145 spaces in the north lot and 194 in the south lot.
- 2 taxi stands operating 24/7, 365 days a year.
- 1,200 taxis covering the entire state of Querétaro, with an average of 428,000 services annually.

In 2023, the TAQ recorded 195 employees working in administration; 969 in bus and taxi lines; and 20 in security and surveillance.

PERSONNEL WORKING AT THE QUERÉTARO BUS TERMINAL (2022)

CATEGORY	NUMBER OF EMPLOYEES
ADMINISTRATION	
Personal administrativo	34
Personal operativo	161
BUS LINES	
Autotransportes San José Iturbide	5
Autovías, Herradura de Plata	19
E.T.N. Turistar de Lujo	50
Flecha Azul	18
Flecha Roja	16
Grupo Estrella Blanca	20
Grupo Flecha Amarilla	115
Ómniubs de México	15
Transportes Almealcenses	11
Transportes Coroneo	2
Transportes del Norte	3
OTHER	
Taxi drivers (1,200 taxis with 2 operators each)	700
EXTERNAL SERVICE PROVIDERS	
Security and surveillance	15
TOTAL	1,184 EMPLOYEES

SOURCE: QUERÉTARO BUS TERMINAL (2024).

The destinations offered include the main cities of the country, covering the northern, central, coastal, and northern border regions:

- México City
 - Chihuahua
 - Cuernavaca
 - Durango
 - Ixtapa Zihuatanejo
- Mazatlán
 - Monterrey
 - Nuevo Vallarta
 - Guadalajara
 - Guanajuato
- Puebla
 - Sonora
 - Tepic
 - Toluca
 - Zacatecas

The Ómnibus de México line covers destinations in the United States, including Austin, Dallas, Atlanta, Chicago, Garland, Houston, San Marcos, Raleigh, and Texas.

The “feeder” lines serve intermediate points and communities in the states bordering Querétaro, including:

- Amealco
 - Atlacomulco
 - Apaseo el Alto
 - Celaya
 - San José Iturbide
 - Coroneo
 - Toluca
- Hidalgo
 - Tequisquiapan
 - Irapuato
 - Salamanca
 - Jalpan de Serra
 - Cadereyta
 - San Miguel de Allende
- San Juan del Río
 - Puebla
 - Santa Rosa
 - Matehuala
 - Guaymas
 - Los Mochis





5.5. CITY MOBILITY

Our city is growing, and with it, the need for residents to move quickly and efficiently to carry out their daily activities. Therefore, in 2022, the topic of mobility became a fundamental pillar for increasing competitiveness, with transportation options that are safe, high-quality, accessible, affordable, sustainable, innovative, convenient, and sufficient.

Through the Ministry of Mobility, we plan, design, manage, and implement public policies to offer our citizens faster transportation options that ensure road safety and improve their quality of life through various regulations, plans, programs, projects, and studies.

The Mobility and Traffic Regulations for the Municipality of Querétaro establish the rules to protect the safety and lives of all users on public roads. It can be consulted on the official website of the Municipality of Querétaro: https://webservices.municipiodequeretaro.gob.mx/mejora_regulatoria/regulaciones.htm, or via the following QR code::



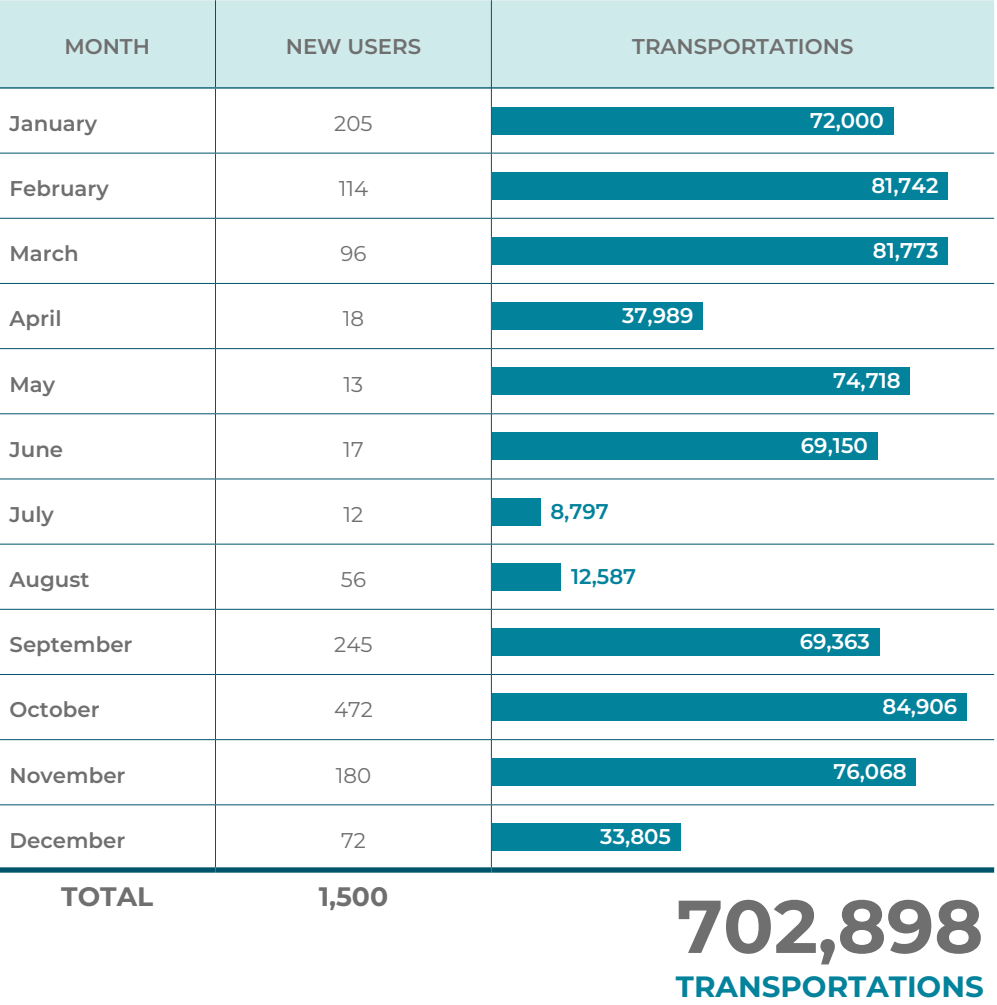
FREE TRANSPORTATION

In 2023, the Ministry of Mobility continued the Free School Transportation program, alleviating traffic during school entry and exit hours through a bus system that transported students from fourth grade in primary school to third grade in secondary school, as well as university students and teaching and administrative staff, to various points in the city.

Through 4 programs, we supported family finances in the 7 delegations of our municipality, thanks to 107 exclusive routes that benefited 5,780,639 users in 2023.

