

2020

COMPETITIVE QUERÉTARO

Economic Yearbook



PODER EJECUTIVO DEL ESTADO DE
QUERÉTARO

QRO
ORGULLO
DE **MX**



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Message from the Governor of the State of Querétaro.

Querétaro is on the right track to resume its development and growth pace, starting from its greatest strength: the coordinated work of each of its economic sectors.

The positive and proactive participation of its population makes it possible for the state to remain strong and innovative, focused on its vocation to facilitate and improve the economic activity of small and large entrepreneurs, resulting in a great dynamism that creates opportunities.

Even throughout the pandemic, the entity stands out for its leadership in fundamental areas such as competitiveness; a result of the resilience and productivity of its people, who undertake a major role in the economic, political and social activity every day.

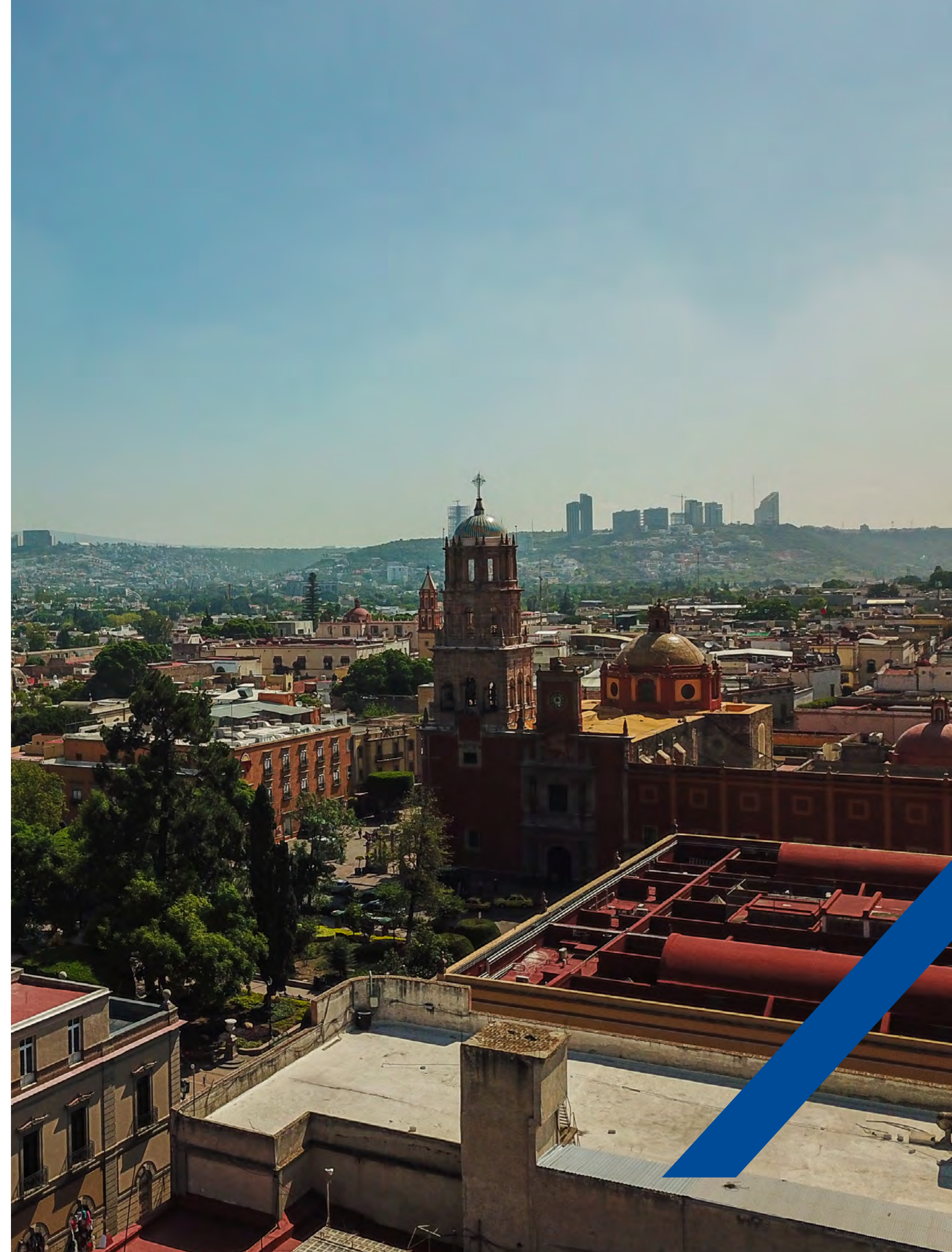
Today, Querétaro is on the right path, a path defined by the organized collaboration of the industrial, academic and government sectors, through the “Triple Helix” innovation and growth model, supported by a transparent and collaborative environment, with measurable data, results and continuous improvement.

As is customary, the Executive Power of the State of Querétaro, through the Ministry of Sustainable Development, presents with great enthusiasm the Economic Yearbook “Competitive Querétaro” in its 2020 edition, providing reliable information for decision-making, the creation of opportunities and public policies for the benefit of the state.

The Yearbook is certainly the result of the contribution of public and private agencies, it is a record with useful and representative information that drives us to continue working for a prosperous and competitive Querétaro, with national and international leadership.

The task at hand is permanent: to consolidate Querétaro as the pride of México.

Francisco Domínguez Servién
Constitutional Governor of the State of Querétaro





Message from the Secretary of Sustainable Development of the State of Querétaro.

Querétaro's economy stands out for its strength and flexibility in the face of adversity; even throughout the pandemic, the state kept its position as a leader in technological development benefiting the country.


Our state's main differentiators are its innovation, its growth and, without a doubt, its citizens: people committed to making Querétaro one of the best states, and a national and international reference.

For this reason, the Executive Power of the State, through the Ministry of Sustainable Development, joins efforts with the bodies generating information at the three government levels, and with the private sector, in order to create the Economic Yearbook, "Competitive Querétaro" in its 2020 edition.

This document presents highly accurate information on the economic variables analyzed by decision-makers to promote investment, employment, competitiveness and, as a result, the quality of life in the state.

It is a pleasure to put this compilation of the relevant aspects of Querétaro's economic life at your disposal, and to invite you to explore the document in the hopes that it will provide a deeper understanding of the entity's capabilities and advantages.

Marco A. Del Prete Tercero.
Secretary of Sustainable Development
Executive Power of the State of Querétaro.

- 
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 3. Prosperous Querétaro: Quality of Life
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01

Sustainable Querétaro

Environment

This chapter offers an overview of the potential and virtues of Querétaro's environment and environmental management. Geographical and sociodemographic data are presented to contextualize the situation of its territory.

Sustainable Querétaro Indicators

11,690.58 KM²
OF SURFACE AREA IN THE
STATE OF QUERÉTARO
0.6% OF THE TOTAL AREA OF
THE COUNTRY



18 MUNICIPALITIES
BELONGING TO QUERÉTARO

9 DIFFERENT TYPES AND
SUBTYPES OF CLIMATES



1,155,425 WOMEN



(CONAPO) 2016-2050

2,279,637

INHABITANTS IN THE ENTITY ACCORDING
TO THE NATIONAL POPULATION COUNCIL

1,124,212 MEN



776,404
MOTOR VEHICLES
IN CIRCULATION

DEMOGRAPHIC BRIEVIARY 2020
1,405,992 PEOPLE LIVE IN THE
METROPOLITAN AREA OF QUERÉTARO

32,333
PEOPLE WHO SPEAK
INDIGENOUS LANGUAGES

15 PROTECTED
NATURAL AREAS



412 ENVIRONMENTAL
MANAGEMENT UNITS

51 PUBLIC WATER
TREATMENT PLANTS

12 LOCAL ECOLOGICAL
MANAGEMENT PROGRAMS
IN FORCE IN DIFFERENT MUNICIPALITIES

703 MILLION
DOLLARS OF REMITTANCES
FLOWING INTO THE STATE



1.1. Geography

It is extremely important to consider Querétaro’s resources and the economic activities that sustain it. The objective is for the people to identify themselves with the elements that are part of the region so that they can take action in solving its ecological issues, both as individuals and as a society.

1.1.1. Geographical location and territorial division

Mexico ranks 5th place regarding territorial extension in the continent, and it consists of 32 states.

United Mexican States
Territorial division by federative entity.

- 01

Aguascalientes
- 02

Baja California
- 03

Baja California Sur
- 04

Campeche
- 05

Chiapas
- 06

Chihuahua
- 07

Ciudad de México
- 08

Coahuila de Zaragoza
- 09

Colima
- 10

Durango
- 11

Guanajuato
- 12

Guerrero
- 13

Hidalgo
- 14

Jalisco
- 15

México
- 16

Michoacán de Ocampo
- 17

Morelos
- 18

Nayarit
- 19

Nuevo León
- 20

Oaxaca
- 21

Puebla
- 22

Querétaro
- 23

Quintana Roo
- 24

San Luis Potosí
- 25

Sinaloa
- 26

Sonora
- 27

Tabasco
- 28

Tamaulipas
- 29

Tlaxcala
- 30

Veracruz de Ignacio de la Llave
- 31

Yucatán
- 32

Zacatecas



The country has the following geographical position:

Extreme latitudes		
To the North	At Monument 206, on the border with the United States of America.	32° 43' 06" North
To the South	At the outlet of the Suchiate River, on the border with the Republic of Guatemala.	14° 32' 27" North
Extreme longitudes		
To the East	At the extreme southeast of Isla Mujeres	86° 42' 36" West
To the West	At Punta Roca Elefante on Guadalupe Island	118° 27' 24" West

Source: INEGI, 2019 Statistical and Geographic Yearbook by State. General Management of Geography and Environment. Continental and Insular Surface of the National Territory, 1998. SRE. International Boundary and Water Commission.

Geographic location

The entity is located in the center of the national territory. It borders with the State of Mexico, San Luis Potosí, Michoacán, Hidalgo and Guanajuato.

Its coordinates are: 21°40'12" to the north, 20°00'54" to the south, 99°02'35" to the east and 100°35'48" to the west.

Territorial extension

The state has a territorial extension of 11,690.58 km², which represents 0.6% of the total surface area of the country.

Geographic location and territorial division of the municipalities

Querétaro is divided into 18 municipalities, each one with particular characteristics, which makes it unique among all other states of the country when it comes to the extent and diversity of attractions it has to offer.

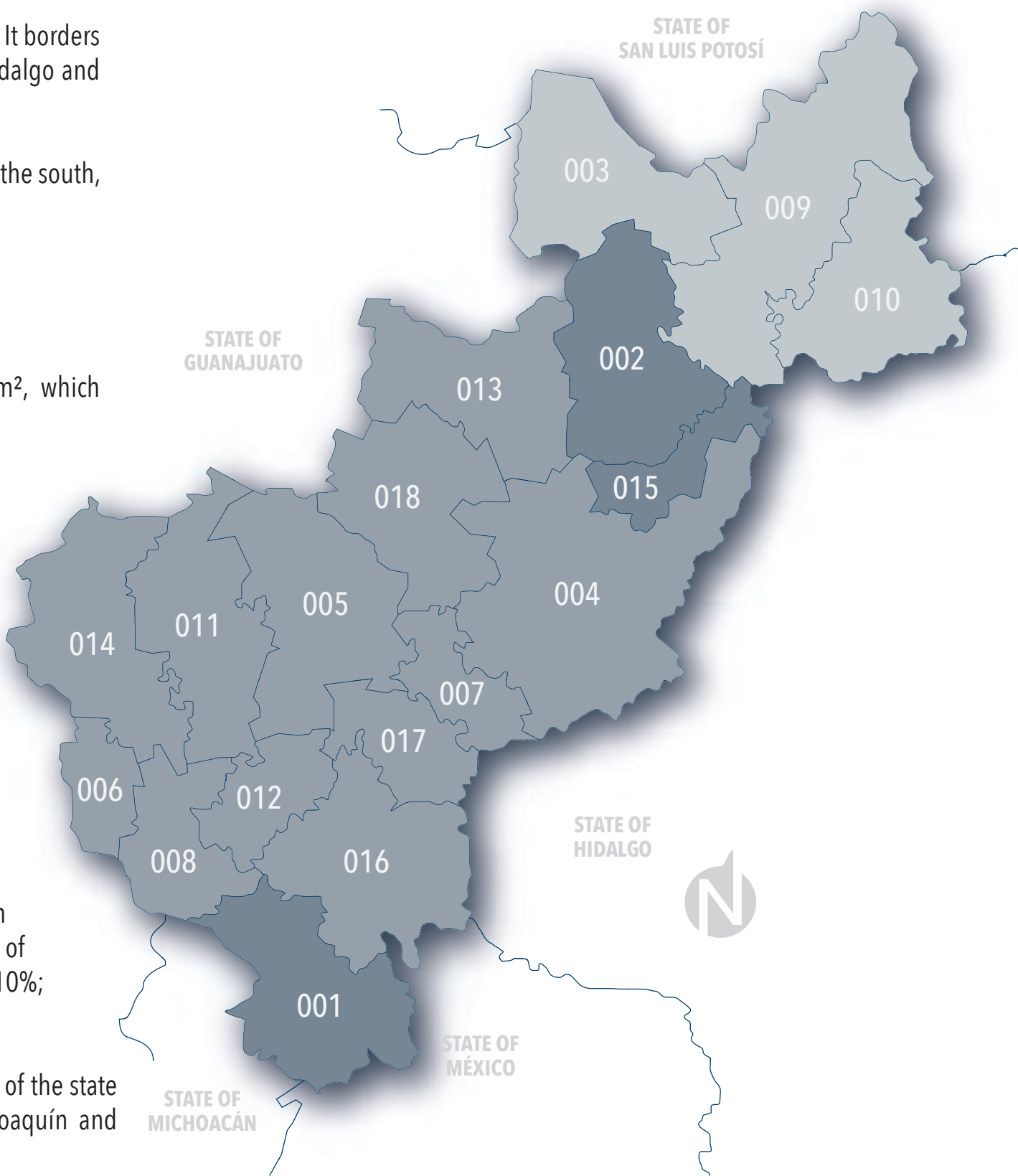
The capital of the state is the municipality of Querétaro.

The municipalities of Corregidora, El Marqués, Huimilpan and Querétaro constitute 18% of the territorial extension of the entity; San Juan Río and Tequisquiapan constitute 10%; and the rest of the municipalities 72%.

The municipalities with an extension that is less than 3% of the state territory are: Pedro Escobedo, Ezequiel Montes, San Joaquín and Corregidora.

Amealco de Bonfil, San Joaquín and Pinal de Amoles are the municipalities with the highest altitude in the state, while Landa de Matamoras, Arroyo Seco and Jalpan de Serra are those with the lowest altitudes in meters above sea level (masl).

State of Querétaro



Surface area and altitude of the municipalities of the state of Querétaro, 2018.

Code	Municipality	Surface area km²	Altitude (masl) ¹
001	Amealco de Bonfil	713.33	2,639
002	Pinal de Amoles	712.05	2,357
003	Arroyo Seco	732.12	984
004	Cadereyta de Montes	1,347.39	2,043
005	Colón	810.26	1,904
006	Corregidora	234.89	1,811
007	Ezequiel Montes	300.23	1,974
008	Huimilpan	388.13	2,278
009	Jalpan de Serra	1,186.22	762
010	Landa de Matamoras	719.42	1,046
010	El Marqués	747.63	1,864
012	Pedro Escobedo	323.21	1,913
013	Peñamiller	694.95	1,329
014	Querétaro	682.75	1,832
015	San Joaquín	276.82	2,426
016	San Juan del Río	770.89	1,928
017	Tequisquiapan	369.62	1,870
018	Tolimán	680.67	1,562

Source: National Statistics and Geography Institute. Geostatistical Framework. 2018 Cartography.
¹ Altitude was obtained with information from the 2017 Geographic and Statistical Yearbook of Querétaro.
masl: meters above sea level.

SUSTAINABLE QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

PRIMARY SECTOR

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE

GOVERNMENT SERVICES

1.1.2. Physiography and orography

The state of Querétaro is located in the area where three physiographic provinces converge: the Mexican Trans-Mexican Volcanic Belt, the Central Mexican Plateau and the Sierra Madre Oriental.

Physiographic regions

There are three physiographic regions in the entity:

- **Trans-Mexican Volcanic Belt:** It is located in the central-southern part of the state and has geomorphological contrasts between its hills, with altitudes ranging between 2,000 and 3,000 meters above sea level, and its valleys, ranging in altitude between 1,800 and 1,900 meters above sea level. This region covers 49.1% of territory of the state.
- **Central Mexican Plateau Province:** It is located in the central and western regions of the state, covering 14.1% of the surface area of the state. It is characterized by a north-to-south alignment of geological forms which create a series of plateaus with altitudes averaging 2,000 meters above sea level, and some hills with altitudes of over 3,000 meters above sea level.
- **Sierra Madre Oriental:** Also known as the Sierra Gorda, it is located in the northeastern region of Querétaro, extending over 36.0% of its territory. This region is characterized by a dramatic topography with long mountain ranges, valleys that run mainly from the northeast to the southwest, and a juxtaposition of elevations of over 3,000 meters above sea level with depressions as low as 900 meters above sea level. The differences in altitude and climate combine to create the conditions needed for the development of forests and tropical medium forests.

Main elevations

The point in Querétaro with the highest elevation is the hill called El Zamorano, located in the municipality of Colón, 40 kilometers away from the state capital. Its summit reaches 3,340 meters above sea level and marks the territorial boundary with the state of Guanajuato.



Elevations of the state of Querétaro.