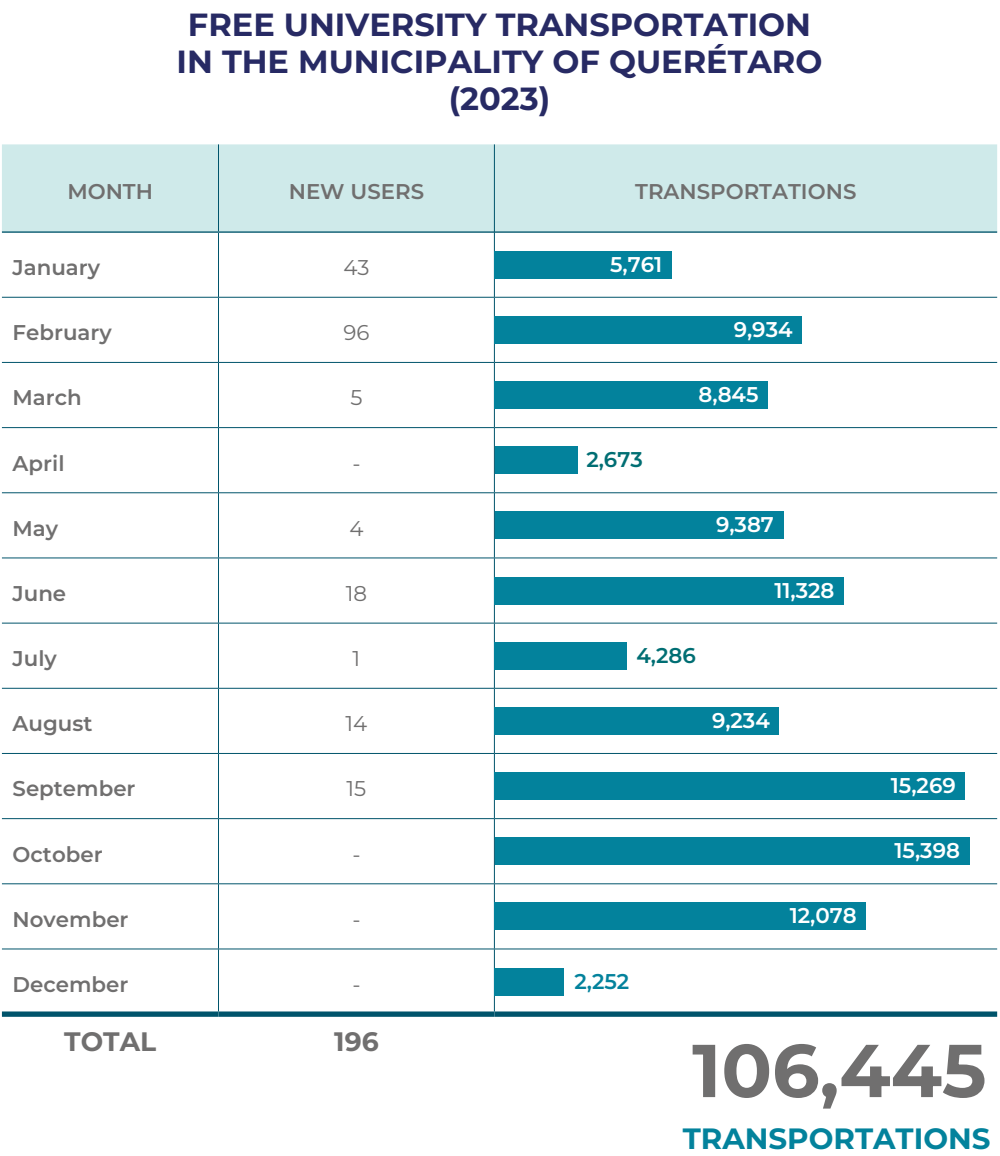
1. Basic Level School Transportation. We allocated 43 units to provide safe and free transportation to more than 700,000 students from 101 schools in the municipality.

FREE SCHOOL TRANSPORTATION, BASIC LEVEL
IN THE MUNICIPALITY OF QUERÉTARO
(2023)



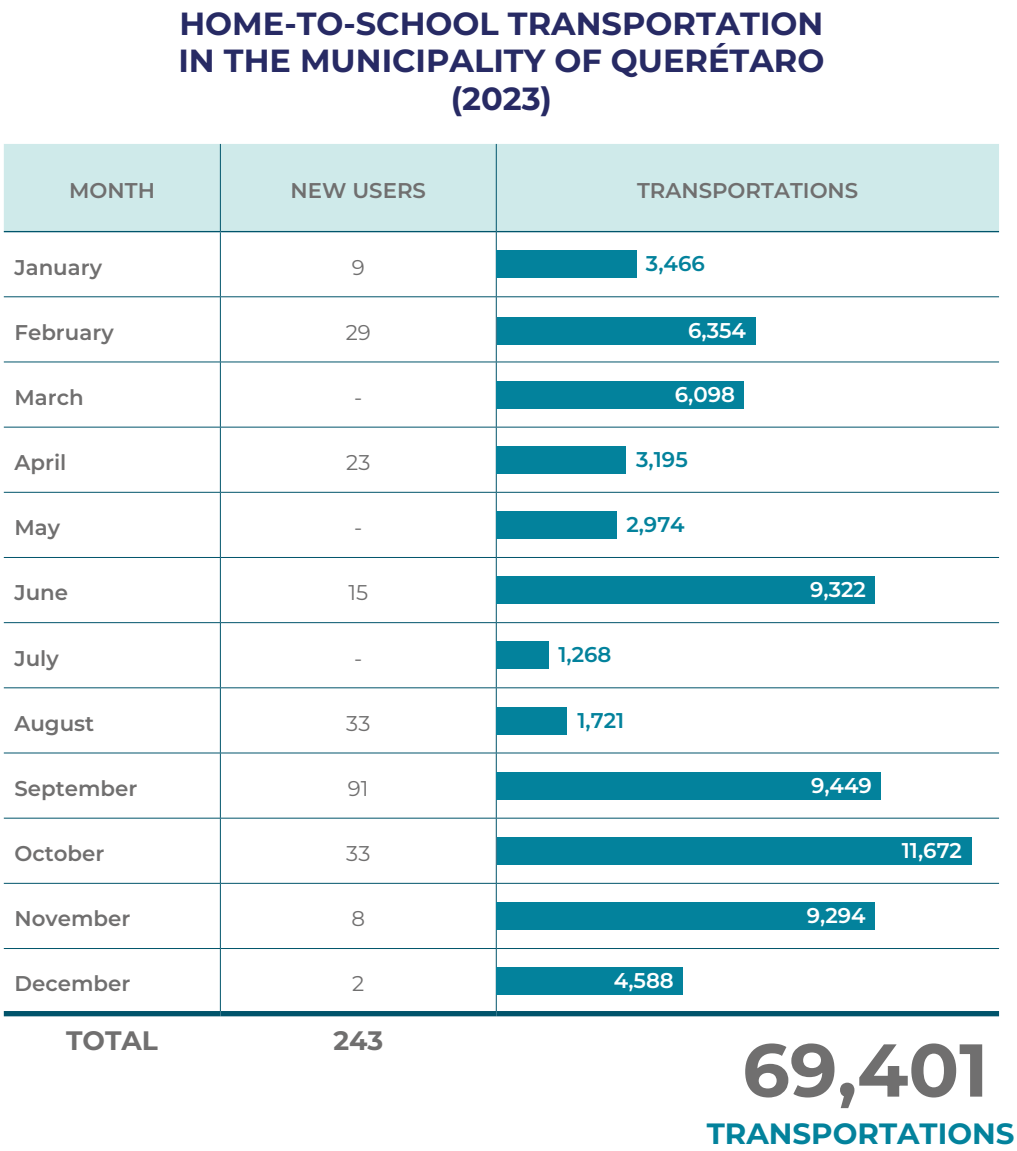
SOURCE: MINISTRY OF MOBILITY (2024).

2. Free University Transportation. It is a safe and efficient alternative for students, teachers, and administrative staff of universities and high schools during nighttime hours. The Ministry of Mobility reported that, during 2023, it provided service to 10 universities and 3 high schools in our municipality through 20 routes that made more than 100,000 trips.



SOURCE: MINISTRY OF MOBILITY (2024).

3. Home-to-School Transportation. The program was replicated in 6 private schools with an additional cost of 10.0% on top of the tuition, achieving a reduction in vehicle traffic through 14 routes that carried out 69,401 student trips.



SOURCE: MINISTRY OF MOBILITY (2024).

4. Acercándote Program. It offered free transportation for families in the capital. Thanks to 30 transportation units, 13 routes were covered from 6:00 AM to 9:00 PM, Monday to Friday, and from 6:00 AM to 5:00 PM on Saturdays, completing more than 4.9 million trips.

ACERCÁNDOTE PROGRAM
IN THE MUNICIPALITY OF QUERÉTARO
(2023)

MONTH	NEW USERS	TRANSPORTATIONS
January	737	504,729
February	528	452,109
March	228	444,405
April	126	346,002
May	121	487,877
June	82	353,441
July	112	346,905
August	92	376,726
September	104	423,853
October	96	480,859
November	70	409,522
December	104	275,467
TOTAL	2,400	4,901,895 TRANSPORTATIONS

SOURCE: MINISTRY OF MOBILITY (2024).

OTHER MOBILITY PROJECTS

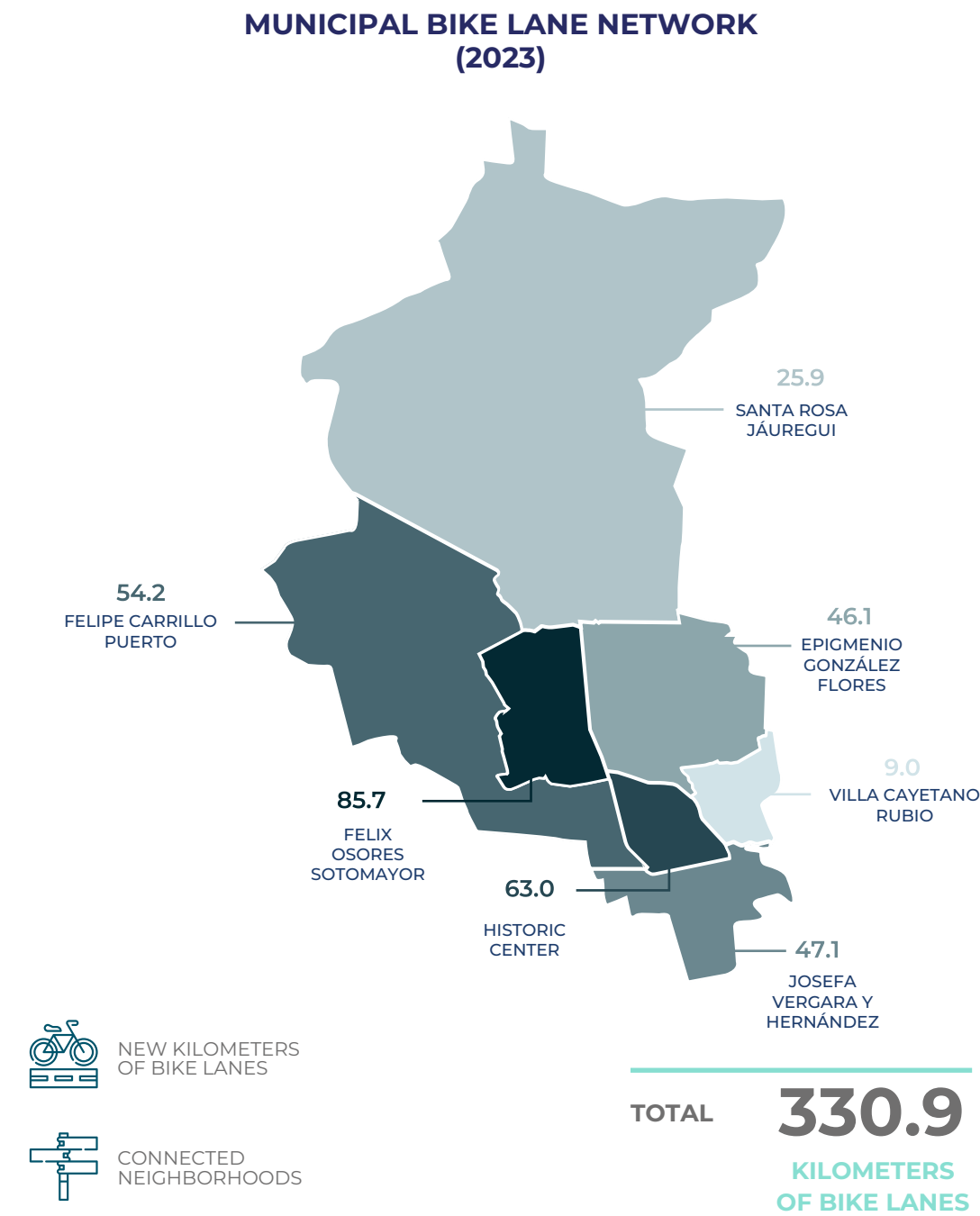
In our municipality, we have an alternative transportation system with non-motorized vehicles (bicycles) called QroBici, which allows users to shorten distances between stations strategically located in the city's central area. In 2023, more than 5,500 users joined the system.

QROBICI PUBLIC BICYCLE SYSTEM,
MUNICIPALITY OF QUERÉTARO
(2023)

MONTH	NEW USERS	TRANSPORTATIONS
January	554	2,182
February	619	2,880
March	614	3,865
April	527	2,567
May	519	2,331
June	469	2,993
July	424	1,886
August	433	2,679
September	465	2,595
October	369	1,769
November	315	1,929
December	278	1,368
TOTAL	5,586	29,044 TRANSPORTATIONS

SOURCE: MINISTRY OF MOBILITY (2024).

In 2023, mobility infrastructure expanded the network of bike lanes across hundreds of municipal neighborhoods. These actions promote the use of alternative transportation, contributing to building a cleaner and less congested city.



SOURCE: MINISTRY OF MOBILITY (2024).



The Ministry of Mobility installed and provided preventive and corrective maintenance to multiple signs on various streets and avenues in our municipality, ensuring that the rules of operation and road safety conditions are clearly communicated.

TRAFFIC SIGNS INSTALLED IN THE MUNICIPALITY OF QUERÉTARO (2023)

TYPE	QUANTITY
Street Nomenclature	920
Weight and Dimension Restrictions	42
Zone 30	9
Mixed Vertical	1,618
TOTAL	2,589

SOURCE: MINISTRY OF MOBILITY (2024).



6. FOR A BETTER QUALITY OF LIFE AND FUTURE

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6.1. INSTITUTIONAL DEVELOPMENT

The political and administrative organization of the states, given their legal personality and own patrimony, is independent, allowing them to establish their structural guidelines.

In our municipality of Querétaro we select and train new public servants in order to provide quality and responsible services to citizens.

The structure is composed of 9 levels:



The City Council is made up of 24 agencies:

1	Municipal council	1	LegalCounsel	3	Coordinations
2	General directorates	1	Trust	1	Institute
1	Head of Presidency	1	Internal Control Organ	13	Ministries

HUMAN RESOURCES

During 2023, the labor force was of 5,573 public servants, 41.5% female and 58.5% male. Of the 2,311 women enrolled, the Ministries of Public Safety and Municipal Public Services accounted for 41.6% of the total.