Trans-Mexican Volcanic Belt		Central Mexican Plateau		Sierra Madre Oriental	
Hill	Elevation (masl)	Hill	Elevation (masl)	Hill	Elevation (masl)
Grande	2,820	El Zamorano	3,340	El Espolón	3,240
Bravo	2,810			La Pingüica	3,160
Gordo	2,530			Las Vigas	3,120
Peña de Bernal	2,430			La Laja	3,120
				La Calentura	3,060
				El Gallo	2,760
				El Tejocote	2,720
				La Peña Azul (Sierra)	2,700
				El Frontón	2,500
				Joya de las Papas	2,160

Sources: National Statistics and Geography Institute. 2017 Geographic and Statistical Yearbook of Querétaro. Retrieved on March 25, 2020.
masl: meters above sea level.

1.1.3. Climate

There are three climatic areas in the state of Querétaro: the first one corresponds to a part of the physical province of the Mexican Trans-Mexican Volcanic Belt; the second one adds some regions of the Sierra Madre Oriental and the Central Mexican Plateau to the Mexican Trans-Mexican Volcanic Belt; and the third one belongs exclusively to a specific region of the Sierra Madre Oriental.

The physiography of the state is closely linked to the three large groups of climates. Subhumid temperate climates are predominant in the south of the state; in the central region, dry and semi-dry climates prevail; and finally, in the northeast region, the main climates are warm and subhumid semi-warm.

Climate profile

Nine different types and subtypes of climates are identified in Querétaro for the three climatic areas:

Percentage of the state surface by type of climate.

Climate type or subtype	Percentage
Warm subhumid with rains in summer	2.9
Humid semi-warm with abundant rains in summer	0.9
Subhumid semi-warm with rains in summer	21.5
Humid temperate with abundant rains in summer	0.8
Subhumid temperate with rains in summer	23.2
Semidry very warm and warm	0.4
Semidry semi-warm	9.1
Semidry temperate	37.3
Dry semi-warm	4.1
Total	100.0

Source: National Statistics and Geography Institute. National Continuum of the Geographic Data Set of the Climate Chart Scale 1: 1 000 000, series I. 2017 Geographic and Statistical Yearbook of Querétaro. Retrieved on March 25, 2020.

Percentage of the state surface according to main natural regions.

Climate type or subtype	Percentage
Temperate	25.4
Humid tropical	0.0
Dry tropical	19.5
Arid	0.0
Semi-arid	55.1
Total	100.0

Sources: INEGI, 2019 Geographic and Statistical Yearbook of Querétaro. SARH. Statistical Compendium of Livestock Production, 1989-1993.



Average annual temperature

The National Water Commission (CONAGUA) has six meteorological stations recording the temperatures and volumes of rainfall. The average temperature per available period for each station is shown below:

Average annual temperature of the state of Querétaro, 2019.

Station	Average temperature ¹	Coldest temperature of the year ¹	Warmest temperature of the year ¹
Ayutla	26.1	8	48
Jalpan	23.4	5	45
Presa El Capulín	16.2	1	30
Querétaro	20.9	4.2	34.2
San Juan del Río	22.3	2	37.5
Tolimán	18	0	40

Source: National Water Commission, 2020. ¹ Figures in degrees Celsius (°C).

In 2019, Tolimán was the station that reported the lowest temperature, 0° C, while the highest temperature, 48°C, was reported in Ayutla. The average temperature for the six stations was 20.5°C in that same year, which is 0.6°C higher than in 2018.

1.1.4. Edaphology

Edaphology is the study of the soils’ chemical, physical and biological properties in order to classify and group them into units.

The surface of the earth’s crust, where most living things live, is known as “soil”. This element is fundamental in its support of the primary sector’s production. It takes hundreds of years for soil to form, and weather conditions, such as rain or wind, can wear it out.

Soil units

According to the National Statistics and Geography Institute, there are more than 10 groups of prevailing soil types in Querétaro. The following are among those groups that cover the highest percentage of the entity’s surface area: leptosol, 30.6%; phaeozem, 23.5%; vertisol, 20.6%; luvisol, 13.9%; and regosol, 5.4%.



Main uses

Main soil units in the state of Querétaro and their uses.				
Soil type	Characteristics		Uses	Location
Leptosol	Very shallow (less than 125 cm)	Generally forestry and livestock.	Incorporated into agricultural or overgrazed activities.	To the north and center of Querétaro.
	Rocky areas and slopes			
	Moderate or strong slopes			
	Thickets and coniferous forests			
Phaeozem	Accumulation of organic matter	Due to their organic content, good structure and nutrients, they are used in seasonal agricultural activities.	Central and southern areas of the State.	
	Good porosity and fertility			
	Meadow without calcium carbonate (1 meter)	Susceptible to wind and water erosion.		
Vertisol	Dark-colored minerals and abundant clay	They are used for irrigation agriculture becuse they are quite productive forage, grain and vegetable crops.	Corregidora, El Marqués, Pedro Escobedo, Querétaro y San Juan del Río.	
	When drying it produces vertical, wide and deep cracks.			
Luvisol	Humid or subhumid regions during most of the year	Mainly forestry potential.	Sierra Gorda and very little in Amealco de Bonfil.	
	Located on steep slopes in mountainous areas	They have been dismantled to be incorporated into agricultural activities.		
Regosol	Poorly developed	Very little agricultural capacity.	N.D.	
	They are formed from unconsolidated materials			

Source: National Statistics and Geography Institute. Edaphology, 2020.

Environmental diagnosis

According to data from the Regional Ecological Planning Program of the State of Querétaro, there are two main causes for soil degradation: pollution and erosion.

Soil pollution derives from the use of synthesized substances, which are usually non-biodegradable, and from an inappropriate final disposal in homes, the industry, agriculture and livestock. In the present day there are laws in Querétaro that strengthen prevention and measures are being taken to eliminate other factors that contribute to this type of pollution.

According to the diagnosis made in the technical studies conducted for the updated revision of the Regional Ecological Planning Program of the State of Querétaro, laminar water erosion is dominant and it affects 57.4% of the entity's surface area. This causes a gradual and uniform removal of thin layers of soil, and it is sometimes accompanied by other types of erosion.

Water erosion with groove formation only affects 16.4% of the soils, and that which occurs in gullies affects only 8.6% of the state territory.

The diagnosis establishes that the municipalities of Amealco de Bonfil, Colón, Tequisquiapan and Tolimán are the ones that show the highest percentage of impact from some type of erosive process in terms of their territorial surface.

In relation to the percentage of the state's affected surface area, the municipalities of Arroyo Seco, Cadereyta de Montes, Jalpan de Serra and Landa de Matamoros are the ones with the highest soil losses.

To sum up, slight laminar water erosion is the most common type, followed by laminar water erosion with groove formation. A high percentage of wind erosion was also found in the municipalities of Ezequiel Montes and Tequisquiapan.



Prevention of soil contamination

The General Law for the Prevention and Integral Management of Waste, and the Law for the Prevention and Integral Management of Waste of the State of Querétaro foster prevention in the generation, recovery and comprehensive management of hazardous waste, including urban solid waste and special management waste, to anticipate the damage of pollution and, ultimately, carry out actions for its remediation.

1.1.5. Hydrology

Surface hydrology

In relation to bodies of water and their characteristics, Querétaro is located in the regions of Lerma-Santiago on the Pacific Ocean drainage basin and Pánuco on the Gulf of Mexico drainage basin.

The Lerma-Santiago region is made up of the Lerma-Toluca and Laja river basins, which represent 1.8% and 19.4%, respectively, of the total surface area of the state. This region has an average annual volume of natural runoff of 13,061.6 hm³ and an average annual availability of 9,503.8 hm³.

The Pánuco region is made up of the basins of the Moctezuma and Tamuín rivers. It covers approximately 78.8% of Querétaro’s territory, and its main currents are the Ayutla, Concá, Extoraz, Jalpan, Moctezuma, San Juan, Santa María and Tolimán rivers. It has an average annual volume of natural runoff of 20,223.6 hm³ and an average annual availability of 49,069.6 hm³.

Surface hydrology of the state of Querétaro.

Region		Basin		Percentage of the state's surface area
Code	Name	Code	River	
RH12	Lerma-Santiago	A	Lerma-Toluca	1.8
		H	Laja	19.4
RH26	Pánuco	C	Tamuín	23.2
		D	Moctezuma	55.6
Total				100.0

Source: National Statistics and Geography Institute. 2017 Geographic and Statistical Yearbook of Querétaro. Retrieved on March 25, 2020.

Supply Sources

The National Water Commission (CONAGUA) states that Querétaro’s territory is located at the confluence of 12 aquifers: 11 of them in Querétaro, and one more that is shared with the state of San Luis Potosí.

The aquifers show variable mean recharges among themselves: the highest is the one of the Valley of San Juan del Río with 191.5 m³ per year, followed by the one of the Valley of Tequisquiapan with 108.1 m³.

Aquifers in the state of Querétaro.

Aquifer	Average recharge (m³/year)	Natural discharge (m³/year)	Volume of groundwater extraction	Availability and/or deficit
Valley of Querétaro	70.0	4.0	131.9	-65.9
Valley of Amazcala	34.0	2.8	54.3	-23.1
Valley of San Juan del Río	191.5	0.0	326.9	-135.4
Valley of Buena Vista	11.0	0.1	22.4	-11.5
Valley of Tequisquiapan	108.1	2.6	100.8	1.2
Valley of Cadereyta de Montes	4.1	0.0	3.6	0.5
Tolimán	8.4	2.9	9.0	-3.5
Valley of Huimilpan	20.0	0.0	21.9	-1.9
Valley of Amealco de Bonfil	22.5	0.8	19.8	1.9
Moctezuma	50.0	6.5	0.1	43.2
Tampaón (sierra region)	49.0	13.6	1.2	34.2

Source: Official Federal Gazette 04/01/2018.
Notes: The availability of groundwater is updated at least every 3 years.
The volume of groundwater extraction is made up of: the volume with awarded concessions / assigned volumes of groundwater; the volume of water extraction in the zones of provisional suspension of free extraction and those registered in the Permanent National Registry; the volumes of water extraction pending authorization and / or registration in the REPDA; the volumes of water corresponding to reserves, regulations and water scheduling.





1.1.6. Biodiversity

Despite being one of the smallest states in the country, Querétaro has a great climate and ecosystem diversity. Due to its geographical location, it encompasses part of the Trans-Mexican Volcanic Belt in its southwest region, part of the Central Mexican Plateau in its central region, and it reaches the Sierra Madre Oriental in its northeast region.

Almost all types of flora known in the country can be found in the state of Querétaro. The preserved vegetation covers 50.6% of the total surface area of the state territory, the disturbed vegetation covers 19%, the areas without vegetation or with urban or industrial occupation cover 3.7%, and 26.36%, of the surface area corresponds to irrigated and rainfed agriculture land. This wide-ranging variety of ecosystems favors biodiversity.

The following information is the result of the research published in the Autonomous University of Querétaro's 2016 book about Querétaro's Natural History and the "Flora and Fauna Unit" database of the Ministry of Sustainable Development of the State of Querétaro:

Flora

Querétaro has a significant diversity consisting of more than 4 thousand species. Among them there are 2,421 varieties of vascular plants that are part of 170 families and 937 genres. SEDESU's database identifies that, from the aforementioned species, 64 are classified under some risk category in accordance with NOM-059-SEMARNAT-2010 "Environmental protection - Wild flora and fauna species that are native of Mexico - Risk categories and specifications for their inclusion, exclusion or change - List of endangered species". Out of these species, 26 belong to the cactus family and 24 are endemic.

Mushrooms

Fungi are organisms that degrade organic matter. They play an important ecological role in nature by participating in the recycling processes of organic matter thus fostering the formation and conservation of the soil. They also maintain the balance of natural ecosystems through their relationships with other organisms. A total of 633 species of macromycetes fungi have been registered in the state of Querétaro.

Fauna

- Vertebrates

There are 715 vertebrate species registered in SEDESU's list, where birds are the most diverse group with a variety of 431 species, followed by reptiles, mammals, fish, and amphibians.

According to NOM-059-SEMARNAT-2010, 118 out of the 715 vertebrate species registered in the entity are under some risk category with various degrees of endemism: 8 fish, 13 amphibians, 50 reptiles, 32 birds and 15 mammals. The reptile group, which represents 42.37% of the endangered species, is the most affected.

- Invertebrates

Invertebrate animals form the largest group of animals. They are characterized by the lack of a spine and an articulated internal skeleton; most of them have external protection, some sort of armor, like beetles, but there are invertebrates that do not have any type of protection. The number of studies and records for this group is insufficient in the state of Querétaro; nonetheless, 523 insect species, 8 decapod crustaceans species, and 17 scorpions have been identified.

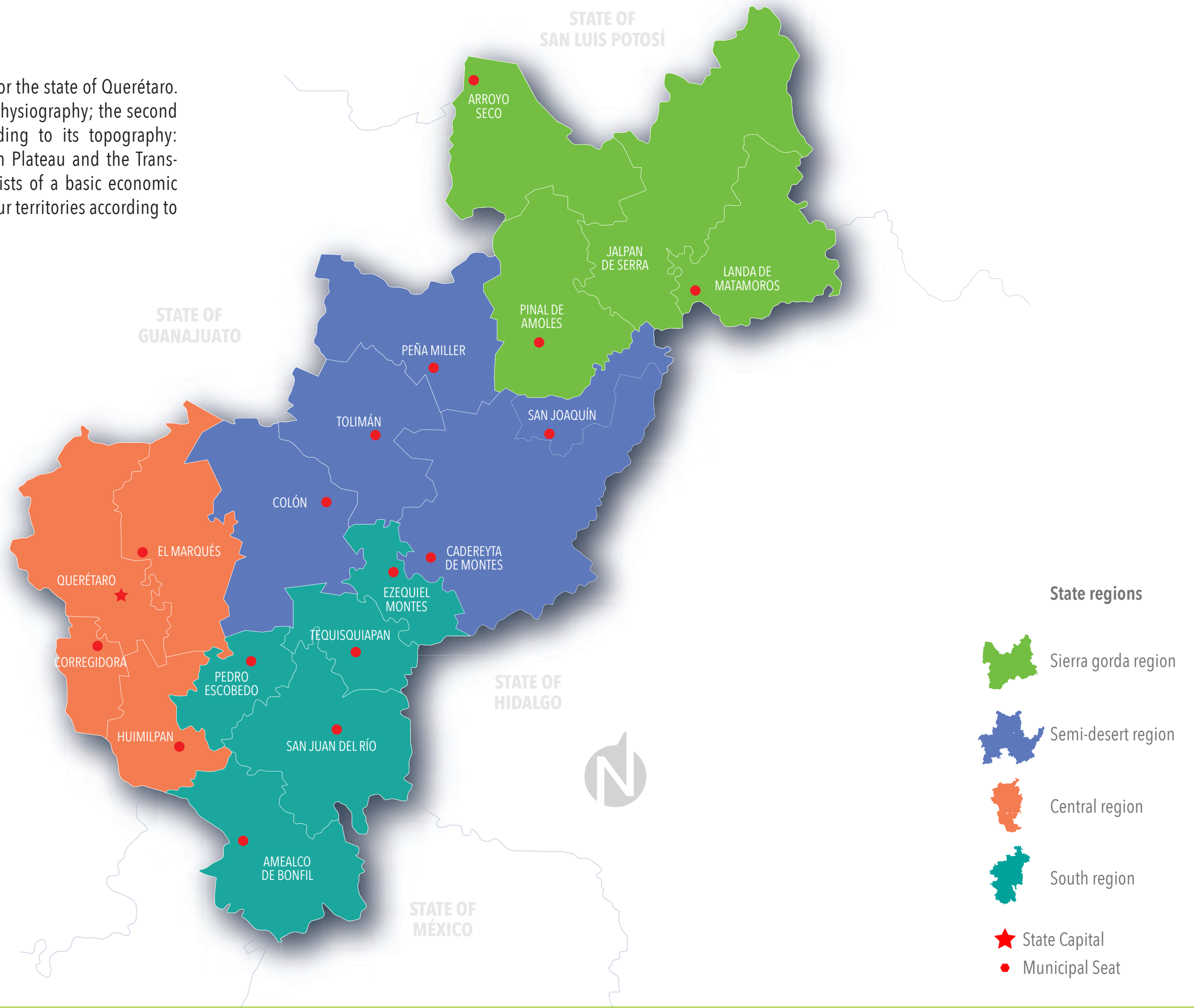
Registry of vertebrate species in the state of Querétaro.

Group	Species	Families
Birds	431	67
Reptiles	104	21
Mammals	101	22
Fish	45	12
Amphibians	34	9

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro. Department of Conservation and Protected Natural Areas. Flora and Fauna Unit, 2020.

1.1.7. Regionalization

There are at least three regionalization criteria for the state of Querétaro. The first establishes 5 regions according to its physiography; the second divides the state into three provinces according to its topography: the Sierra Madre Oriental, the Central Mexican Plateau and the Trans-Mexican Volcanic Belt; the third criterion consists of a basic economic regionalization since it divides the entity into four territories according to the agricultural districts.



Regions of the state

1.2. Environment and environmental management

1.2.1. Air

An atmospheric monitoring system that renders reliable, quality information and coverage is one of the strategies of the Management Program to Improve Air Quality in the Metropolitan Area of Querétaro-San Juan del Río 2014-2023. To this end, the project of the Querétaro State Air Quality Monitoring Center (CeMCAQ for its Spanish acronym), operated by the Autonomous University of Querétaro, was developed.

Atmospheric monitoring

The Ministry of Sustainable Development of the state of Querétaro has an atmospheric monitoring network whose purpose is to understand the pollutant's behavior: carbon monoxide, nitrogen dioxide, sulfur dioxide, ozone, particles smaller than 2.5 microns and particles smaller than 10 microns. The statistical data obtained from this network is used for decision-making with the end goal of protecting the population's health.

The monitoring stations also measure meteorological parameters such as pressure, solar radiation, temperature, wind direction and speed, relative humidity and rainfall.

The network is made up of the following stations in the metropolitan areas of Querétaro and San Juan del Río:



Félix Osores (FEO)



Carrillo Puerto (CAP)



El Marqués (EMA)



Bomberos (BOM)

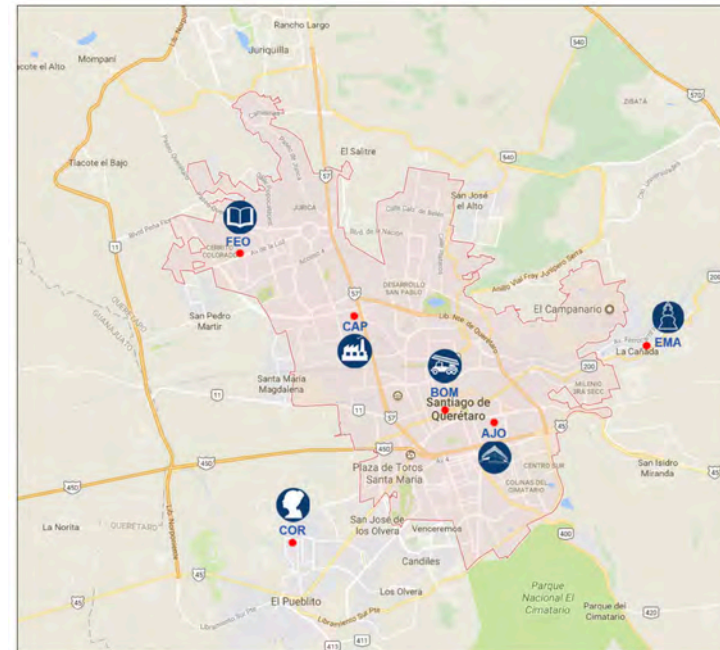


Corregidora (COR)



San Juan del Río (SJU)

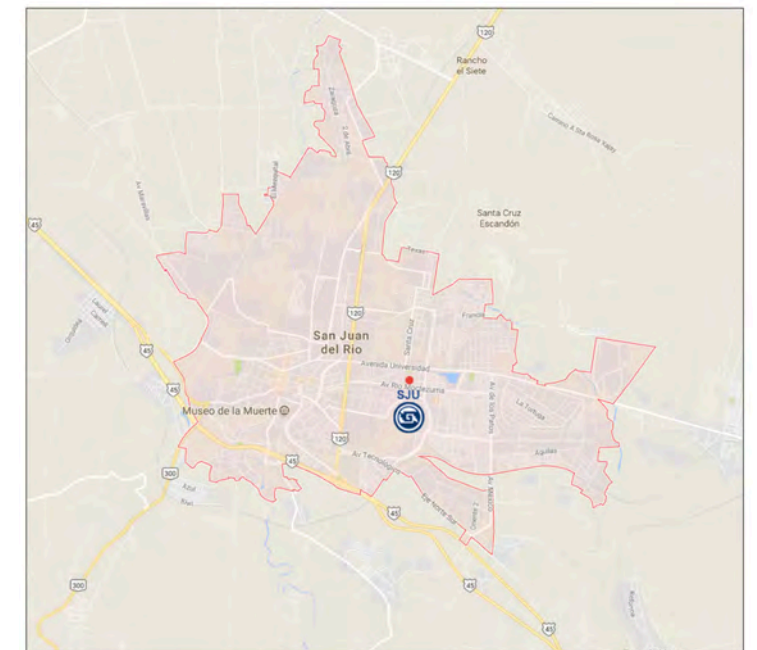
Monitoring stations in the City of Querétaro and its suburbs.



Stations in the monitoring network of the CeMCAQ in the City of Querétaro and its suburbs. Félix Osores (FEO), Carrillo Puerto (CAP), El Marqués (EMA), Bomberos (BOM), Auditorio Josefa Ortiz de Domínguez (AJO), Corregidora (COR).

Source: www.cemcaq.mx/monitoreo

Monitoring stations in San Juan del Río.



Stations in the monitoring network of the CeMCAQ in the City of San Juan del Río, Querétaro. San Juan del Río UAQ (SJU).

With the aim of keeping the population informed, the project for the Official Mexican Standard NOM-172-SEMARNAT-2019 "Guidelines for obtaining and communicating the Air Quality and Health Risks Index" develops precise and easy-to-interpret data:

- The purpose of the air and health index is to inform the population about the air quality, health risks and protective measures that can be taken.
- The air and health index is solely informative and can be used to prevent the population in a city or locality at a specific time.
- Recommendations are transmitted to the population for each category of the air and health index.

The colors assigned for each category are the following:



Good



Acceptable



Bad



Very bad



Extremely bad

Prevention and control of atmospheric pollution

One of the mechanisms used to control mobile pollution sources is the State Vehicle Emissions and Safety Verification Program, which consists of the biannual verification of the emission of pollutants from private, heavy-duty, public service, cargo, passenger, utility and official vehicles.

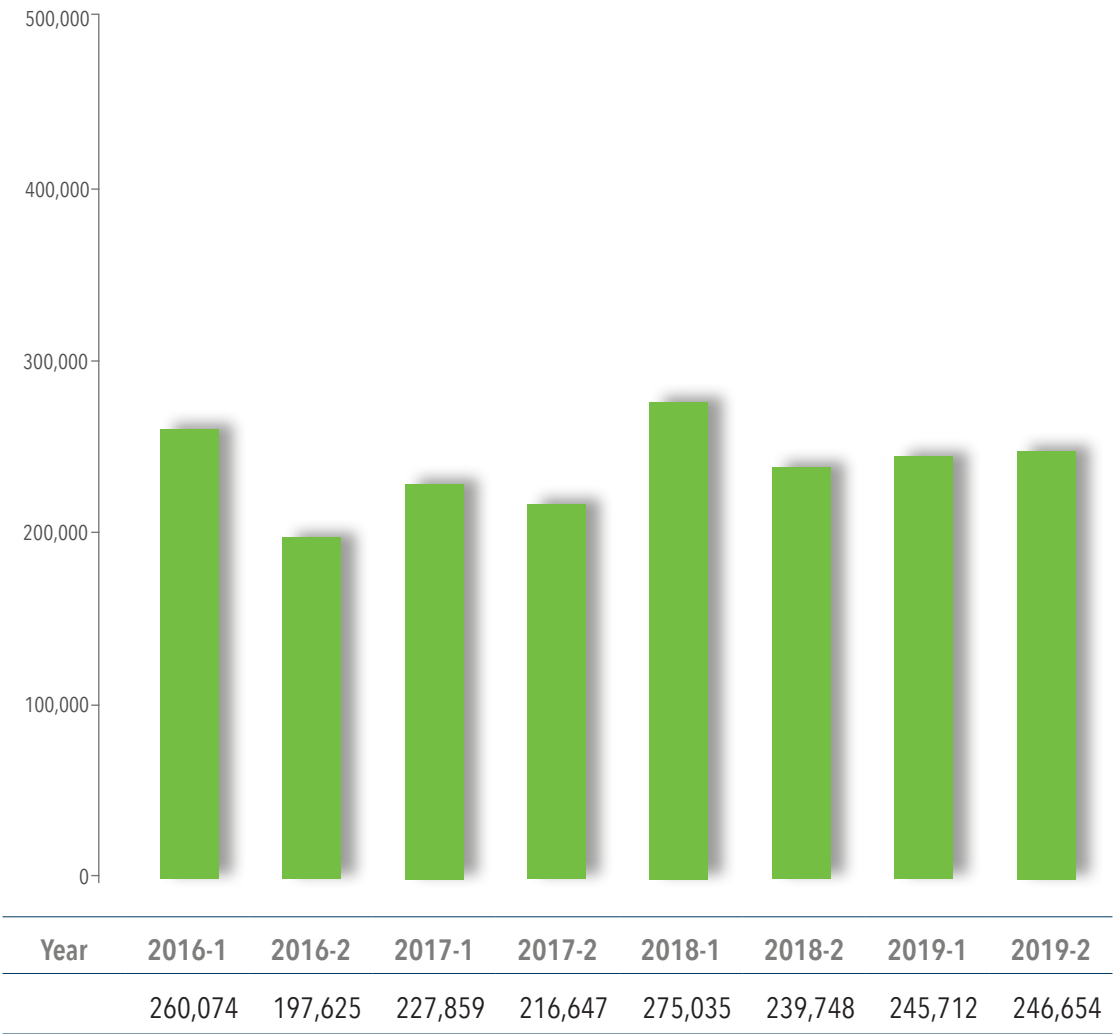
The Program aims to establish a calendar and guidelines according to which the polluting emissions of all internal combustion motor vehicles registered in the State Vehicle Registry, other entities, and abroad, that are in circulation in the state of Querétaro must be verified, with the exception of motorcycles or automobiles that, due to their technological characteristics, cannot be tested according to the protocols established in the Official Mexican Standards.

In 1990 Querétaro was the second federative entity that implemented a mandatory program for the control of pollution caused by mobile sources, the first being the Federal District, today known as Mexico City.

From the total number of vehicles in the registry, 245,712 units were verified in the first semester of 2019, and 246,654 in the second semester.

The behaviors for these variables in recent years is shown below:

Units verified in the Vehicle Emissions and Safety Verification Program in Querétaro, 2016-2019.



State Vehicle Emissions and Safety Verification Program, 2016-2019.

Year	2016-1	2016-2	2017-1	2017-2	2018-1	2018-2	2019-1	2019-2
Number of verifiable vehicles	420,000	420,000	500,000	500,000	500,000	500,000	550,000	550,000
Verified Units	260,074	197,625	227,859	216,647	275,035	239,748	245,712	246,654
Compliance %	62%	47%	46%	43%	55%	48%	45%	45%

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro. State Vehicle Emissions and Safety Verification Program, 2020.
Note: As of 2016, vehicle emissions and safety verification in the state of Querétaro is carried out every six months.

Sources of pollution

The main air pollutants originate in the emissions into the atmosphere that come from mobile sources, that is, from the local vehicles in circulation, and also the ones passing through the state, in addition to those pollutants generated as a consequence of urban and industrial development, and those originating from forest fires.

According to the statistics of the Ministry of Planning and Finance of the Executive Power of the state, there were 776,404 motor vehicles in circulation in 2019, a figure that includes trucks, motorcycles and automobiles. From these, 68.7%, or 533,491 units, are automobiles, a figure that increased by 8.3% compared to the 492,797 units registered in 2018.

Registered automobiles in circulation in the state of Querétaro, 2018 and 2019.

Municipality	2018	2019
Amealco de Bonfil	6,890	7,570
Arroyo Seco	1,418	1,612
Cadereyta de Montes	6,691	7,296
Colón	6,012	6,629
Corregidora	56,241	61,523
El Marqués	24,966	29,533
Ezequiel Montes	6,063	6,568
Huimilpan	5,674	6,362
Jalpan de Serra	2,903	3,186
Landa de Matamoros	1,359	1,546
Pedro Escobedo	9,160	9,955
Peñamiller	1,309	1,456
Pinal de Amoles	1,172	1,312
Querétaro	299,086	319,552
San Joaquín	733	815
San Juan del Río	50,385	54,641
Tequisquiapan	10,444	11,403
Tolimán	2,291	2,532
Total	492,797	533,491

Source: Ministry of Finance of the Executive Power of the State of Querétaro, 2020.

1.2.2. Water

Water is a vital element for the development of the activities of any living being; it is a non-renewable natural resource that covers three quarters of the planet in the form of rivers, seas and lakes.

Only 2.5% of the world's water is drinkable and, according to data obtained by the UNESCO in 2017, 80% of wastewater returns to the ecosystem without being treated or reused in any way. However, the state of Querétaro takes the necessary measures to treat a large percentage of its wastewater in over 30 water treatment plants throughout the entity.

Pluvial precipitation

According to data from CONAGUA, six meteorological stations were responsible for recording precipitation in the entity in 2019.

The highest average annual total precipitation in the state is recorded in the Ayutla station, with 819.2 mm, and the lowest in Tolimán, with 313.7 mm, according to the recording periods. The average rainfall in each of these stations is detailed below:

Precipitation in the state of Querétaro.				
Station	Period	Average rainfall (mm)	Rainfall of the driest year (mm)	Reinfall of the rainiest year (mm)
Jalpan	1980 - 2019	671.7	299.0	1,322.5
Ayutla	1980 - 2019	819.2	447.6	1,350.5
El Capulín Dam	1980 - 2019	807.8	514.9	1,274.1
Querétaro	1980 - 2019	571.6	187.7	935.4
San Juan del Río	1980 - 2019	488.6	226.3	695.3
Tolimán	1980 - 2019	313.7	186.0	877.6

Sources: National Water Commission, 2020.
mm: millimeters.



Water treatment

Querétaro treats 87% of its wastewater in 40 public water treatment plants operated by the CEA, with a capacity of 1,706.85 liters per second (lps). The annual volume of treated water amounts to 41,853,302.88 m³.

The municipalities with the highest number of public water treatment plants are Querétaro and Huimilpan, with 6 each; El Marqués and Colón with 4 each, and the rest of the municipalities have one or two plants in operation.

Inventory of public wastewater treatment plants operated by the State Water Commission, 2019.

Municipality	No. of water treatment plants	Capacity (lps)	Annual volume (m ³)
Amealco de Bonfil	2	27	842,825.00
Arroyo Seco	1	1	34,571.34
Cadereyta de Montes	2	24	506,056.00
Colón	4	27.5	591,385.00
Corregidora	3	398	10,821,351.59
El Marqués	4	112	1,715,962.00
Huimilpan	6	29	570,688.00
Jalpan de Serra	2	21	370,106.34
Landa de Matamoros	3	5.5	68,896.29
Pedro Escobedo	1	15	312,666.00
Pinal de Amoles	1	4	80,952.51
Querétaro	6	964.35	23,879,423.31
San Joaquín	1	4	95,979.00
Tequisquiapan	2	65	1,704,012.50
Tolimán	2	10.5	258,428.00
Total	40	1,706.85	41,853,302.88

Source: State Water Commission (CEA), 2020.
lps: Liters per second
m³: cubic meters.



CONAGUA has a registry of 51 public water treatment plants and 173 private water treatment plants distributed in 16 and 17 municipalities respectively:

Inventory of public water treatment plants registered by CONAGUA in the state of Querétaro, 2019.

Municipality	Number of water treatment plants
Amealco	2
Arroyo Seco	1
Cadereyta de Montes	2
Colón	4
Corregidora	3
El Marqués	4
Huimilpan	6
Jalpan	2
Landa	3
Pedro Escobedo	1
Pinal de Amoles	1
Querétaro	6
San Joaquín	1
San Juan del Río	11
Tequisquiapan	2
Tolimán	2
State Total	51

Source: National Water Commission (CONAGUA), 2020.

Inventory of private water treatment plants in the state of Querétaro, 2019.

Municipality	Number of water treatment plants
Amealco de Bonfil	0
Arroyo Seco	0
Cadereyta de Montes	2
Colón	15
Corregidora	24
El Marqués	26
Ezequiel Montes	19
Huimilpan	1
Jalpan de Serra	0
Landa de Matamoros	0
Pedro Escobedo	4
Pinal de Amoles	0
Querétaro	54
San Joaquín	0
San Juan del Río	26
Tequisquiapan	2
Tolimán	0
State total	173

Source: National Water Commission (CONAGUA), 2020.

It is important to highlight that the municipality of San Juan del Río has 10 public water treatment plants with a capacity of 473 lps, and that its annual volume of treated water is 5,754,180 m³, a figure that represents an approximate coverage of 45%. The following table details the information:

Inventory of public wastewater treatment plants in the Municipality of San Juan del Río, 2019.

No. of treatment plants	Capacity (lps)	Annual volume (m³)
San Pedro Ahuacatlán I	125	755,651
San Pedro Ahuacatlán II	300	4,540,498
Claustros del Río	5	42,579
El Rodeo	3	29,229
El Organal	5	22,127
Laguna de Lourdes	5	33,814
La Estancia	10	150,885
Loma Linda	5	42,711
Puerta de Palmillas	5	46,579
Galindo	10	90,107
Total	473	5,754,180

Source: Municipal Commission for Potable Water and Sewage Systems (JAPAM), 2020.
lps: Liters per second
m3: cubic meters.

Awareness programs

"Cuidarla está en ti" program

In 2019, the CEA continued with this awareness program, "Cuidarla está en ti", which translates as "Taking care of it is in your hands", whose general objective is to promote the efficient and rational use of drinking water among the population of the state of Querétaro. It seeks to raise awareness about the environmental, social and economic value of water resources among the citizens.

To this end, support has been provided for 13 water culture spaces so that there are adequate places for the achievement of the objective.

The different strategic axes have impacted 124,087 people during the period with specific actions aimed at each and every one of the different sectors of the population:

- 1. Water watchers:** An impact on a population of 34,945 students was achieved in 2019, through summer courses in public and private schools, and in institutions for the children of workers, raising awareness among 3,089 minors who joined as water watchers.
- 2. Water allies:** 219 people were trained as advocates of the rational and efficient use of water in order to enhance efforts in this area.
- 3. CEA Community:** Conferences and events were conducted in the communities of the state, raising awareness among 85,228 people about the importance of saving water.
- 4. Water route:** 4 "Water Routes" were created with the participation of 85 people. The aim of this activity is for people to know where the water that supplies the metropolitan area of Querétaro originates. The route starts in the water treatment plant in Cadereyta where the water is purified and ends in the capital of the entity. By raising awareness on the process required to supply homes with purified water, a better handling of the liquid is promoted.