The first record dates back to 2004, when the workforce comprised 18 agencies and amounted to 4,358 workers; by 2023, the figure grew 27.9% thanks to the incorporation of 6 more ministries, resulting in a growth of 1,215 positions in 19 years.

HUMAN RESOURCES BY UNIT (2023)

OFFICE	WOMEN	MEN	TOTAL
Municipal Counsel	37	29	66
Legal Counsel	14	13	27
Delegation Coordination ¹	115	170	285
Cabinet Coordination	13	9	22
General Coordination of Social Communication	16	19	35
General Directorate of DIF	139	69	208
General Management of the Bicentennial Park	17	26	43
Queretaro Trust Fund for the Conservation of the Environment	1	11	12
Municipal Planning Institute	8	4	12
Head of the Municipal Presidency Office	61	54	115
Internal Control Organ	34	15	49
Ministry of Administration	186	128	314
Ministry of Culture	74	56	130
Ministry of Human and Social Development	134	154	288
Ministry of Sustainable Development	77	56	133
Ministry of Finance	136	151	287
Women's Ministry	9	1	10
Ministry of Mobility	61	97	158
Ministry of Municipal Public Works	28	142	170
Ministry of Public Security	621	870	1,491
Ministry of Municipal Public Services	339	959	1,298
Ministry of Tourism	12	6	18
City Hall	24	20	44
General Ministry of Municipal Government	155	203	358



SOURCE: HUMAN RESOURCES DEPARTMENT (2024).
¹INCLUDESTHE 7 MUNICIPAL DELEGATIONS.

Our municipality works in an inclusive manner, without any distinction, therefore, within our workforce we have public servants with disabilities in 10 of our departments.

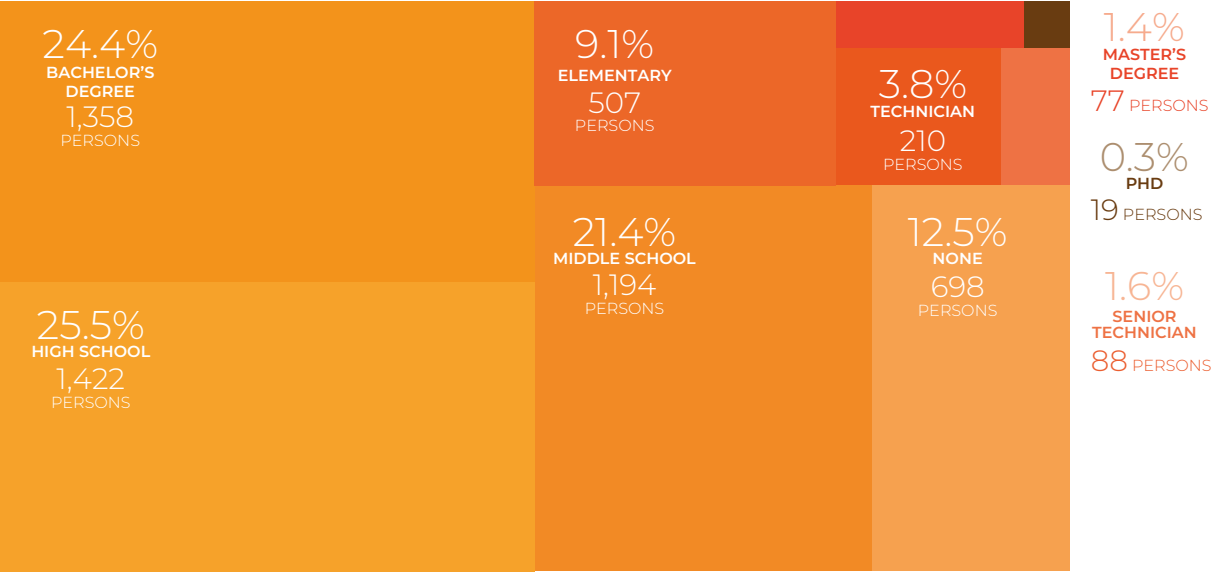
PERSONNEL WITH DISABILITIES BY UNIT
(2023)

NAME	TOTAL NUMBER OF PEOPLE
Coordination of Delegations and Decentralized Institutes	1
Ministry of Administration	4
Ministry of Human and Social Development	7
Ministry of Finance	1
Ministry of Government	1
Ministry of Mobility	4
Ministry of Public Works	1
Ministry of Municipal Public Services	7
Private Secretary	3
Municipal System for the Integral Development of the Family (Sistema Municipal para el Desarrollo Integral de la Familia)	3
TOTAL	32

SOURCE: HUMAN RESOURCES DEPARTMENT (2024).

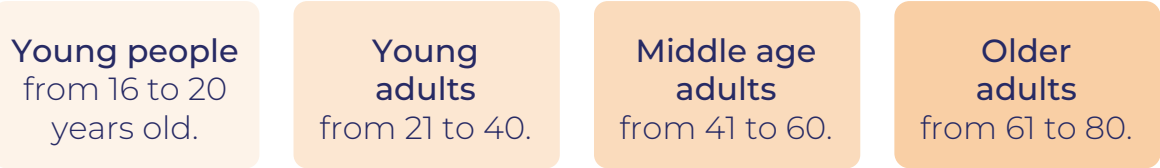
The percentages of employees, according to their educational level, are as follows:

RECURSOS HUMANOS POR NIVEL EDUCATIVO.
(2023)