Programs of the Municipal Commission for Potable Water and Sewage Systems (JAPAM) San Juan del Río.

- 1. Cinedomo:** It is about the projection of cultural videos about water so as to raise awareness among the youngest children based on the following guidelines: do not waste, do not pollute and reuse. The activity takes place inside a dome and it is targeted at preschool and elementary school students, or summer school students within the age range corresponding to those educational levels.
- 2. Talks about water culture:** These are dialogues where topics are discussed in detail, covering aspects such as the history, availability, pollution and sanitation of water, among others, with the purpose of reaching young people and older adults. 4,764 people participated in talks in the Water Culture Space.
- 3. Interactive Museum of Water Culture:** Also called the MICA (for its Spanish acronym), this museum is the first thematic interactive water museum in the state of Querétaro, and the second one nationwide. In 2018 it had a capacity of 1,486 people.

www.ceaqueretaro.gob.mx





1.2.3. Energy

In Mexico most of the energy comes from non-renewable natural resources, mainly hydrocarbons and coal, so it is crucial to search for alternatives for their preservation.

Efficient use of energy

According to data from the Energy Saving Trust (FIDE for its Spanish acronym), in 2018 the energy savings obtained from the implementation of summer daylight saving time would be used to power 592,240 dwellings for a whole year (based on an average bimonthly consumption of 266 kW), or they would keep 8.3 million lamps lit for 24 hours a day, 365 days a year.

In 2019, 91 projects were addressed, representing a total investment of 25.78 million pesos financed by the FIDE in the following modalities:

- **Business Eco-Credit:** Designed for micro-, small and medium-sized enterprises (MSMEs) operating for over a year with the Federal Electricity Commission's (CFE for its Spanish acronym) commercial electricity rate. It facilitates the replacement of inefficient electrical equipment with new, high-efficiency equipment, or the purchasing of equipment that helps reduce energy consumption and billing for.
- **Energy Efficiency Projects (PEEF for its Spanish acronym):** They are aimed at the productive sector and provide technical advice, as well as financing at preferential rates, for the modernization of facilities, and the development and application of new technologies.

Specialists have recognized Querétaro's potential for generating electrical energy from alternative sources, using the likes of wind or photovoltaic systems, thanks to its geographic and climatic conditions. In a 2016 publication, the Electrical Research Institute reported a daily average solar radiation of 5.9 kWh / m² per day in Querétaro, which is similar to that of Sonora or Chihuahua (5.9) and higher than the radiation of places like Aguascalientes (5.6), Guanajuato (5.6) and Mexicali (5.5).

The World Bank Group makes the Global Solar Atlas (<https://globalsolaratlas.info/>) available for consultation, promoting a broader use of solar energy in many countries. Maps by region or country, including Mexico (<https://globalsolaratlas.info/downloads/mexico>) can be downloaded through this site. The Photovoltaic electricity output version of this map shows the state of Querétaro with high levels in the period from 1999-2015.

1.2.4. Ecological ordering

The Ecological Ordering (EO) is the instrument of environmental policy that consists of planning and applying measures to regulate, induce and evaluate the use of the land, and program the management of natural resources and productive activities. The goal of this planning is to protect the environment, and to preserve and use natural resources sustainably through the analysis of deterioration trends, their possible recovery and the potentialities of their use.

According to the General Law of Ecological Balance and Environmental Protection (LGEEPA) there are four types of EO:

- General
- Marine
- Regional
- Local

The first two modalities are under Federal management. For the other two, article 35 of the Law of Environmental Protection for Sustainable Development of the State of Querétaro (LPADSEQ for its Spanish acronym) provides that the state territory's EO must be implemented regionally when the programs' scope is covers the whole state, or part of it, or else, locally, when the programs' scope covers a municipality, whether fully or partially.

Program for the General Ecological Ordering of the Territory (POEGT for its Spanish acronym)

It is a public policy instrument supported by the LGEEPA and the regulations on EO matters. Its observance is mandatory throughout the national territory and its purpose is to link the actions and programs of the Federal Public Administration that must consider the environmental variable in terms of the Planning Law.

The POEGT was issued in September 2012, regionalizing the national territory into Biophysical Environmental Units (UAB for its Spanish acronym). These are made up of the main factors of the biophysical environment: climate, topography, vegetation and soil. In order to manage the UAB, 10 ecological guidelines, 44 general strategies and 4 environmental policies were established:

- Preservation
- Protection
- Restoration
- Sustainable use

The state of Querétaro is part of the following UAB:

Biophysical Environmental Units in which the state of Querétaro is located.

Region code	UAB ¹	Name of the UAB ¹	Development guidelines	Development aids	Development Associates	Other sectors of interest	Environmental policy	Level of priority attention
5.17	30	Karst Huasteco North	Forest	Mining and preservation of flora and fauna	Agriculture and Livestock	PEMEX and indigenous peoples	Preservation, sustainable use and restoration	Low
18.8	44	Sierras and Plains of the North of Guanajuato	Agriculture and preservation of flora and fauna	Livestock and mining	Population	Indigenous villages	Restoration and sustainable use	High
	52	Northern Plains of Guanajuato	Agriculture and preservation of flora and fauna	Agriculture, social development, livestock and mining		PEMEX and indigenous peoples	Restoration and sustainable use	Intermediate

Sources: Ministry of Sustainable Development of the Executive Power of the State of Querétaro, with information extracted from the 2012 POEGT. Program for the General Ecological Ordering of the Territory (POEGT). Ecological Regionalization of Biophysical Environmental Units.
¹ Biophysical Environmental Unit.



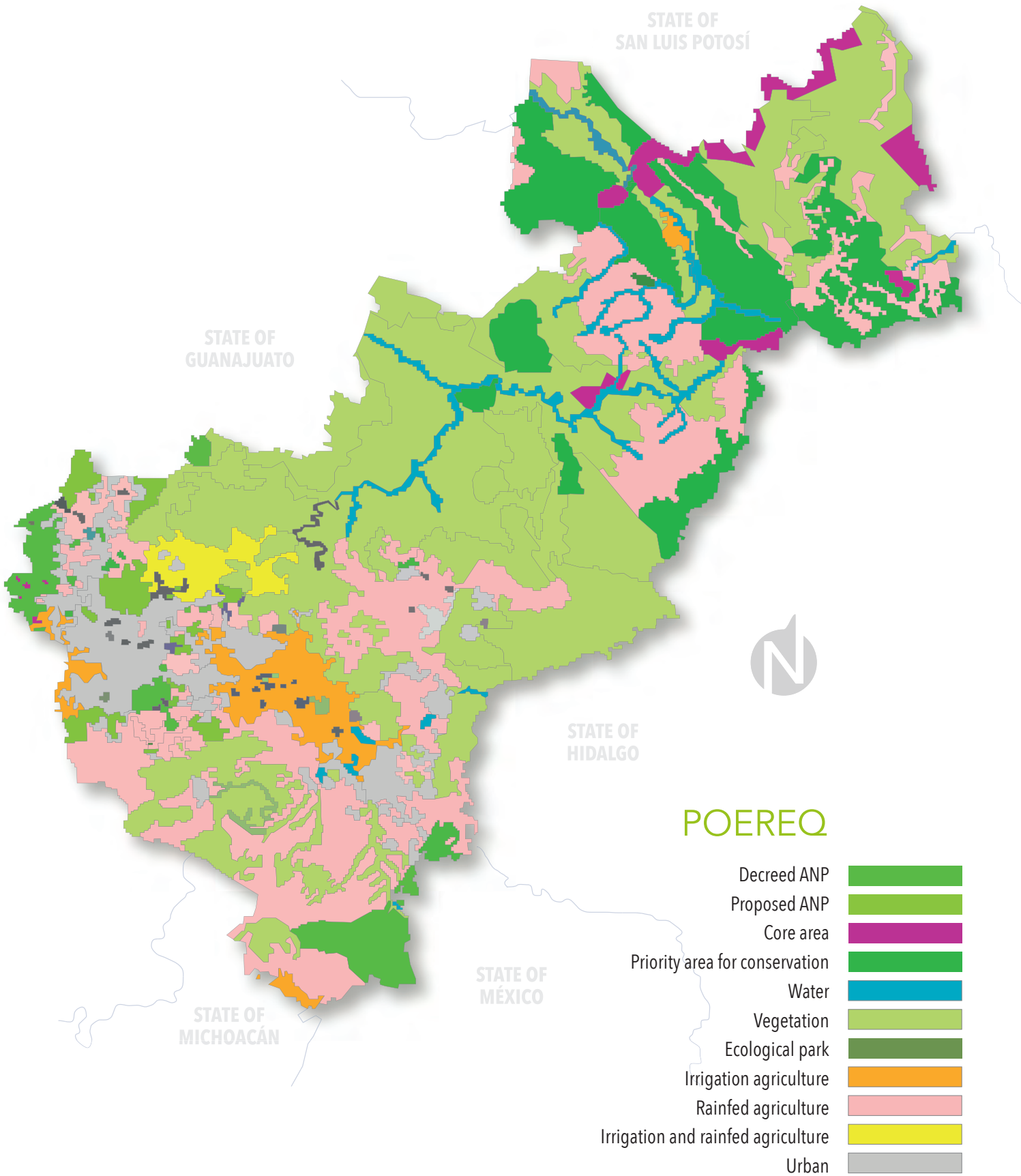
Program for the Regional Ecological Ordering of the State of Querétaro (POEREQ for its Spanish acronym)

It is an inductive-regulatory environmental planning instrument that divides the state territory into 412 Environmental Management Units (UGA for its Spanish acronym). The POEREQ establishes 23 environmental guidelines or goals, and 113 actions with the objective of reducing conflicts in environmental matters and guiding development in accordance with the territorial capacity.

General classification of Environmental Management Units (UGA).	
UGA number	Vocation
191	Urban
62	Preserved vegetation
46	Proposed protected natural area
43	Rainfed agriculture
27	Water
15	Priority area for conservation
10	Core area
9	Natural area decreed as protected
8	Irrigation agriculture
1	Rainfed and irrigation agriculture
1	Park

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro. Environmental Sub-ministry 2020, with information from POEREQ 2009.

Environmental Management Units of the Program for the Regional Ecological Ordering of the State of Querétaro (POEREQ)



According to their vocation and aptitude, UGAs can be classified into 4 groups that correspond to environmental policies in matters of ecological ordering according to their description in the program:

- 1. Protection:** They are in charge of the natural areas decreed as protected, the proposals, and the core areas.
- 2. Conservation:** They are the ones that describe vegetation, water, park, and priority areas for their preservation.
- 3. Sustainable use:** They are the ones related to irrigated and rainfed agriculture.
- 4. Urban:** They are those that describe growth centers identified by development instruments that refer to cities.

Today this planning instrument is being updated in order to incorporate the new development challenges that have emerged in the state since 2009.

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro. Environmental Sub-ministry 2019.

Local Ecological Ordering Programs
(POEL for its Spanish acronym)

They are instruments of environmental planning whose objective is to regulate or induce the use of the land and productive activities with the aim of protecting the environment, and preserving and using natural resources sustainably.

Today there are twelve POELs in force in the municipalities of Amealco, Cadereyta, Colón, Corregidora, El Marqués, Huimilpan, Pedro Escobedo, Querétaro, San Joaquín, San Juan del Río, Tequisquiapan and Tolimán. This ecological planning represents 62.97% of the surface of the state territory, an area where 92.9% of the state’s population lives.

POEL in the state of Querétaro.

Municipality	Council approval	Sombra de Arteaga publication
Amealco de Bonfil	22/04/16	24/06/16
Cadereyta	14/11/17	09/05/18
Colón	08/02/18	23/02/18
Corregidora	14/12/16	10/02/17
El Marqués	11/04/18	01/06/18
Huimilpan	28/03/18	20/04/18
Pedro Escobedo	12/01/17	17/02/17
Querétaro	29/04/14	16/05/14
San Joaquín	06/09/18	21/09/18
San Juan del Río	13/10/17	12/01/18
Tequisquiapan	28/09/15	30/10/15
Tolimán	13/09/18	25/09/18

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro. Environmental Sub-ministry, 2020.



It is worth mentioning that the preparation and issuance of the POELs of the municipalities of Ezequiel Montes and Peñamiller are currently ongoing in the hopes of having an ecologically ordered state soon.

The following table describes the environmental management units, territory surface area comprised (in hectares) and its corresponding percentage, grouped by municipality:

Local Ecological Ordering Programs
in force in the state of Querétaro, 2019.

Code	Policy	Environmental Management Units	Surface area comprised (hectares)	Percentage of municipal territory
Local Ecological Ordering Program of the Municipality of Querétaro				
PAS	Sustainable Use	17	16,712.73	24.2
PP	Protection	36	22,506.09	32.6
PR	Restoration	2	1,300.32	1.9
PSR	Safeguard and Risk	4	1,006.55	1.5
PU	Urban	54	27,476.57	39.8
Total		113	69,002.26	100.0

Local Ecological Ordering Program of the Municipality of Corregidora				
PAS	Sustainable Use	9	10,351.19	44.2
PCF	Forest Conservation	3	196.67	0.8
PDU	Urban Development	4	7,501.39	32.0
PP	Protection	14	3,858.12	16.5
PR	Restoration	1	1,538.69	6.6
Total		31	23,446.06	100.0

Local Ecological Ordering Program of the Municipality of Huimilpan				
PAS	Sustainable Use	4	15,787.71	40.7
PCF	Conservation	5	4,639.56	12.0
PDU	Urban Development	1	4,584.04	11.8
PP	Protection	10	6,889.77	17.7
PR	Restoration	6	6,934.09	17.9
Total		26	38,835.17	100.0

Local Ecological Ordering Programs
in force in the state of Querétaro, 2019.

Code	Policy	Environmental Management Units	Surface area comprised (hectares)	Percentage of municipal territory
Local Ecological Ordering Program of the Municipality of El Marqués				
PAS	Sustainable Use	10	24,552.34	32.5
PCF	Forest Conservation	3	1,176.46	1.6
PDU	Urban Development	5	23,007.82	30.5
PP	Protection	30	22,597.35	29.9
PR	Restoration	3	4,169.89	5.5
Total		51	75,503.86	100.0
Local Ecological Ordering Program of the Municipality of Tequisquiapan				
PAS	Sustainable Use	14	19,146.84	51.5
PC	Conservation	7	9,715.63	26.1
PP	Protection	2	3,036.35	8.2
PR	Restoration	5	1,740.09	4.7
PU	Urban	19	3,569.64	9.6
Total		47	37,208.55	100.0
Local Ecological Ordering Program of the Municipality of Pedro Escobedo				
PP	Protection	2	6,303.51	19.5
PC	Conservation	10	3,278.97	10.2
PR	Restoration	1	70.68	0.2
PAS	Sustainable Use	20	17,844.26	55.2
PDU	Urban Development	16	4,804.93	14.9
Total		49	32,302.35	100.0
Local Ecological Ordering Program of the Municipality of Amealco				
PAS	Sustainable Use	12	34,227.13	48.1
PC	Conservation	17	4,310.38	6.1
PP	Protection	7	20,947.79	29.4
PR	Restoration	7	7,226.41	10.2
PU	Urban	38	4,430.90	6.2
Total		81	71,142.61	100.0

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro. Environmental Sub-ministry, 2020.

Local Ecological Ordering Program of the Municipality of Colón				
PP	Protection	6	14,070.21	17.4
PC	Conservation	7	11,048.39	13.7
PR	Restoration	14	22,433.92	27.8
PAS	Sustainable Use	9	23,700.78	29.4
PU	Urban	2	9,470.28	11.7
Total		38	80,723.58	100.0
Local Ecological Ordering Program of the Municipality of San Juan del Río				
PP	Protection	4	9,716.75	12.2
PC	Conservation	14	11,128.09	14.0
PR	Restoration	11	4,732.47	5.9
PAS	Sustainable Use	19	43,014.84	54.0
PDU	Urban Development	1	11,111.76	13.9
Total		49	79,703.91	100.0
Local Ecological Ordering Program of the Municipality of Cadereyta				
PP	Protection	8	43,692.18	32.6
PC	Conservation	15	27,048.38	20.2
PR	Restoration	16	25,953.51	19.4
PAS	Sustainable Use	27	34,726.69	25.9
PDU	Urban Development	2	2,428.20	1.8
Total		68	133,848.96	100.0
Local Ecological Ordering Program of the Municipality of San Joaquín				
PP	Protection	2	5,742.08	20.8
PC	Conservation	4	10,471.94	38.0
PR	Restoration	5	7,765.45	28.2
PAS	Sustainable Use	3	3,429.50	12.4
PDU	Urban Development	1	180.21	0.7
Total		15	27,589.18	100.0
Local Ecological Ordering Program of the Municipality of Toluimán				
PP	Protection	4	18,033.86	26.5
PC	Conservation	6	24,395.76	35.8
PR	Restoration	2	21,923.63	32.2
PAS	Sustainable Use	3	2,316.36	3.4
PDU	Urban Development	1	1,429.77	2.1
Total		16	68,099.38	100.0

1.2.5. Protected Natural Areas (ANP for its Spanish acronym)

These are areas of the national territory over which the nation exercises its sovereignty and jurisdiction. ANPs stand out because their original environments have not been significantly altered by human activity or they need to be preserved and restored.

ANPs are instituted by means of a presidential decree and the activities that can be carried out in them are established in accordance with the General Law of Ecological Balance and Environmental Protection and its regulations, the management program and the ecological ordering programs. These protected areas are subject to special protection, conservation, restoration and development regimes, according to categories stated by law.

Protected Natural Areas in the entity

The Environmental Protection Law for Sustainable Development of the State of Querétaro defines Protected Natural Areas as the areas of the entity that are subject to the protection regime. The purpose is to preserve and conserve natural environments, safeguard biodiversity, use natural resources in a sustainable way, and care for and improve the quality of the environment and the environmental services that ecosystems provide.

There are 15 ANPs registered in the state of Querétaro. Four of them are federal, six are estatal and five are municipal, and they are distributed among 13 of the 18 municipalities.

The decreed areas add up to a total surface area of 434,928.56 hectares which represent 37.2% of the state surface area.

Protected Natural Areas in the state of Querétaro.

Total	Protected Natural Area	Category	Date of publication of the declaration	Publication medium	Municipalities	Area (hectares)	Percentage of the state surface
Protected Natural Areas of the Federal Order							
4	Cerro de las Campanas	National Park	July 7, 1937	Official Federal Gazette	Querétaro	3.8	0.0
	El Cimatario	National Park	July 21, 1982 (first) July 27, 1982 (second)		Corregidora Huimilpan Querétaro	2,447.9	0.2
	Sierra Gorda	Biosphere Reserve	May 19, 1997		Arroyo Seco Jalpan de Serra Landa de Matamoros Peñamiller Pinal de Amoles	383,567.4	32.8
	Zona Protectora Forestal	Natural Resources Protection Area	November 4, 1941		Amealco de Bonfil San Juan del Río	23,255.0	2.0
Natural Protected Areas of the State Order							
6	Mario Molina Pasquel "El Pinalito"	State Reserve	February 7, 2003	Official Journal of the Government of the State of Querétaro La Sombra de Arteaga	El Marqués	1,592.5	0.1
	El Tángano	Area Subject to Ecological Conservation	March 22, 2005		El Marqués Huimilpan Querétaro	717.7	0.1
	Bordo Benito Juárez	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park	February 13, 2009		Querétaro	27.6	0.0
	Tángano II	Ecological Reserve Zone	May 22, 2009		El Marqués Huimilpan	137.6	0.0
	Peña de Bernal	Protected Landscape	June 5, 2009		Ezequiel Montes Tolimán	263.9	0.0
	El Batán	Ecological Reserve Zone	June 6, 2013		Corregidora	3,341.6	0.3

Protected Natural Areas in the state of Querétaro.							
Total	Protected Natural Area	Category	Date of publication of the declaration	Publication medium	Municipalities	Area (hectares)	Percentage of the state surface
Protected Natural Areas of the Municipal Order							
5	Zona Occidental de Microcuencas	Area Subject to Ecological Conservation	August 30, 2006 (by Agreement of Querétaro City's Council).	Municipal Gazette of Querétaro's City Council	Querétaro	12,234.1	1.1
	Jurica Poniente	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park	September 25, 2006		Querétaro	224.1	0.0
	Cañada Juriquilla	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park	May 19, 2009		Querétaro	22.1	0.0
	Sierra de El Raspiño	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park	September 12, 2014		Querétaro	4,104.2	0.4
	Cerro Grande	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park	September 12, 2014		Querétaro	2,989.2	0.3
Total						434,928.6	37.2

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro, 2020.



Management programs for Protected Natural Areas

They are essential planning and regulation tools that establish the activities, actions and basic guidelines for the operation and administration of the ANP.

Five management programs have been officially published. There are four of them under the state regime and one under the federal regime:

Management Programs for Protected Natural Areas in the state of Querétaro.			
Regime	Protected Natural Area	Date of publication of the Management Plan	Publication medium
State	Bordo Benito Juárez	Summary - June 4, 2010	Official Journal of the Government of the State of Querétaro La Sombra de Arteaga
	El Batán	Summary - June 3, 2016	
	El Tángano	Summary - September 21, 2005	
	Peña de Bernal	Summary - June 24, 2011	
Federal	Sierra Gorda Biosphere Reserve	September 1999	National Institute of Ecology

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro, 2020.

1.2.6. Waste

The following regulations integrate the state legal framework:

- Political Constitution of the State of Querétaro.
- Law of Environmental Protection for Sustainable Development of the State of Querétaro.
- Law for the Prevention and Integral Management of Waste in the State of Querétaro and its respective regulations.
- State Program for the Prevention and Comprehensive Management of Urban Solid Waste and Waste Requiring Special Handling of the State of Querétaro 2018-2021.

Waste is regulated by means of the organic laws of the municipalities and the existing regulations on ecology which are in accordance with the provisions contained in the official Mexican standards pertaining to this subject matter: the General Law of Prevention and Integral Management of Waste and its respective regulations.

Solid urban waste

Based on the diagnosis of the State Program for the Prevention and Integral Management of Waste, there are 2,368 tons of urban solid waste generated daily in the state (tons/ day), from which 18% is valued inorganic waste and 61% is organic waste that can be treated for later use.

The entity's waste make-up 3% of the total greenhouse gas emission according to the 2015 base year inventory.



Solid urban waste generation in the state of Querétaro, 2019.

Municipality	Population	Waste generation per capita (daily kilograms per inhabitant)	Total waste generated (tons per day)	% of the state's waste generation
Amealco de Bonfil	61 709	0.486	29.99	1.3%
Arroyo Seco	13 833	0.486	6.72	0.3%
Cadereyta de Montes	73 722	0.798	58.83	2.5%
Colón	67 208	0.798	53.63	2.3%
Corregidora	184 506	0.862	159.04	6.7%
El Marqués	157 811	0.862	136.03	5.7%
Ezequiel Montes	43 472	0.798	34.69	1.5%
Huimilpan	40 759	0.862	35.13	1.5%
Jalpan de Serra	30 317	0.486	14.73	0.6%
Landa de Matamoros	21 869	0.486	10.63	0.4%
Pedro Escobedo	74 535	0.798	59.48	2.5%
Peñamiller	20 399	0.486	9.91	0.4%
Pinal de Amoles	29 824	0.465	13.87	0.6%
Querétaro	918 943	1.547	1421.61	60.0%
San Joaquín	10 376	0.465	4.82	0.2%
San Juan del Río	285 261	0.862	245.89	10.4%
Tequisquiapan	74 237	0.798	59.24	2.5%
Tolimán	30 002	0.486	14.58	0.6%
Total	2,138,783	1.106	2,368.85	100.0%

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro; Environmental Sub-ministry; Department of Environmental Control, 2020.

Recovery of waste requiring special handling in the state of Querétaro, 2019.

Waste	Quantity (tons)	Percentage	Accumulated percentage
Metal scrap	380,213.72	25.5%	25.0%
Cardboard	56,406.93	3.8%	29.0%
Treatment sludge	167,118.05	11.2%	40.0%
Wood	32,990.39	2.2%	43.0%
Other plastics	337,325.51	22.6%	65.0%
RPI or others	188,241.40	12.6%	78.0%
LDPE and HDPE	6,974.40	0.5%	78.0%
Paper	20,106.04	1.4%	80.0%
PP	15,297.99	1.0%	81.0%
Nonferrous metals	13,391.58	0.9%	82.0%
Bagasse	5,394.88	0.4%	82.0%
Food waste	56,502.83	3.8%	86.0%
Process sludge	44,888.56	3.0%	89.0%
PC	738.49	0.1%	89.0%
Wire	1,107.36	0.1%	89.0%
PET	3,026.73	0.2%	89.0%
Glass	3,043.45	0.2%	89.0%
Mixed waste	105,402.94	7.1%	96.0%
Textiles	19,076.24	1.3%	98.0%
Empty drums	163.56	0.0%	98.0%
PVC	308.74	0.0%	98.0%
Gardening	2,049.34	0.1%	98.0%
PS	1,869.09	0.1%	98.0%
Tetrapack	6,292.90	0.4%	98.0%
Ceramic materials	598.1	0.0%	98.0%
Biological sludge	24,238.15	1.6%	100.0%
Total	1,492,767.36		

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro; Environmental Sub-ministry; Department of Environmental Control, 2020.

Waste requiring special handling

According to the General Law for the Prevention and Integral Management of Waste, waste requiring special handling (RME for its Spanish acronym) is the waste generated in production processes that doesn't meet the characteristics to be considered hazardous, and that is also not human solid waste nor produced by large urban solid waste generators.

Based on the diagnosis of the State Program for the Prevention and Integral Management of Waste, the generation of waste requiring special handling is of approximately 4,089 tons / day, of which 58% is valued.

This type of waste is regulated by the Handling Plan Registries for Waste Requiring Special Handling whose objective is to minimize the generation and maximize the recovery of RME under criteria of environmental, technological, economic and social efficiency, and under the principles of shared responsibility and integral waste management. Querétaro has 760 registries of handling plans for waste requiring special handling.

In 2019, 89,077 tons of waste requiring special handling were authorized for repurposing:

- 5,524 tons as a soil improver in accordance with NOM-004-SEMARNAT-2002
- 609 tons as cattle feed
- 12,154 tons in authorized for the restoration of disposal banks
- 60,855 tons as raw materials for other production processes
- 9,935 tons for co-processing as alternative fuel or secondary material for other production processes

This has been achieved by preventing the final disposal of waste in sites, which would reduce its useful life.

Final disposal sites

At the end of 2019, the state had 16 sites for the final disposal of urban solid waste (RSU for its Spanish acronym) out of which four sites are considered landfills:

- Arroyo Seco
- CEMIRQ – Colón
- Querétaro
- San Juan del Río

Seven more are categorized as controlled sites:

- Amealco
- Huimilpan
- Jalpan de Serra
- Landa de Matamoros
- Peñamiller
- San Joaquín
- Tequisquiapan

It is worth highlighting that these sites were built as sanitary landfills with waterproofing specifications both in cells and infrastructure; however, they are considered as controlled sites since they do not fully comply with the operation requirements to be categorized as sanitary landfills.

There are 4 sites currently not being operated:

- Cadereyta
- Colón (La Esperanza)
- Corregidora
- Ezequiel Montes

The last uncontrolled site in the state that was operated by a municipality was cleaned up and closed. This was the case of an open-air dump in Tolimán, but it currently deposits waste in a sanitary landfill. For this reason, the percentage of tons deposited by type of final disposal site is 93% in sanitary landfill and 7% in controlled sites.

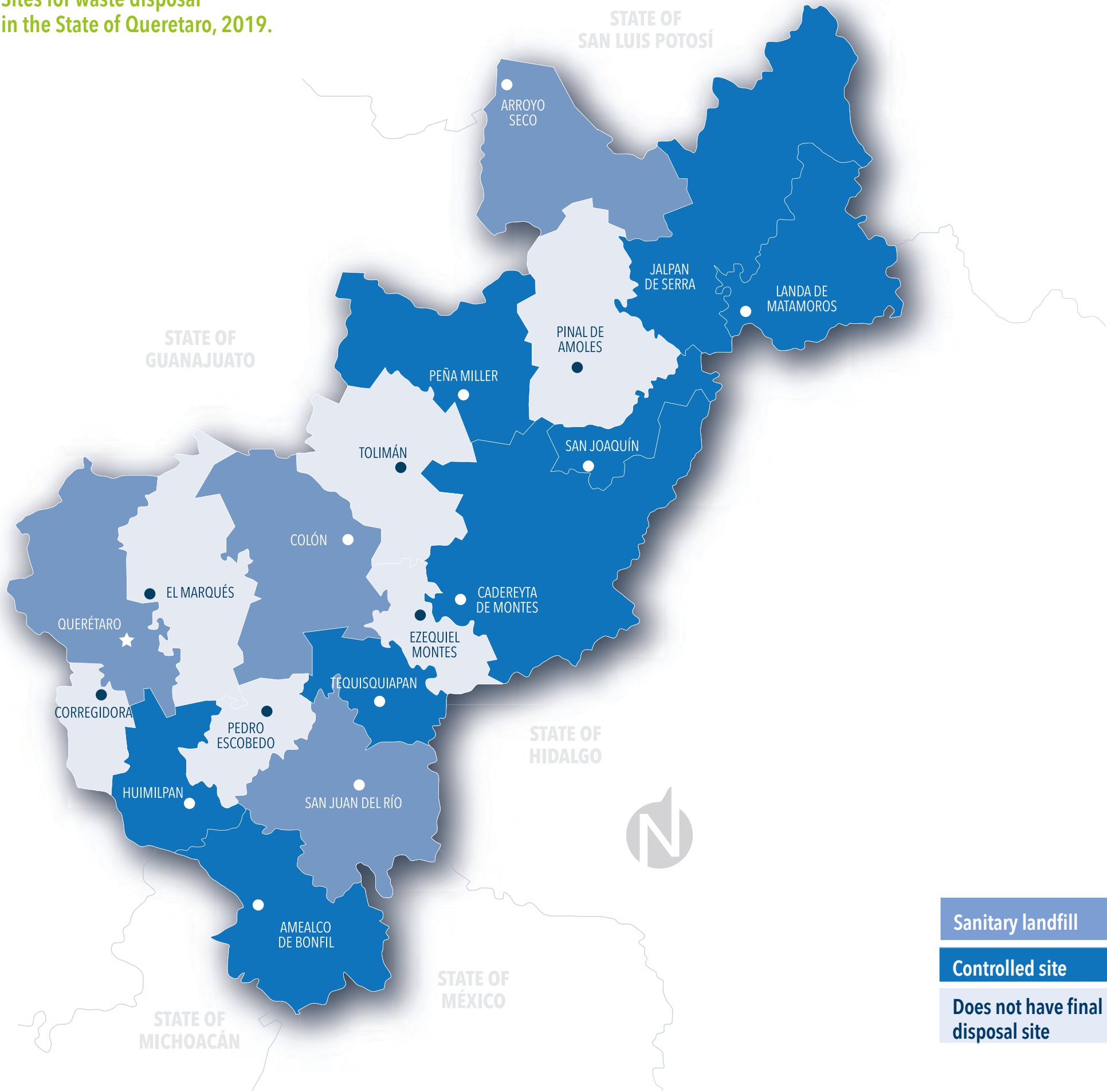
Efforts are currently underway to link companies that recycle materials such as glass, PET and HDPE operating in the state so that they can handle these types materials in an environmentally appropriate way in the municipalities.

Deposit of RSU ¹ in final disposal sites in 2019.

Municipality where waste is deposited	Municipality generating the waste
Arroyo Seco	Arroyo Seco
Colón (CEMIRO)	Cadereyta de Montes
	Colón
	Corregidora
	El Marqués
	Ezequiel Montes
	Pinal de Amoles
	Tolimán
Querétaro	Querétaro
San Juan del Río	San Juan del Río
	Pedro Escobedo
Amealco	Amealco
Huimilpan	Huimilpan
Jalpan de Serra	Jalpan de Serra
Landa de Matamoros	Landa de Matamoros
Peñamiller	Peñamiller
San Joaquín	San Joaquín
Tequisquiapan	Tequisquiapan

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro; Environmental Sub-ministry; Department of Environmental Control, 2020.
¹ RSU: Solid urban waste

Sites for waste disposal in the State of Querétaro, 2019.



Sanitary landfill

Controlled site

Does not have final disposal site

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro, 2017

1.2.7. Pollutant emissions

Industrial activity can produce large quantities of water vapor, carbon dioxide, methane, nitrogen oxides, ozone, and chlorofluorocarbons (CFCs). These gases influence the quality of the air and can be classified into three categories:

- Natural origin
- Natural origin accelerated by human activity
- Anthropogenic origin

The third group is made up of all those emissions introduced into the atmosphere by human activities: those from vehicle exhaust pipes, those generated in industrial processes, and those emitted by the solid urban waste, among others.

The results obtained in the Inventory of Criteria Emissions Base 2015, estimate the following differentiation by type of source in the state of Querétaro during the year of study:

Category	Emissions						
	PM ₁₀	PM _{2.5}	SO _x	CO	NO _x	COV	NH ₃
Fixed sources	1,478.50	1,297.60	3,155.98	2,684.80	7,972.87	5,343.26	116.56
Area sources	6,300.15	4,432.89	85.74	30,606.38	1,357.79	51,251.19	32,807.09
Natural sources	-	-	-	-	8,707.75	48,815.08	-
Mobile sources	817.66	739.02	543.04	149,930.15	24,726.92	13,041.43	208.2
Total	8,596.31	6,469.50	3,784.76	183,221.32	42,765.33	118,450.95	33,131.85

Source: Ministry of Sustainable Development of the State of Querétaro. Inventory of Criteria Emissions Base 2015.
Note: PM₁₀ are particles smaller than 10 microns. PM_{2.5} are particles smaller than 2.5 micrometers. SO_x are sulfur oxides. CO is carbon monoxide. NO_x are nitrogen oxides. VOCs are volatile organic compounds. NH₃ is ammonia.