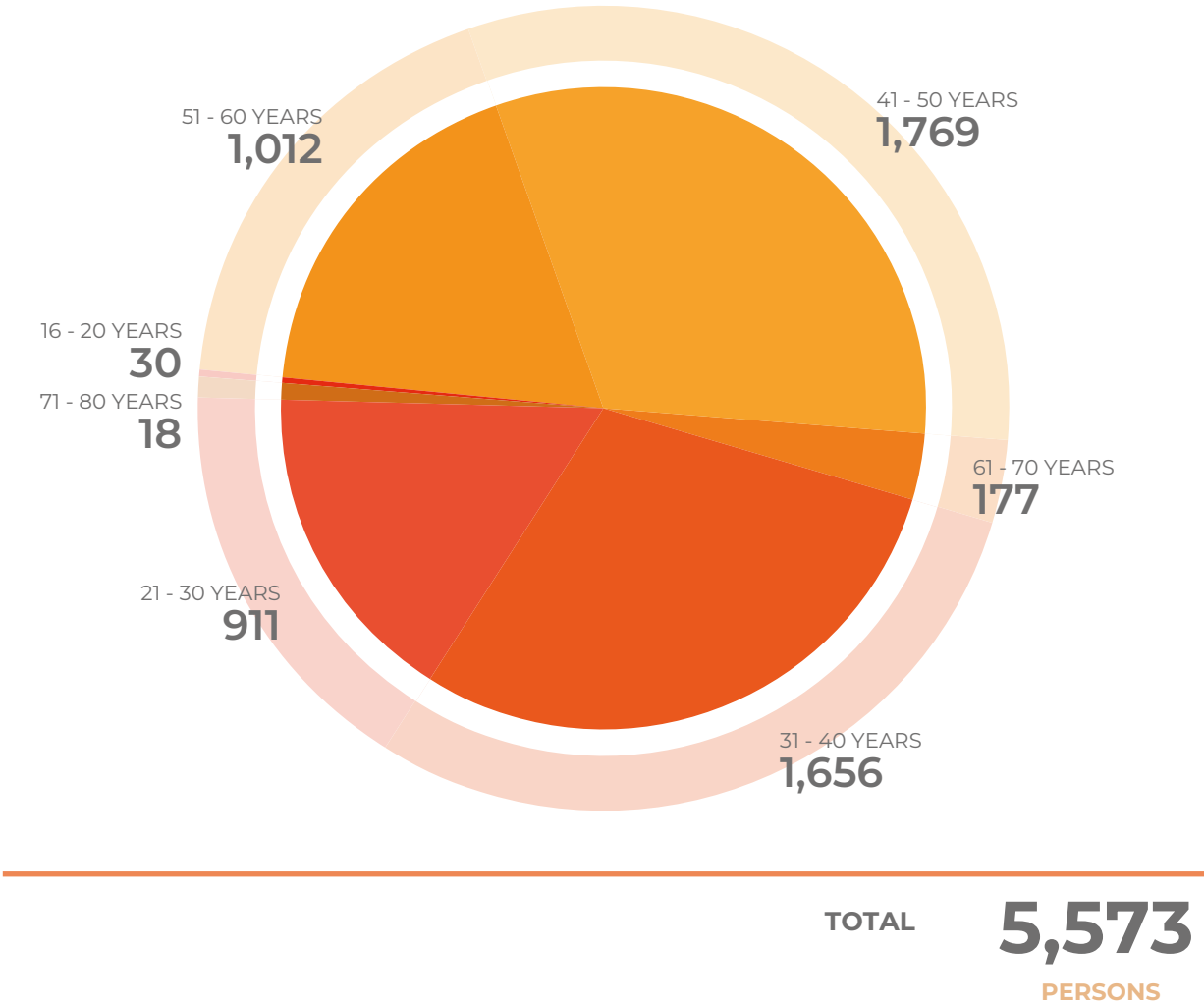
SOURCE: HUMAN RESOURCES DEPARTMENT (2024).

The staff of municipal employees is distributed in 4 age ranges:



The 96.0% is made up of the sum of young and middle age adults, 0.5% of young adults, and the remaining 3.5% corresponds to older adults.

HUMAN RESOURCES BY AGE RANGE¹
(2023)



SOURCE: HUMAN RESOURCES DEPARTMENT (2024).
¹INCLUDESTHE 7 MUNICIPAL DELEGATIONS.

The average length of stay of people working in our municipality is 9.5 years. The following table details the information:

HUMAN RESOURCES BY SENIORITY
(2023)

DEPENDENCE	Less than 1 year	1-5 years	6-10 years	11-15 years	16-20 years	21-25 years old	26-30 years	More than 31 years old	TOTAL
City Council	10	51	4	1	-	-	-	-	66
Legal Counsel	5	8	6	5	1	2	-	-	27
Coordination of Delegations	32	112	56	26	29	25	4	1	285
Cabinet Coordination	1	12	3	3	2	1	-	-	22
General Coordination of Social Communication	-	15	11	4	5	-	-	-	35
General Directorate of DIF	22	70	34	23	30	25	3	1	208
General Directorate of Bicentennial Park	6	10	5	22	-	-	-	-	43
Queretaro Trust for Environmental Conservation	2	10	-	-	-	-	-	-	12
Municipal Planning Institute	-	5	2	3	1	-	1	-	12
Head Office of the Municipal Presidency	8	60	24	6	6	7	3	1	115
Internal Control Body	9	33	3	3	-	1	-	-	49
Ministry of Administration	33	122	61	33	35	24	5	1	314
Ministry of Culture	16	44	17	20	9	15	8	1	130
Ministry of Human and Social Development	29	100	69	35	24	23	8	-	288
Ministry of Sustainable Development	13	41	31	14	15	18	1	-	133
Ministry of Finance	63	104	45	8	35	25	7	-	287
Ministry of Women	1	6	3	-	-	-	-	-	10
Ministry of Mobility	31	54	60	4	4	5	-	-	158
Ministry of Municipal Public Works	19	55	40	14	31	11	-	-	170
Ministry of Public Security	146	413	304	255	272	98	3	-	1,491
Ministry of Municipal Public Services	126	286	209	283	216	120	49	9	1,298
Ministry of Tourism	4	9	4	-	-	1	-	-	18
Ministry of the City Council	1	24	9	3	2	4	1	-	44
General Ministry of Municipal Government	109	119	51	23	23	29	4	-	358
TOTAL	686	1,763	1,051	788	740	434	97	14	5,573
PERCENTAGE (%)	12.3%	31.6%	18.8%	14.1%	13.3%	7.9%	1.7%	0.3%	100.0%

SOURCE: HUMAN RESOURCES DEPARTMENT (2024).



The Ministry of Administration, through the Human Resources Department, provides ongoing training to all municipal employees in order to improve their work performance and enhance the quality of public service.

To achieve these objectives, 4 activities were carried out in 2023:

1. Training for public servants. In order to keep the competence of our personnel involved in the municipal public administration up to date and at the forefront.

TRAINING PROVIDED
TO MUNICIPAL PUBLIC SERVANTS
(2023)

CONCEPT	BY IN-HOUSE INSTRUCTORS	BY EXTERNAL INSTRUCTORS	TOTAL
Hours of instruction	580	1,128	1,708
Number of training events	188	102	290
Trained personnel	7,256	1,355	8,611

SOURCE: HUMAN RESOURCES DEPARTMENT (2024).

2. Comprehensive training program. Through 3 subprograms, we train employees at all levels in order to strengthen the organizational culture and institutional development through continuing education.

INTEGRAL TRAINING PROGRAM
(2023)

SUBPROGRAM	EVENTS	SHARES	PERCENTAGE (%)
Development and Continuing Education	4	50	0.6
Training, Refresher course and Specialization	121	1,331	15.4
Institutional	165	7,230	84.0
TOTAL	290	8,611	100.0

SOURCE: HUMAN RESOURCES DEPARTMENT (2024).

3. Diplomas. In order to maintain a diversity and variety of subjects at all levels of our organization, we maintain an open offer that encourages professional and personal development.

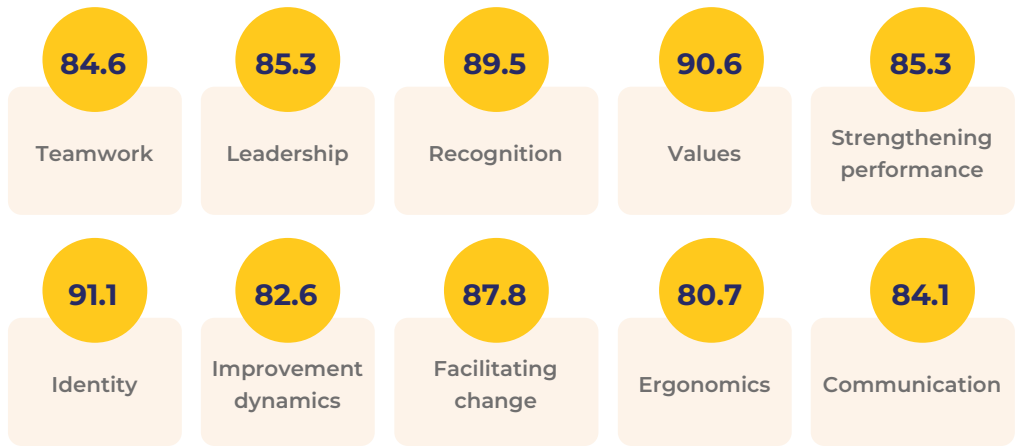
COURSES COMPLETED
(2023)

DIPLOMA	HOURS	PARTICIPANTS
Evaluation of Public Policies and Programs	120	2
Results-Based Budgeting	120	5
TOTAL	240	7

SOURCE: HUMAN RESOURCES DEPARTMENT (2024)

4. Organizational Climate Survey. The survey applied to public servants, both at the operational and administrative levels, allows us to discover their institutional feelings as a qualification.