Total emissions by source of emission

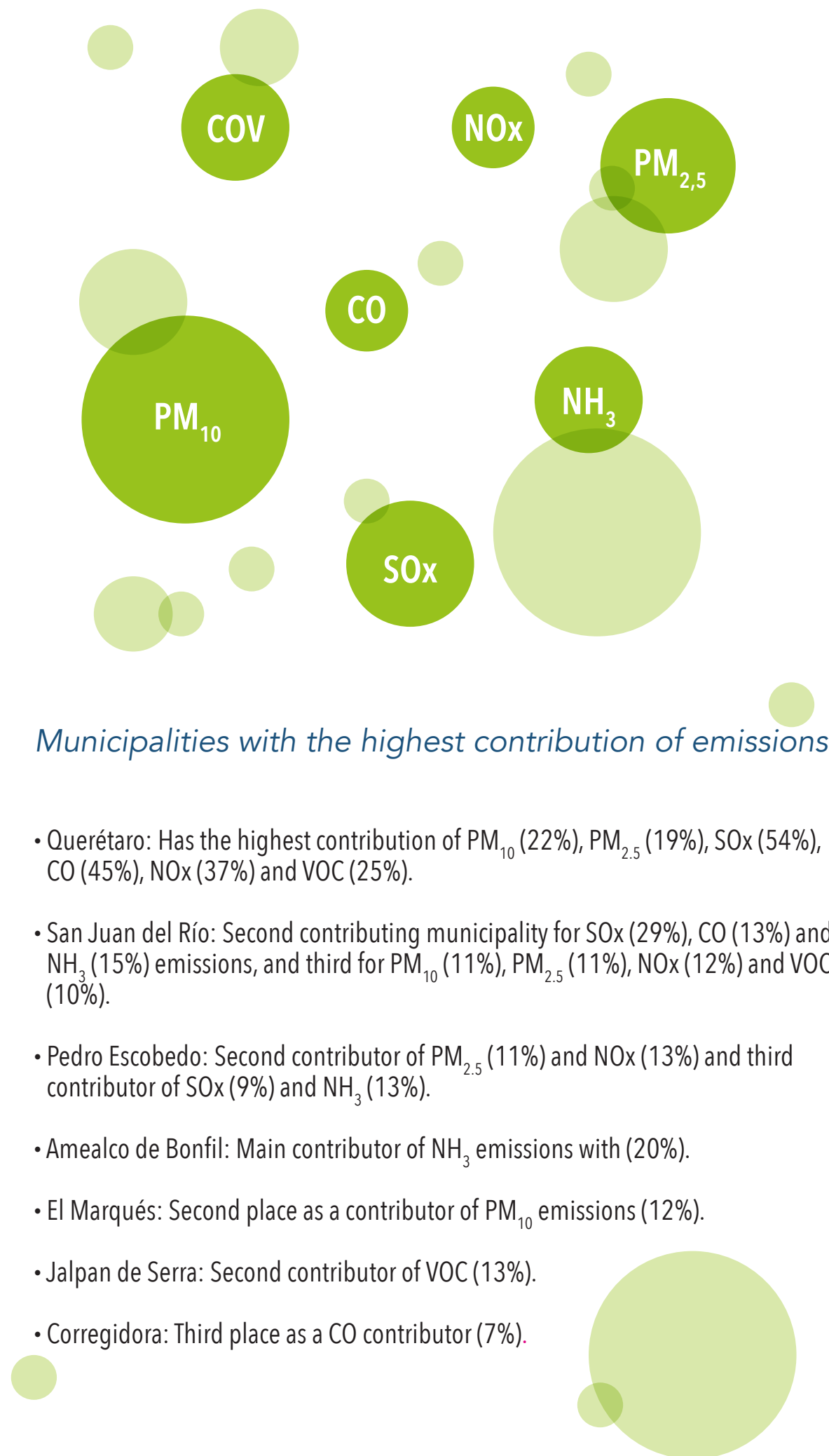
According to the type of source, the following findings were made:

- Fixed sources: Main contributors of SOx emissions (83%).
- Area sources: Main contributors of emissions of PPM₁₀ (73%), PM_{2.5} (69%) y NH₃ (99 %).
- Area sources and natural sources: They contribute with the highest percentage of VOC emissions (43%) and (41%) respectively.
- Mobile sources: Main contributors of CO (82%) and NO_x (58%) emissions.

Main emitting categories by pollutant and contributions by municipality

Pollutant	Subcategory	Contribution of emissions by municipality
PM ₁₀	Residential firewood combustion (28%)	Querétaro (22%)
	Agricultural burning (16%)	El Marqués (12%)
	Tillage (13%)	San Juan del Río (11%)
PM _{2.5}	Residential firewood combustion (36%)	Querétaro (19%)
	Agricultural burning (21%)	San Juan del Río (11%) Pedro Escobedo (11%)
SO _x	Chemical industry (51%)	Querétaro (54%)
	Cellulose and paper (23%)	San Juan del Río (29%).
	Private cars (7%)	Pedro Escobedo (9%)
CO	Private cars (39%)	Querétaro (45%)
	Pick up trucks (26%)	San Juan del Río (13%)
	Residential firewood combustion (10%)	Corregidora (7%)
NO _x	Special cars (29%)	Querétaro (37%)
	Biogenic sources (20%)	Pedro Escobedo (13%)
	Pick up trucks (15%)	San Juan del Río (12%)
COV	Biogenic sources (41%)	Querétaro (25%)
	Residential firewood combustion (14%)	Jalpan de Serra (13%) San Juan del Río (10%)
NH ₃	Fertilizer application (55%)	Amealco de Bonfil (20%)
	Livestock activities (39%)	San Juan del Río (15%) Pedro Escobedo (13%)

Source: Ministry of Sustainable Development of the State of Querétaro. Inventory of Criteria Emissions Base 2015.
Note: PM₁₀ are particles smaller than 10 microns. PM_{2.5} are particles smaller than 2.5 micrometers. SO_x are sulfur oxides. CO is carbon monoxide. NO_x are nitrogen oxides. VOCs are volatile organic compounds. NH₃ is ammonia.



1.2.8. Environmental education

In 2019, the awareness of 4,150 people was raised through 507 activities such as workshops, events, courses and training for the conservation and care of the environment, facilitated by the Department of Environmental Education.

Some of the activities are listed below:

- **Support and advice provided to companies and civil association organizations.**
- Training courses for environmental advocates for different civil association groups in the municipality of San Juan del Río and the "Sierra Gorda" Biosphere Reserve.
- Courses on conservation and observation techniques for flora and fauna taught to 99 people from the community of Río Escanela, Pinal de Amoles, Tuna Manza and San Juan del Río who are involved in nature tourism activities in the state of Querétaro.
- Conferences and training courses on different environmental topics.
- The catered companies and organizations were: Asociación de Guías de Turistas del Estado de Querétaro, Iniciativa Querétaro, Consejo MAS, Punto Cero para el Desarrollo and Japan International Cooperation Agency, Grupo México, NEXXO, Grupo Ecológico Sierra Gorda, Territorio Monarca, Círculo Verde, ECOMAXEI, GYBN, Hendrickson, Mabe, Delloite and Valeo.
- **Support provided to educational institutions.**
- In conjunction with the State Commission for the Planning of Higher Education in Querétaro, the First Congress on Environmental Education for Sustainability (EAS for its Spanish acronym) 2020, scheduled for the month of February, was organized.
- Training courses for environmental advocates were held for teachers of the Basic Education Services Unit in the State of Querétaro (USEBEQ for its Spanish acronym), in which 95 basic education teachers participated.
- Other institutions supported are the Technological University of Querétaro (UTEQ, Universidad Tecnológica de Querétaro), Aeronautical University in Querétaro (UNAQ, Universidad Aeronáutica en Querétaro), Technological Institute of Querétaro (ITQ, Instituto Tecnológico de Querétaro), Technological and Higher Education Institute of Monterrey Querétaro Campus (ITESM, Instituto Tecnológico y de Estudios Superiores de Monterrey Campus Querétaro), Autonomous University of Querétaro (UAQ, Universidad Autónoma de Querétaro), Instituto Queretano, Polytechnic University of Santa Rosa Jáuregui (UPSRJ, Universidad Politécnica de Santa Rosa Jáuregui), Universidad Cuauhtémoc, Instituto Asunción, National Autonomous University of Mexico (UNAM, Universidad Nacional Autónoma de México), Mariano Matamoros School, Universidad Marista and Instituto Victoria.
- The Autonomous University of Querétaro was supported as a sponsor of the 2019 Alejandrina Prize.

• Support provided to municipalities and government agencies

- Support was provided to the Ministry of National Defense (SEDENA for its Spanish acronym) for a project where 685,864 plants of 12 different species were to be planted and produced.
- Consulting and environmental awareness activities in the 18 municipalities of the state through the following agencies: State Coordination of Municipal Development (CEDEM for its Spanish acronym), National Commission for Protected Natural Areas (CONANP for its Spanish acronym), National Commission for the Knowledge and Use of Biodiversity (CONABIO for its Spanish acronym), Ministry of Culture, Querétaro International Airport, Ministry of National Defense, Querétaro Trust for the Conservation of the Environment (FIQMA), Casa Queretana de las Artesanías meaning "Handicraft House of Querétaro", USEBEQ, Council of Science and Technology of the State of Querétaro (CONCyTEQ).
- Delivery of 11 kits designed to reinforce conservation and reforestation actions in the municipalities of Pedro Escobedo, Querétaro, Pinal de Amoles, Cadereyta, Landa de Matamoros, Huimilpan, Amealco, San Juan del Río, El Marqués and Colón. Each kit contains:
 - 5 - short-handled round shovels
 - 5 - pickaxes
 - 4 - 25 kg sacks of organic humus
 - 1 - ½" hose measuring 10 m in length
 - 5 - 20 lt buckets with lid
 - 5 - pairs of short work gloves
 - 3 - large 160x160x160 cm sacks
 - 4 - 42 lt waste containers with lid, in yellow, red, blue and gray colors.

Environmental Communication Strategy.

- 34,855 teaching materials have been distributed among trained environmental advocates, educational institutions, civil association organizations, 18 municipalities of the state, agencies of the different levels of government, and companies, among others.
- Through SEDESU's social networks, Facebook, Twitter and Instagram, 27 infographics related to environmental dates, and 40 other posts, were published as part of the social networks program called "martes de medio ambiente" (environmental Tuesday).

Reforestation Activities.

- 3,500 trees were donated to institutions, companies, civil association organizations and schools. The species donated were white cedar, broad leaf privet, guava, pinyon pine, chokecherry, cherry tree, kidneywood tree, orange tree, ash and oak.



1.2.9. Environmental complaints

Federal Attorney's Office of Environmental Protection (PROFEPA for its Spanish acronym)

The Federal Attorney's Office of Environmental Protection (PROFEPA) is a decentralized administrative organization of the Ministry of the Environment and Natural Resources (SEMARNAT for its Spanish acronym) with technical and operational autonomy. Its main task is to increase the levels of compliance with environmental regulations, in order to contribute to sustainable development and enforce environmental laws.

In 2019 the following complaint records were registered; it is important to mention that of these, only a percentage correspond to PROFEPA's sphere of competence:

Complaints handled according to PROFEPA's sphere of competence.

Subject matter	Complaints by subject
Opening of roads	4
Unauthorized exploitation	2
Change in the use of land	21
Lacking resolution authorizing the environmental impact statement	6
Failure to comply with conditions for authorization of environmental impact statement	6
Illegal commercialization	6
Gas emission	2
Smoke emission	2
Particle emission	1
Contamination by hazardous waste	7
Smells	6
Illegal possession	6
Provocation of fires	5
Unauthorized logging	15
General total	89

Source: Federal Attorney's Office of Environmental Protection. Delegation in the state of Querétaro, 2020.

Among the complaints that can be filed before the attorney's office are, to mention a few:

Regarding natural resources:

Flora and wildlife: Destruction, unauthorized use, possession, transportation, commercialization, illegal export and import.

Forest resources: Unauthorized logging in forests, jungles, protected natural areas; changes in land use in jungles, forests and protected natural areas.

Ecological ordering and environmental impact: Failure to comply with the conditions for authorization of the environmental impact statement; lack of authorization resolution of the environmental impact statement; changes in land use in forests and jungles; works in protected natural areas.

Regarding industry:

Highly polluting companies or those that spill hazardous waste.

Water (sewage): Spill and disposal of liquids, solids, materials and hazardous waste to bodies of water under federal jurisdiction. Discharge of industrial sewage to bodies of water under federal jurisdiction.

Atmosphere: Emissions of fumes, combustion gases, gases, particles, noise, vibrations, light and visual energy, nuclear energy and electromagnetic radiation into the atmosphere.

Soil (disposal of hazardous materials and waste, such as: oil cans, paint, etc.): soil pollution with leachates, sludge, hazardous materials, hazardous industrial solid waste.



State Attorney's Office for Environmental Protection and Urban Development (PEPMADU for its Spanish acronym)

It is a decentralized public organization, with legal standing and its own assets, sectorized to the Executive Power of the State of Querétaro.

Its purpose is to receive and channel to the competent authorities the complaints and accusations of citizens for the non-compliance of the regulations applicable in the state regarding urban development.

The relevant actions of PEP MADU during 2019 included:

- 365 inspections of which 81.9% were related to environmental impact, 17% related to emissions into the atmosphere, and 1% related to noise complaints.
- Of these 365, 134 were executed as a result of a complaint and were requested internally by the Inspection and Surveillance Unit.
- 108 conferences were given on topics related to environmental protection.

1.3. Sociodemographics

1.3.1. Population structure

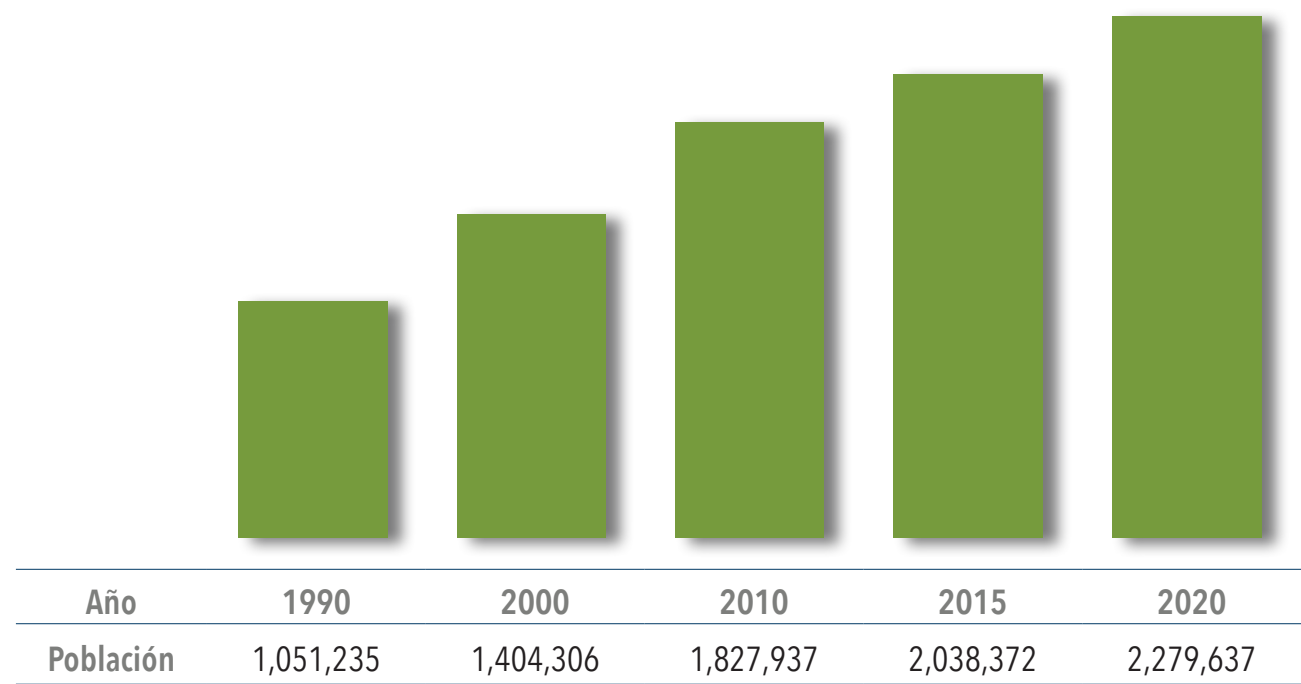
According to projection data from the National Population Council (CONAPO for its Spanish acronym) 2016-2050, the population in 2020 amounts to 2,279,637 inhabitants in the entity, a figure that represents a growth of 1.8% compared to 2019, that is, 40,525 more people.

The 2020 Demographic Breviary of the State Population Council establishes that, between 1990 and 2020, the total population of the state of Querétaro doubled from 1.05 to 2.28 million inhabitants.

The document states that in the period from 2015 to 2020, the states with the highest rate of demographic growth in the country were Quintana Roo (2.6%), Baja California Sur (2.3%) and Querétaro (2.1%).

At this rate, Querétaro would double its population in approximately 33 years.

Population in the state of Querétaro, 1990-2020.



Source: State Population Council (COESPO). Own elaboration based on INEGI 1991, INEGI 1996, INEGI 2001, INEGI 2011, INEGI 2016 and CONAPO 2018.

In the 2020 projection for the state of Querétaro, 50.7% corresponds to 1,155,425 women and 49.3% corresponds to 1,124,212 men.

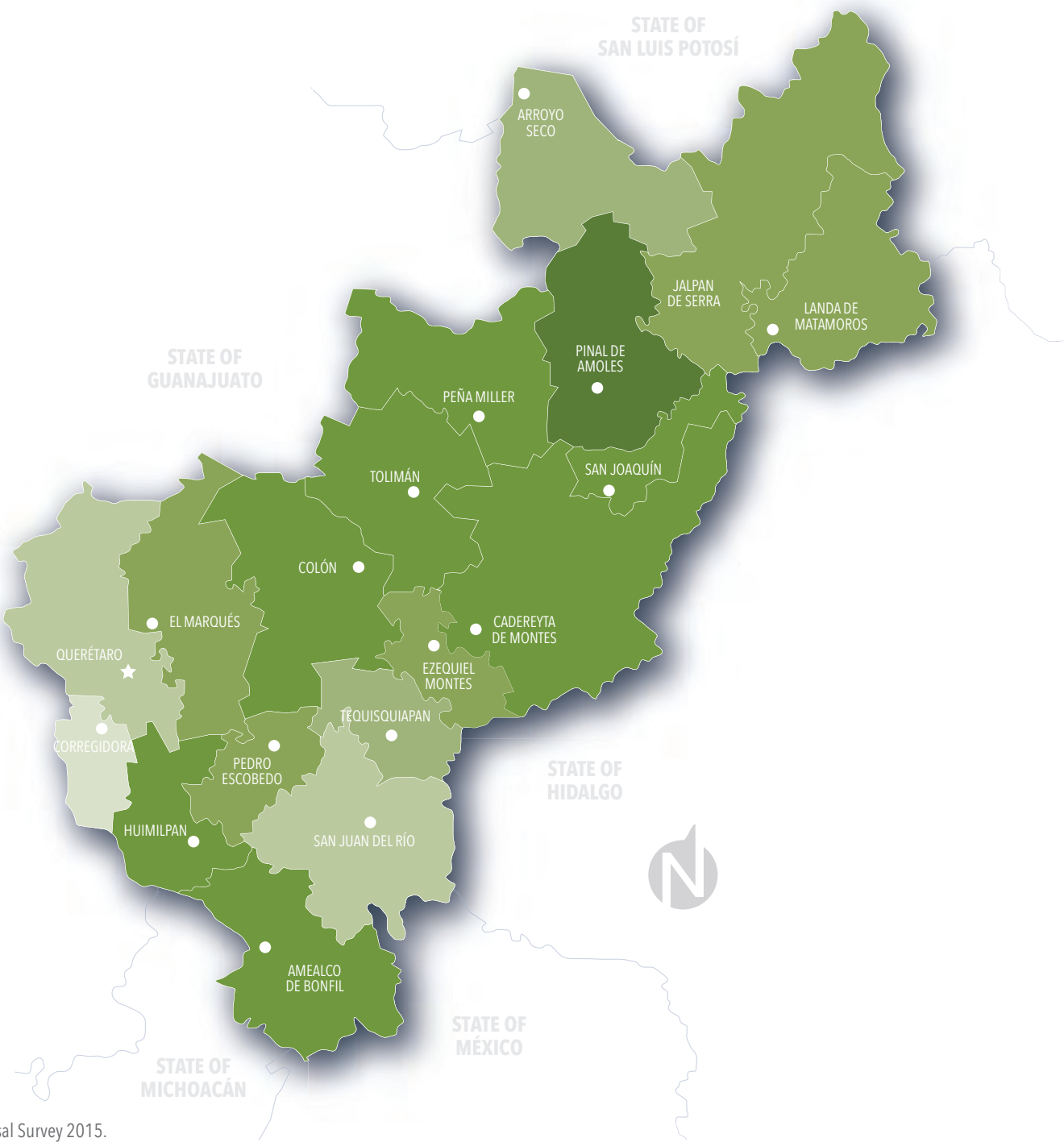
Population dynamics in the entity

The INEGI intercensal survey indicates that the median age of the population in the state is 26 years, while in 2010 it was 25, and in 2000 it was 21. At the municipal level, this indicator fluctuates between 21 and 29 years. Only three municipalities are above the median age of the entity: Corregidora, Querétaro and San Juan del Río:

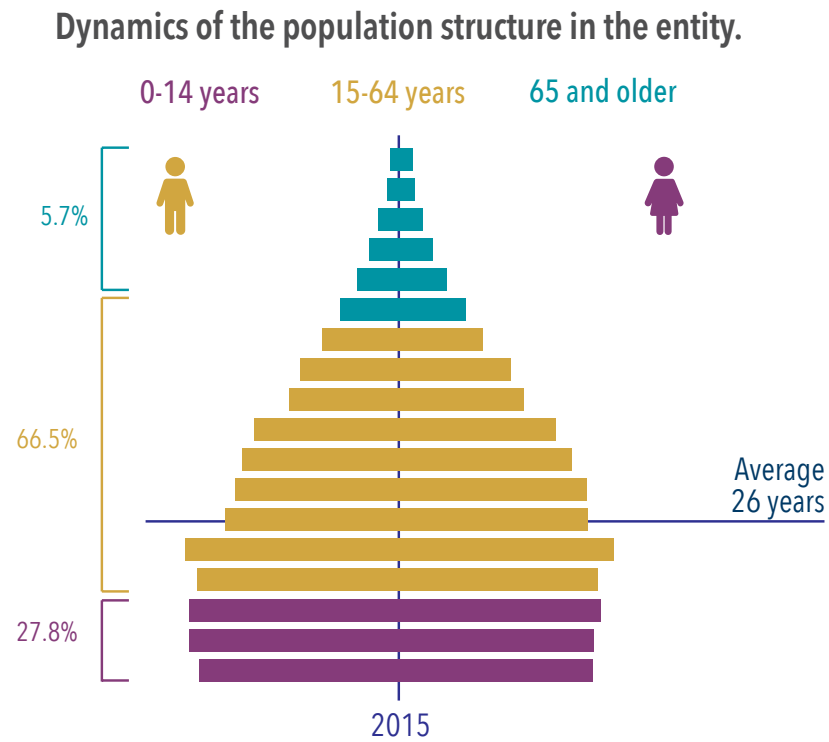
Median age of the population in the State of Querétaro, by municipality.

Municipality	Median age
Pinal de Amoles	21
Tolimán	23
San Joaquín	23
Peñamiller	23
Huimilpan	23
Colón	23
Cadereyta de Montes	23
Amealco de Bonfil	23
Jalpan de Serra	24
Pedro Escobedo	25
Landa de Matamoros	25
Ezequiel Montes	25
El Marqués	25
Tequisquiapan	26
Arroyo Seco	26
San Juan del Río	27
Querétaro	28
Corregidora	29

Source: National Statistics and Geography Institute. Intercensal Survey 2015.



The following population pyramid of Querétaro shows that in 2015 the population under 15 years of age represented 27.8% of the total; those of working age constituted 66.5%; and the elderly population constituted 5.7%.



Source: National Statistics and Geography Institute. Intercensal Survey 2015.

In the 2020 population projection, a decrease is observed in children and young people: the population of children from 0 to 14 years old was reduced from 41.5% in 1990 to 26.1% in 2020; the population of young people from 15 to 29 years of age lost proportional presence, from 29.2% to 26.6%; the population of adults aged 30 to 59 years increased from 23.3% to 37.8%; and the population of senior citizens increased its percentage from 6.0% to 9.6%.

Population dynamics in the municipalities

According to information from the 2020 Demographic Breviary, it is estimated that 1,405,992 people live in the metropolitan area of Querétaro (61.68%): 976,939 in the municipality of Querétaro (42.86%); 208,076 in Corregidora (9.13%); 178,672 in El Marqués (7.84%); and 42,305 in Huimilpan (1.86%).

San Juan del Río is the second most populated municipality with 301,541 people (13.23%).

San Joaquín, with its 10,323 inhabitants (0.45%); Arroyo Seco with 14,789 people (0.65%); and Landa de Matamoros with 20,313 residents (0.89%) are the municipalities with the smallest population volumes.

Projection of the total Population in the state of Querétaro, by municipality, 2020.

Municipality	Population
Querétaro	976,939
San Juan del Río	301,541
Corregidora	208,076
El Marqués	178,672
Tequisquiapan	78,742
Cadereyta de Montes	76,829
Pedro Escobedo	76,411
Colón	69,112
Amealco de Bonfil	68,441
Ezequiel Montes	45,877
Huimilpan	42,305
Tolimán	31,465
Jalpan de Serra	29,625
Pinal de Amoles	28,189
Peñamiller	21,998
Landa de Matamoros	20,313
Arroyo Seco	14,789
San Joaquín	10,313
Total	2,279,637

Source: CONAPO municipal projections 2016-2050.



1.3.2. Birth and fertility

Gross birth rate

The gross birth rate indicates the number of live births per one thousand inhabitants in a certain year. For 2020 the gross birth rate was 17.19 according to the number of births that occurred in the studied area. If compared to the 1990 rate of 32.74, the 2020 figure is 15.55 points lower according to the 2016-2050 projections.

Fertility rate

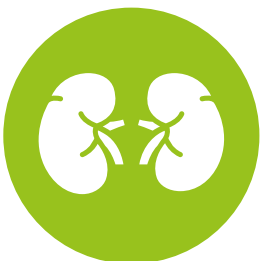
According to the 2016-2050 projections made by the National Population Council for 2020, an overall fertility rate of 2.01 live births per thousand women is estimated in the state, considerably less than in 1990 when a rate of 4.11 was recorded.

1.3.3. Morbidity



This is an important statistical data that provides information the evolution or recession of any disease, the reasons for its emergence and the possible solutions.

Epidemiological Profile



Main causes of disease registered in Querétaro's health sector, 2019.

Ailment	Total	Percentage
Acute respiratory infections	476,948	57.9%
Intestinal infections by other organisms and ill-defined ones	101,065	12.3%
Urinary tract infection	83,155	10.1%
Gingivitis and periodontal diseases	22,746	2.8%
Conjunctivitis	20,421	2.5%
Ulcers, gastritis and duodenitis	16,924	2.1%
Obesity	11,665	1.4%
Acute medium otitis	11,368	1.4%
Vulvovaginitis	10,169	1.2%
Transportation accidents in motor vehicles	8,582	1.0%
Domestic violence	6,783	0.8%
Arterial hypertension	6,509	0.8%
Non-insulin dependent diabetes mellitus (type II)	5,087	0.6%
Scorpion sting poisoning	4,800	0.6%
Influenza	3,642	0.4%
Peripheral venous insufficiency	3,125	0.4%
Chickenpox	2,992	0.4%
Burns	2,562	0.3%
Pneumonia and bronchopneumonia	2,366	0.3%
Other causes	22,696	2.8%
Total	823,605	100.0%

Source: Morbidity Yearbook 1984-2019. SSUIVE / DGE / Ministry of Health / United Mexican States 2019.

1.3.4. Mortality and life expectancy

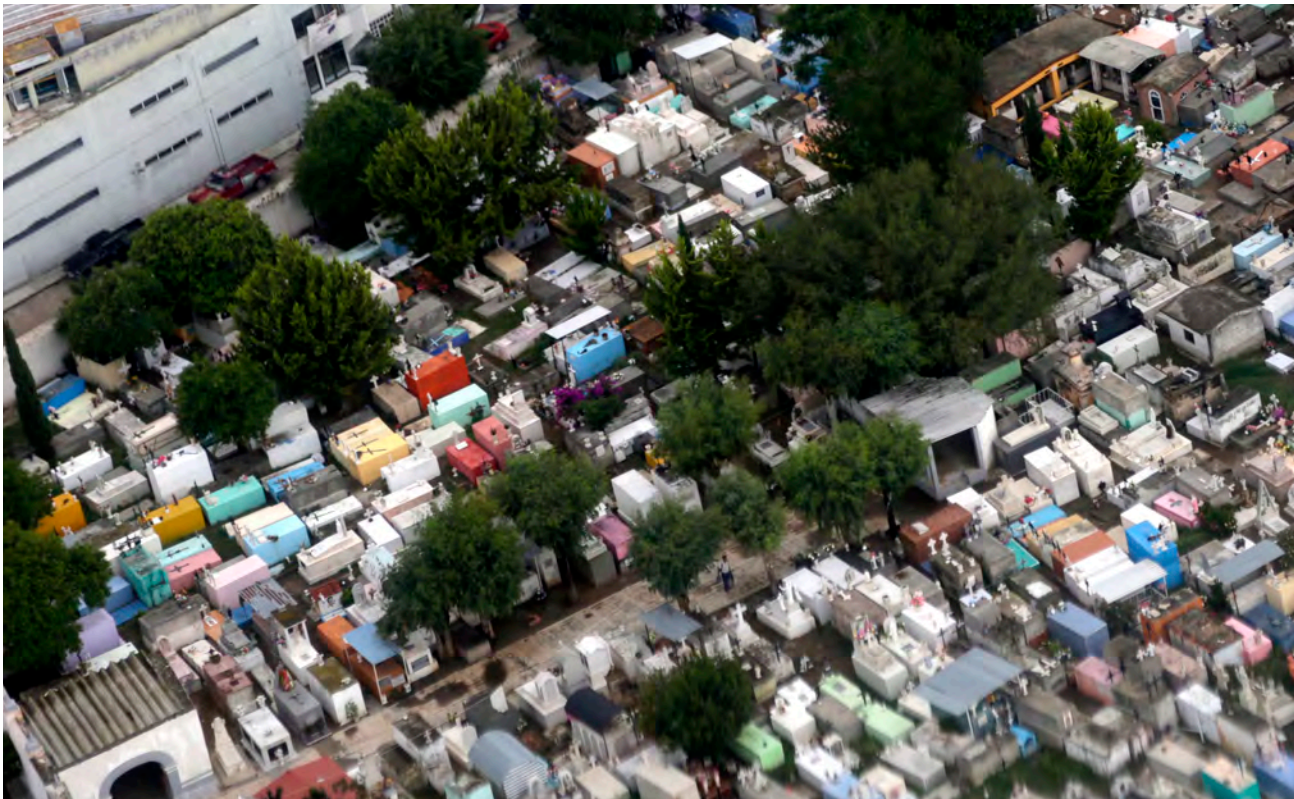
Life expectancy is the average number of years that a specific population group lives in a certain period; it is influenced by various factors, such as the quality of medicine, and hygiene and wars, among others.

Gross mortality rate

According to CONAPO projections, during 2020 Querétaro is the fifth state with the lowest mortality rate (5.14 per one thousand, lower than the national rate of 6.07), ranking only below Quintana Roo, Baja California Sur, Baja California, and Aguascalientes.

Life expectancy

According to the 2016-2050 projections made by CONAPO, in the state of Querétaro the life expectancy of the total population is expected to be 75.7 years in 2020 and 77.04 years in 2030; women will reach the age of 78.7 years in 2020 and 80 years in 2030, while men will reach the age of 72.7 years and 74.1 years respectively.



1.3.5. Civil Registry

The registry acts in the state of Querétaro correspond to births, marriages, deaths, acknowledgments, divorces and adoptions.

During the year 2019, the number of applications carried out by the State Directorate of Civil Registry registered a decrease of 0.6% compared to the previous year.

In the year of study, births represented 61.6% of total registrations, followed by deaths with 18.2%, marriages with 14.4%, divorces with 3.9%, acknowledgments with 1.8%, and lastly adoptions with 0.05%.

It is worth mentioning that, compared to 2010, registered births dropped to 7.5%, while divorces practically doubled.



Annual indicators of acts and events of the civil status of people in the state of Querétaro.

Year	Birth	Marriage	Death	Achnowledgement	Divorce	Adoption	Total
2010	40,843	8,078	8,122	1,259	1,183	2	59,487
2011	41,677	8,891	8,080	1,308	1,357	46	61,359
2012	41,534	9,149	8,628	1,382	1,403	84	62,180
2013	40,952	9,664	9,107	1,413	1,605	67	62,808
2014	40,950	9,694	9,349	1,302	1,516	44	62,855
2015	40,764	9,468	9,289	1,242	1,895	67	62,725
2016	39,628	9,100	10,203	1,243	2,119	25	62,318
2017	39,981	9,654	10,708	1,152	2,319	39	63,853
2018	38,547	8,685	10,948	1,128	2,426	36	61,770
2019	37,794	8,851	11,206	1,115	2,407	30	61,403

Source: State Directorate of the Civil Registry, 2018 and 2020.



The main languages spoken are Otomí, Nahuatl, Mazahua and Zapotec.

1.3.6. Indigenous communities

The state of Querétaro is a multicultural and multilingual entity due to the indigenous communities that inhabit it. These communities are characterized by their active citizen participation, constantly proposing strategies for the conservation of their languages, empowering their autonomy and their festivities, and the improvement of infrastructure, economy and education in their communities.

Population representation (indigenous language speakers)

Currently, there are 32,333 people aged three years and older who speak an indigenous language, of which 50.4% are male and 49.6% are female; together they represent 1.6% of the total state population.

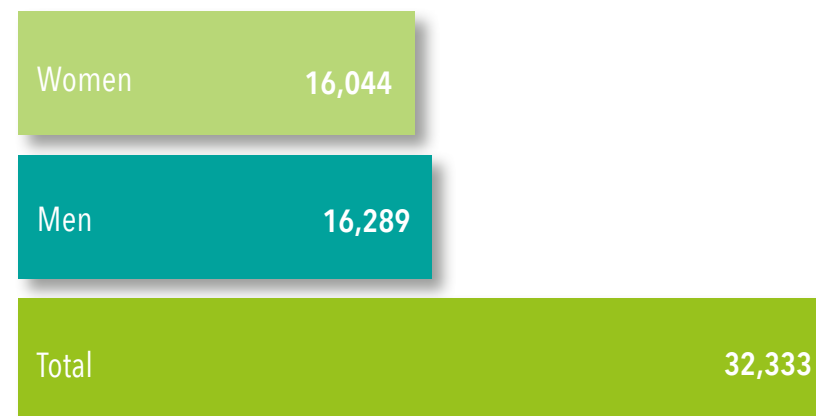
In the state, 1.7% of the inhabitants in that age range speak an indigenous language, while nationally the figure increases to 6.5%. The main languages spoken are Otomí, Nahuatl, Mazahua and Zapotec.

Level of instruction

Considering the latest available statistical data provided by Basic Education Services Unit in the State of Querétaro (USEBEQ), it is observed that the total number of indigenous children in the municipalities of Amealco de Bonfil, Cadereyta de Montes, Colón, Ezequiel Montes and Tolimán enrolled in the 2018-2019 school year increased to 2,912 students and 1,192 graduates due to the participation of 142 teachers in 85 schools.

The 2019-2020 school year added a total of 6,951 indigenous language-speaking students enrolled in basic, high school and university education. Out of the total enrolled students, 55% are in elementary school.