RESULTS OF THE
“ORGANIZATIONAL CLIMATE” SURVEY
(2023)



AVERAGE
RATING

86.2

SOURCE: HUMAN RESOURCES DEPARTMENT (2024).



6.2. PUBLIC RESOURCES

The Municipal Public Administration, through the Revenue Law for the Fiscal Year 2023, ensures the correct and transparent exercise of public spending, collecting contributions in accordance with the legal instrument that annually indicates the amount of taxes; improvement contributions; rights; products; benefits; shares; and extraordinary income received by the municipality, optimizing resources and auditing public accounts.

Our administration adheres to budgetary balance, maintaining healthy public finances to preserve macroeconomic stability, with an open, transparent government and strict accountability.

We comply with Article 60 of the General Government Accounting Law, publishing on the website www.municipiodequeretaro.gob.mx the documents provided for in the legal regulations in the initiative of the Revenue Law, the Budget Expenditure Project and other applicable regulations.

At the close of the 2023 fiscal year, the total revenues of our municipality reached 7,652,335,935.00 pesos, of which 61.4% corresponded to own collection; 23.4% to federal participations; and 14.7% were federal contributions.

Making a comparison of 3 years, it is observed that 2022 presented a higher percentage of own revenues; however, taking into account the rest of the concepts, the best year in terms of total revenues was 2023, with 8.9% more than in 2022 and 16.6% more than in 2021.

On the other hand, expenses in 2023 amounted to 7,979,294,584.64 pesos, 24.6% more compared to the previous 2 years. As can be seen in the table, the increase is due to the growth in investment allocated to public works.

MUNICIPALITY OF QUERÉTARO REVENUES
(2021 - 2023)

CONCEPT	2021		2022		2023	
	REVENUES (\$)	PERCENTAGE (%)	REVENUES (\$)	PERCENTAGE (%)	REVENUES (\$)	PERCENTAGE (%)
OWN REVENUES + FEDERAL PARTICIPATIONS AND CONTRIBUTIONS	6,563,728,244.05	100.0	7,024,990,818.00	100.0	7,652,335,935.00	100.0
TOTAL OWN REVENUES	3,863,949,741.63	58.9	4,544,949,812.00	64.7	4,695,122,302.00	61.4
Taxes	3,031,735,777.12	46.2	3,480,280,938.00	49.5	3,496,222,927.00	45.7
Rights	539,725,772.52	8.2	648,576,127.00	9.2	667,468,419.00	8.7
Products	88,803,411.29	1.4	192,766,707.00	2.7	255,557,263.00	3.3
Benefits	203,684,780.70	3.1	223,326,040.00	3.2	275,873,694.00	3.6
TOTAL FEDERAL PARTICIPATIONS	1,452,862,411.00	22.1	1,528,660,382.00	21.8	1,792,783,241.00	23.4
TOTAL FEDERAL CONTRIBUTIONS	742,851,897.84	11.3	934,125,090.00	13.3	1,123,824,603.00	14.7
AGREEMENTS	502,300,000.00	7.7	16,124,524.00	0.2	35,691,815.00	0.5
TOTAL INCENTIVES DERIVED FROM FISCAL COLLABORATION	1,764,193.58	0.0	1,131,010.00	0.0	4,913,974.00	0.1

SOURCE: MINISTRY OF FINANCES (2024).

MUNICIPALITY OF QUERÉTARO EXPENSES
(2021 - 2023)

CONCEPT	2021		2022		2023	
	EXPENSES (\$)	PERCENTAGE DISTRIBUTION (%)	EXPENSES (\$)	PERCENTAGE DISTRIBUTION (%)	EXPENSES (\$)	PERCENTAGE DISTRIBUTION (%)
Personnel services	1,628,834,779.06	23.9	1,615,647,170.25	25.0	1,764,297,148.40	22.1
Materials and supplies	404,571,866.50	5.9	348,931,432.93	6.8	493,713,231.78	6.2
General services	1,457,964,818.74	21.4	1,495,511,994.94	27.5	2,015,499,954.87	25.2
Transfers, allocations, subsidies, and other aids	566,480,016.83	8.4	753,192,157.28	9.8	916,473,018.73	11.5
Moveable, immovable, and intangible assets	248,381,292.84	3.7	149,377,966.54	7.1	699,079,621.07	8.8
Public investment	2,368,634,014.35	34.8	1,695,234,045.97	19.1	2,065,442,173.44	25.9
Financial investment and other provisions	-	-	258,215,225.89	0.8	-	-
Public debt	128,815,278.71	1.9	89,750,728.36	3.9	24,789,436.35	0.3
TOTAL	6,803,682,067.03	100.0	6,405,860,722.16	100.0	7,979,294,584.64	100.0

SOURCE: MINISTRY OF FINANCES (2024).

The Ministry of Finance reported that on May 9, 2023, the credit rating agency Moody's Investors Service assessed our municipality's credit profile as AAA.mx stable, a rating that reflects strong management practices, high levels of liquidity, robust operating balances, and no direct debt. For the period 2023-2024, it is estimated that the operating balances will remain high at more than 27.0% of operating revenues.

Our credit profile is supported by prudent management and internal governance practices, conservative budgetary development policies, and efficient management of investments and debt, maintaining high liquidity. We publish comprehensive annual financial statements endorsed by a state auditor and detailed quarterly financial reports. Our major credit challenge is pension liabilities, to cover which we have created a reserve fund, thereby reducing the contingency.

According to the rating agency, there are 4 credit strengths:

1. High levels of liquidity and very low levels of debt.

2. Good management practices and internal governance.

3. Solid operating balances.

4. Strong economic dynamism and high level of own revenues.

As a credit challenge, Moody's Investors Service points out unfunded pension liabilities.

On the other hand, the rating agency Standard & Poor's, on March 1, 2023, awarded our municipality the rating (AAA.mx, stable). This reflects a resilient economy, sophisticated financial management, and political certainty. Thanks to this, we obtained the same sovereign rating on Mexico's global scale, 'BBB'.

Querétaro is the only local and regional government in the country to have been assigned the highest ratings on the national scale: -CaVal- and 'mxAAA'. To maintain this, our administration has no debt or plans to take on new loans.



6.3. PUBLIC MANAGEMENT

In the Municipality of Querétaro we strive to have efficient administration of resources, which meets and responds to the demands of citizens. Through the Municipal Development Plan, we have established a program with different models that guarantee the growth and development of our district.

MUNICIPAL DEVELOPMENT PLAN (PMD) 2021-2024

Under the legal framework of the Planning Law of the State of Querétaro, the management amodel for results and the diagnosis carried out by our government team, in addition to consulting different sectors of citizens and specialists, we created and have constantly monitored the PMD .

MUNICIPAL PUBLIC ADMINISTRATION MANAGEMENT MODEL (2021-2024)

MISSION	We are a close and efficient government that makes a difference, offering unique results in the state and the country, with innovation and continuous improvement so that people can live better and continue building the city we want.					
VISION	Querétaro is the city we want, solidly built, with a metropolitan focus, through comprehensive and sustainable development, security, respect and care for the environment, with a government that listens, works and solves hand in hand with the citizens.					
AXES	Axis 1. For you and your family	Axis 2. For your peace of mind	Axis 3. For your income	Axis 4. For the environment	Axis 5. For a better quality of life and future	Axis 6. For a government that listens and solves
CROSS-CUTTING STRATEGY	Human Rights Perspective					
MANAGEMENT MODEL	01. Focus the dialogue on results.	02. Align planning, programming, monitoring and evaluation activities with results.	03. Promote and maintain simple measurement and reporting processes.	04. Manage for, not by results.	05. Use outcome information to learn and to support decision making.	

SOURCE: CABINET COORDINATION (2024).

Under the transversal strategy “Human Rights Perspective” and its development orientation as its main essence, we integrate the 6 axes and the 12 programs that constitute all the actions of the municipal administration.

GUIDING PRINCIPLES OF THE MUNICIPAL
DEVELOPMENT PLAN
(2021-2024)



SOURCE: CABINET COORDINATION (2024).

REGULATORY IMPROVEMENT

It is a continuous task and public policy of our government, through which we promote the simplification of procedures and specific actions, taking advantage of cybernetic development. During 2023, we launched 17 specific projects.

ANNUAL REGULATORY IMPROVEMENT PROGRAM
FOR THE MUNICIPALITY OF QUERÉTARO
(2023)

Nº	RESPONSIBLE UNIT	PROJECT
1	Cabinet Coordination	● Citizen Electronic File. Phase IV
2		● Integration with the National Catalog of Regulations, Procedures and Services. Phase II
3		● QR Code on Operating Licenses and Inspector Badges
4		● Citizen's Guide for Municipal Procedures
5		● New Regulations for Regulatory Improvement
6		● SARE + Ad Licenses
7		● Systematization of the Program for the Reception Delivery of Housing Developments
8	Office of the Municipal Presidency	● Digital Information Notice for Follow-up of Face-to-Face Procedures
9	Ministry of Sustainable Development	● Georeferenced Economic Ecosystem
10		● Digitization of Operating License Records
11		● Preparation and Authorization of Agreements, Opinions and Technical Studies for Real Estate Developments
12		● Specific Improvement and Simplification Actions (29 Procedures)
13	Ministry of Municipal Public Services	● Specific Improvement and Simplification Actions (13 Procedures)
14	Ministry of Mobility	● Specific Improvement and Simplification Actions (4 Procedures)
15	Municipal DIF System	● Specific Improvement and Simplification Actions (2 Procedures)
16	Ministry of Finance	● Specific Improvement and Simplification Actions (2 Procedures)
17	Ministry of Human and Social Development	● Specific Improvement and Simplification Actions (2 Procedures)

SOURCE: CABINET COORDINATION (2024).

PERFORMANCE EVALUATION SYSTEM OF THE MUNICIPALITY OF QUERÉTARO (SEDMQRO)

It is the set of methodological elements used to evaluate the exercise of the programs, verify the degree of compliance with the goals and objectives, based on strategic and management indicators to know their social impact.

The Municipal Cabinet Coordination evaluates and monitors the objectives of the PMD 2021-2024 and its 12 budget programs, developing the Matrix of Indicators for Results (MIR) with traceability to the PMD.

During 2023, we conclude the 6 evaluations registered in the 2023 Annual Evaluation Program (PAE 2023), as well as the evaluation of the 12 budget programs integrated into the PMD, following up on the performance, strategic and management indicators developed in the MIR .



In the transparency portal of the Municipality of Querétaro website <https://municipiodequeretaro.gob.mx>. There are the reports of each of the 6 evaluations corresponding to fiscal year 2023.

SUMMARY OF COMPLIANCE WITH THE MUNICIPAL DEVELOPMENT PLAN (2021-2024)

	BUDGET PROGRAM	PROGRESS OF THE MUNICIPAL PROGRAM (%)		AXIS PROGRESS (%)	
Axis 1. For you and your family	1. Integral Human Development	98.0	1	96.5	97.44%
	2. Inclusive Municipality	95.0	1		
Axis 2. For your peace of mind	3. Security for All	99.0	0.98	99.5	92.33%
	4. Municipality with Justice and Peace	100.0	0.98		
Axis 3. For your income	5. Sustainable Economy	87.4	0.88	90.2	6398.00%
	6. Creation of jobs	93.0	0.99		
Axis 4. For the environment	7. Environmental Recovery and Conservation	94.0	0.94	97.0	9046.00%
	8. Responsible Management of Water and Atmosphere	100.0	1		
Axis 5. For a better quality of life and future	9. Planned, Orderly and Functional Municipality	97.0	1	97.2	5938.00%
	10. Infrastructure and Urban Mobility	97.4	1		
Axis 6. For a government that listens and solves	11. Institutional Strengthening with Sound Finances	96.4	1	95.4	5938.00%
	12. Open Government and Results	94.3	1		

SOURCE: CABINET COORDINATION (2024).

RESULTS OF THE IMPLEMENTATION OF ANTI-CORRUPTION SHIELD

Our municipality has the Anti-Corruption Shield platform, where citizens participate in a permanent and orderly manner to follow up on compliance with issues related to transparency and accountability, in order to achieve an environment free of corruption.

One of the 5 components of the platform is the so-called “Citizen Councils”, which establishes a guideline for each Governing Axis of the PMD, addressing the following points:

The Municipal President, through the Cabinet Coordinator, called for the participation of presidents of chambers, colleges, university rectors and recognized experts, in accordance with the theme of each of the Governing Axes of the PMD.

Each council is made up of 7 people with a high academic profile and social leadership who meet quarterly, monitoring the Municipal Performance Evaluation System to validate the results of the budget programs (PbR/SED).



The heads of the ministries and areas responsible for the PMD programs to be reviewed are present at the sessions.

In the sessions of the Citizen Councils by Axis, detailed follow-up is given to the quarterly evaluations of the Municipal Performance Evaluation System (SED), where the 42 citizens involved verify the progress of all the axes, municipal programs and lines of action established in the PMD.

ELEMENTS THAT MAKE UP THE ANTI-CORRUPTION SHIELD OF THE MUNICIPALITY OF QUERETARO (2023)

Nº	ELEMENTS	SESSIONS
1	General Coordination	4
2	Citizen Accountability Commission	12
3	Transparency Committee	10
4	Regulatory Improvement Council	2
5	Citizen Councils by Axis	24
TOTAL		52

SOURCE: CABINET COORDINATION (2024)

PREVENTION, SURVEILLANCE, CONTROL, SUPERVISION AND MUNICIPAL EVALUATION

In compliance with the Law of Administrative Responsibilities of the State of Querétaro, there is an Internal Control Body (OIC) of the Municipality of Querétaro, constituted as a decentralized public body with technical autonomy, under the mission of “promoting, evaluating and strengthening the proper functioning of internal control in the Municipality of Querétaro, applying a municipal system of prevention, surveillance, control, inspection and evaluation with the objective that human resources, material and financial, are administered and exercised appropriately in accordance with the approved plans, programs and budget, taking into account their scope of competence.”

In 2023, the OIC’s powers include: publication of agreements (4.9% more than 2022); preparation of files of alleged administrative liability; administrative liability procedures (according to the body’s Responsibilities Directorate, the figure decreased 87.7% compared to 2022); sanctions and resolutions (74.4% of them for reprimands).

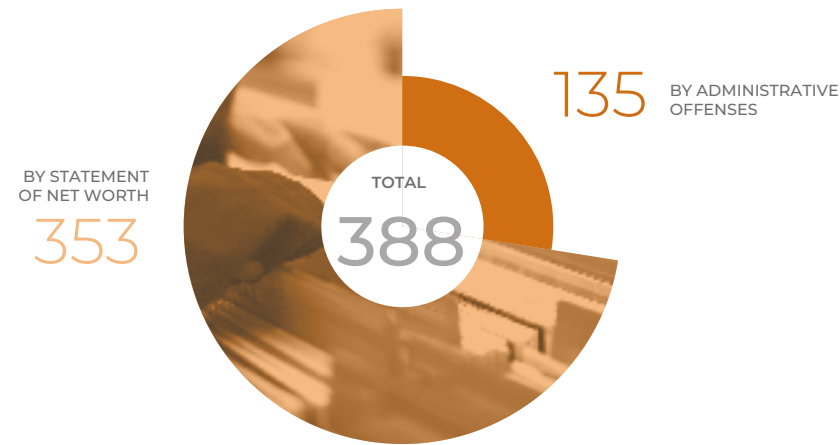
PUBLICATION OF AGREEMENTS
(2022-2023)

CATEGORY	2022	2023
Agreements issued	3,989	4,186
Lists issued	231	231
Average agreement per day ¹	17	18

SOURCE: INTERNAL CONTROL BODY
¹THE AVERAGE DAILY DATA IS OBTAINED FROM THE INTEGRATED SYSTEM FOR MONITORING ADMINISTRATIVE PROCEDURES (SISPA).

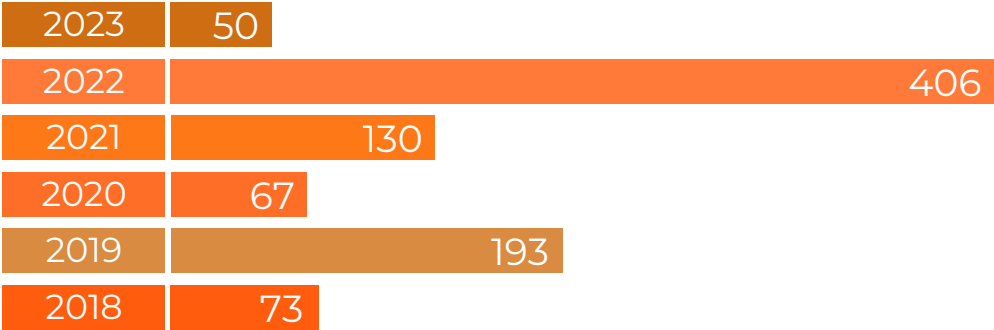
The following graphs detail the information:

FILES OF PRESUMED RESPONSIBILITY INITIATED
IN THE INTERNAL CONTROL ORGAN
(2023)



SOURCE: INTERNAL CONTROL BODY (2024).

ADMINISTRATIVE LIABILITY PROCEDURES INITIATED
(2018-2023)



SOURCE: INTERNAL CONTROL BODY (2024).

PUBLIC SERVANTS SUBJECT
TO ADMINISTRATIVE PROCEEDINGS
(2023)

AGENCY	NUMBER OF PUBLIC SERVANTS	PERCENTAGE (%)
Internal Municipal Comptroller's Office	1	1.5
Coordination of Decentralized Institutes	1	1.5
Municipal Institute for the Prevention and Elimination of Discrimination	1	1.5
Other units	3	4.5
Ministry of Human and Social Development	11	16.7
Ministry of the Interior	11	16.7
Ministry of Mobility	12	18.2
Ministry of Public Security	20	30.3
Ministry of Public Services	3	4.5
Ministry of Finance	3	4.5
TOTAL	66	100.0

SOURCE: INTERNAL CONTROL BODY (2024).

TYPES AND NUMBERS OF SANCTIONS ISSUED
(2023)



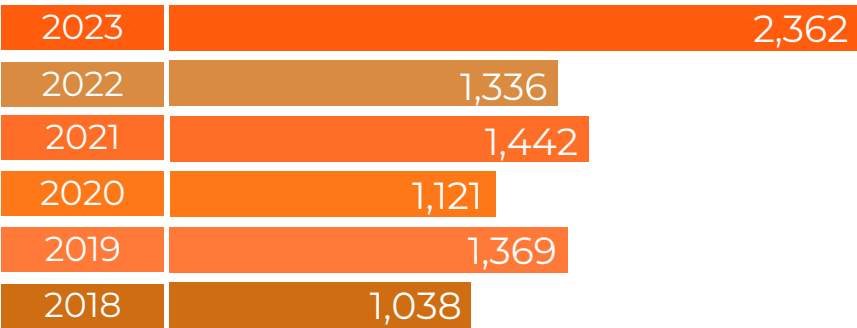
SOURCE: INTERNAL CONTROL BODY (2024).

TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION UNIT

Receives and processes requests for access to government data, manages the requirements to the corresponding agencies and issues the necessary notifications to citizens.

It also handles review appeals presented to the State Commission for Transparency and Access to Public Information of the State of Querétaro. During 2023, its volume of care increased 76.8% compared to the previous year.

REQUESTS RECEIVED BY THE MUNICIPAL TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION UNIT, (2018-2023)



SOURCE: TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION UNIT (2024).



The National Government Information Platform (INFOMEX) receives requests from citizens and issues a single folio for follow-up. The information is delivered within a period of no more than 20 business days.

INFORMATION REQUEST REQUIREMENTS, (2023)¹

AGENCY	NUMBER OF REQUIREMENTS	PERCENTAGE (%)
Legal Counseling	39	1.7
Delegation Coordination	51	2.2
Cabinet Coordination	73	3.1
General Coordination of Social Communication	41	1.7
Head of the Office of the Municipal Presidency	42	1.8
Internal Control Body	51	2.2
Ministry of Administration	179	7.6
Ministry of City Council	109	4.6
Ministry of Culture	40	1.7
Ministry of Human and Social Development	51	2.2
Ministry of Sustainable Development	736	31.2
Ministry of Finance	127	5.4
Ministry of Women	33	1.4
Ministry of Mobility	100	4.2
Ministry of Public Works	116	4.9
Ministry of Municipal Public Safety	90	3.8
Ministry of Municipal Public Services	139	5.9
Ministry of Tourism	35	1.5
General Ministry of Government	310	13.1
TOTAL	2,362	100.0

SOURCE: TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION UNIT (2024).
¹REQUESTS ARE COUNTED AS ONE PER INSTANCE AND REQUESTS MAY BE TO MORE THAN ONE AGENCY IN THE SAME REQUEST.



QUERÉTARO
MUNICIPAL ECONOMIC
YEARBOOK 2024

“Este programa es público, ajeno a cualquier partido político. Queda prohibido el uso para fines distintos a los establecidos en el programa”.



QUERÉTARO
— MUNICIPIO —