Population aged three years and older that speak an indigenous language, according to gender.



Source: National Statistics and Geography Institute. Intercensal Survey 2015.

Family economy

The main productive vocations in indigenous communities are livestock activities with cattle, goats and sheep, pottery, mining, fish farming, handicraft production, and corn and apple production.

An important factor is the development of self-consumption activities such as agriculture of basic crops, poultry and fish farming.

Enrolled, existing and graduated students, teaching staff and schools in indigenous preschool at the end of courses by municipality. 2018-2019 school year.

Municipality	Enrolled students ²	Existing students ¹	Graduated students ¹	Teaching staff ²	Schools ^{2,3}
Amealco de Bonfil	1,249	1,244	551	56	28
Cadereyta de Montes	522	548	207	32	24
Colón	38	37	15	2	1
Ezequiel Montes	229	230	100	11	7
Tolimán	874	865	319	41	25
Total	2,912	2,924	1,192	142	85

Source: System F911 for the national educational statistical integration of the SEP. Ministry of Education of the State Government. Basic Education Service Unit in the State of Querétaro. Subcoordination of Administrative Management. Directorate of Educational Planning. Statistics Department.

Note: Indigenous preschool is the educational service provided to indigenous children between the ages of three and six to teach them the Spanish language before entering elementary education. It serves as a preschool education that is taught in kindergartens.

¹ Existing students and graduates reported in the F911 statistical entry at the end of the 2018-2019 cycle of October 2019.

² Enrolled students, teaching staff and schools reported in the F911 statistical entry at the beginning of the 2018-2019 cycle of October 2018.

³ The quantification of schools is expressed through the shifts offered by the same campus and not in terms of physical facilities.

Enrollment of students who speak indigenous languages in different educational levels. 2019-2020 school year.

Municipality	Preschool	Elementary	Junior High	High School	University
Amealco de Bonfil	214	2031	818	153	33
Arroyo Seco	0	0	0	2	1
Cadereyta de Montes	59	830	87	14	17
Colón	0	2	1	4	18
Corregidora	1	0	0	5	124
El Marqués	0	16	0	7	18
Ezequiel Montes	46	321	0	5	
Huimilpan	0	0	0	0	
Jalpan de Serra	0	8	2	6	4
Landa de Matamoros	0	0	0	4	
Pedro Escobedo	0	8	0	1	0
Peñamiller	27	0	0	6	
Pinal de Amoles	0	0	0	2	
Querétaro	276	68	0	53	327
San Joaquín	0	0	0	1	
San Juan del Río	61	0	0	13	56
Tequisquiapan	3	3	0	1	1
Tolimán	99	549	328	217	
Total	786	3,836	1,236	494	599

Source: F911 system for the national educational statistical integration of the SEP. Ministry of Education of the State Government. Basic Education Service Unit in the State of Querétaro. Subcoordination of Administrative Management. Directorate of Educational Planning. Statistics Department.

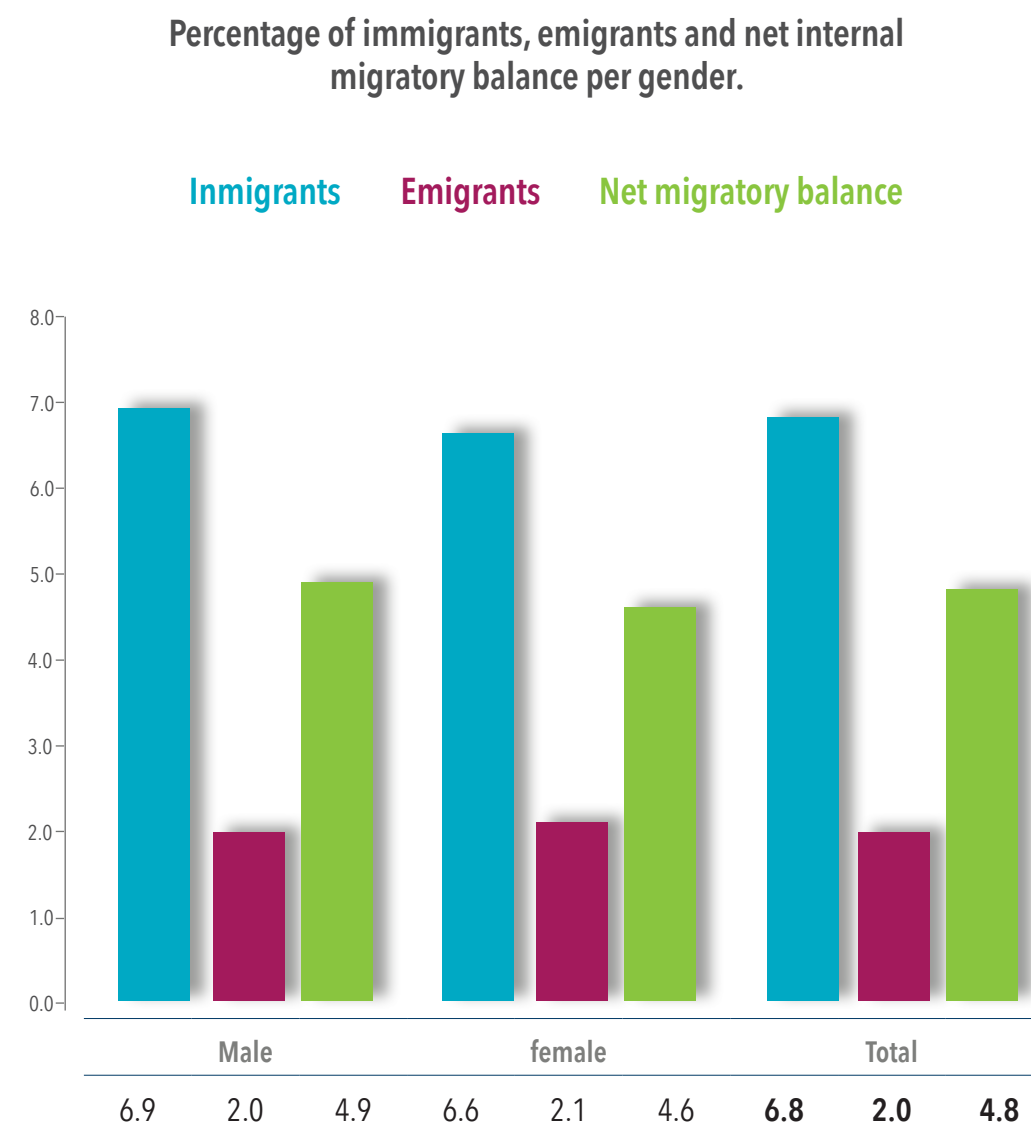


1.3.7. Migration

Migration is considered as one of the components that affect the dynamics of the population regarding growth and composition by sex and age. For years, Querétaro has been considered as an attractive state for migrants.

Migratory phenomenon

Information from the Intercensal Survey shows that, from 2010 to 2015, the percentage of the population that arrived in Querétaro was 6.8%, while 2% left the entity, resulting in a net migratory balance (SNM for its Spanish acronym) of 4.8%.

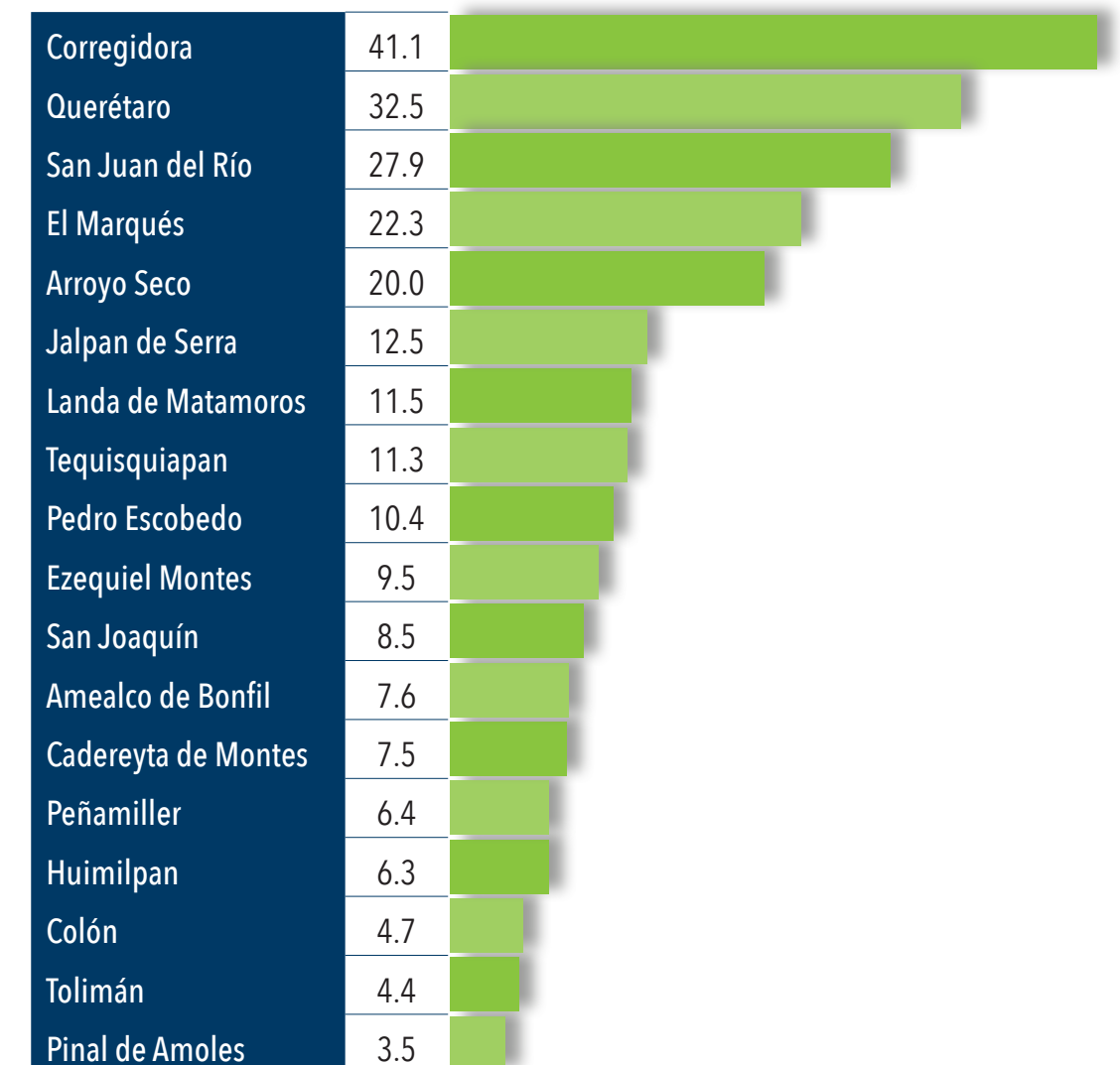


Source: National Statistics and Geography Institute. Intercensal Survey 2015.

Municipalities with high migration

The municipalities with the highest percentage of population born in another entity or abroad are Corregidora and Querétaro with 41.1% and 32.5% respectively; followed by San Juan del Río and El Marqués, with values above 20%.

Percentage of population born in another entity or country, by municipality.



Source: National Statistics and Geography Institute. Intercensal Survey 2015.

Interstate and international migration

Pursuant to the 2016-2050 projection made by CONAPO, 26,730 interstate immigrants, 8,651 emigrants, 2,413 international immigrants, and 7,722 international emigrants are expected in 2020.

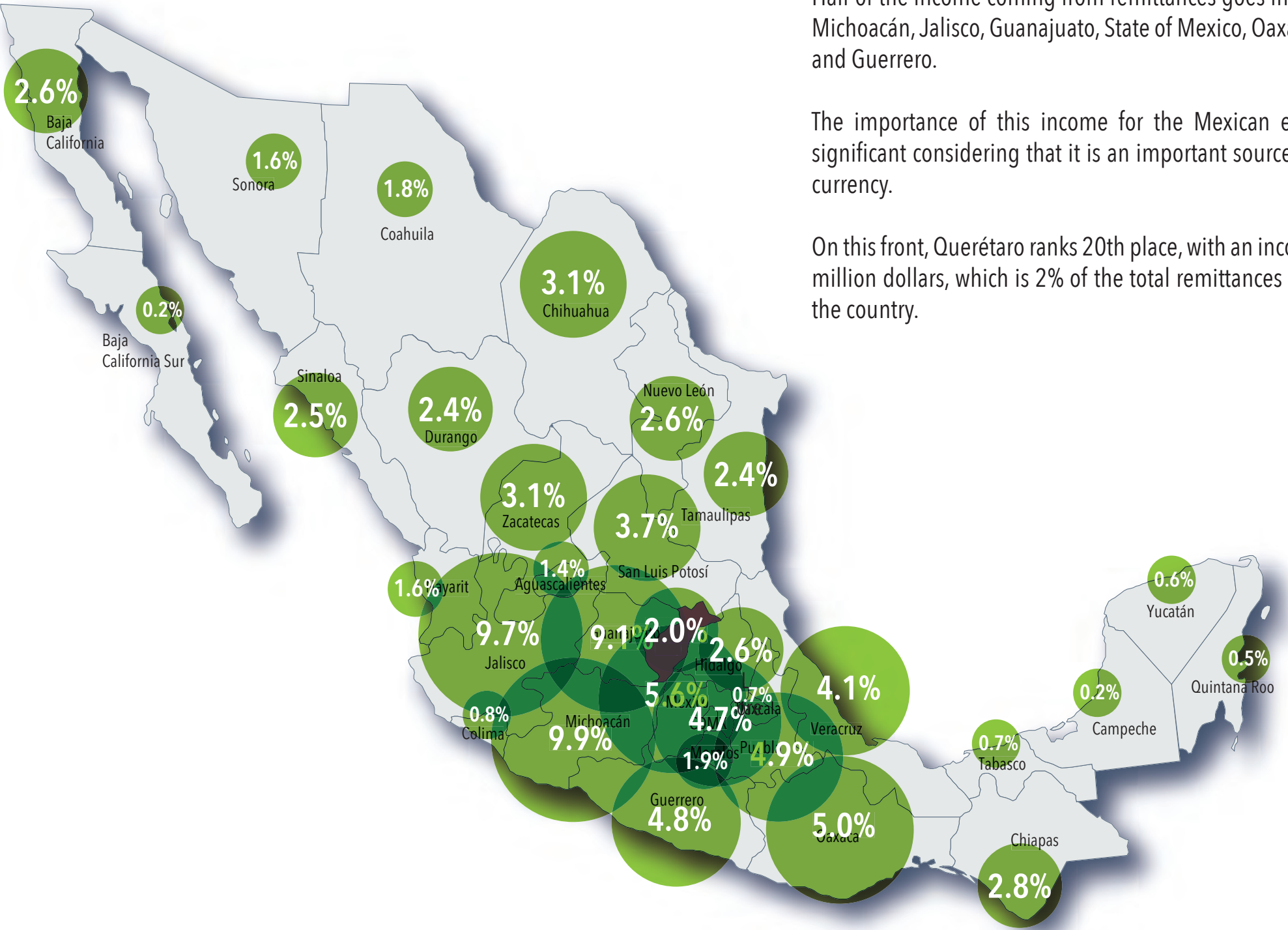
Remittances

The income received in Mexico from remittances has registered a high dynamism in recent years, particularly since 2014. At the end of 2019, remittances amounted to 36,045 million dollars, a figure that is 7% higher than the previous year.

Half of the income coming from remittances goes into 7 states: Michoacán, Jalisco, Guanajuato, State of Mexico, Oaxaca, Puebla and Guerrero.

The importance of this income for the Mexican economy is significant considering that it is an important source of foreign currency.

On this front, Querétaro ranks 20th place, with an income of 703 million dollars, which is 2% of the total remittances received in the country.



Participation in remittances by state, 2019.

State	Millions of dollars	Percentage share
Michoacán	3,584.0	9.9
Jalisco	3,498.8	9.7
Guanajuato	3,286.1	9.1
Estado de México	2,032.7	5.6
Oaxaca	1,803.7	5.0
Puebla	1,762.9	4.9
Guerrero	1,737.6	4.8
Ciudad de México	1,705.1	4.7
Veracruz	1,495.3	4.1
San Luis Potosí	1,331.0	3.7
Chihuahua	1,122.3	3.1
Zacatecas	1,116.8	3.1
Chiapas	996.2	2.8
Hidalgo	951.9	2.6
Nuevo León	949.9	2.6
Baja California	938.5	2.6
Sinaloa	913.0	2.5
Durango	870.0	2.4
Tamaulipas	863.6	2.4
Querétaro	703.0	2.0
Morelos	702.6	1.9
Coahuila	633.4	1.8
Sonora	586.6	1.6
Nayarit	578.0	1.6
Aguascalientes	500.2	1.4
Colima	300.7	0.8
Tlaxcala	253.9	0.7
Tabasco	249.0	0.7
Yucatán	219.1	0.6
Quintana Roo	184.8	0.5
Campeche	87.8	0.2
Baja California Sur	87.4	0.2
Total	36,045.5	100.0

Source: Bank of Mexico (BANXICO). Economic Information System. Income from remittances, distribution by state. 2019.
Note: the remittance figures are preliminary and are subject to subsequent revisions.



02

Infrastructure and utilities

Globalization has led to a modification of spaces that has brought upon a restructuring of the economic activities so that they can respond to this new context in a competitive way. There are major challenges currently being faced, but they also represent new opportunities for the development of entities.

It is fundamental to reinterpret infrastructure and utilities when it comes to the development of a region. These elements must go hand in hand with the restructuring of productive systems through innovation, training and participation from all the parties involved.

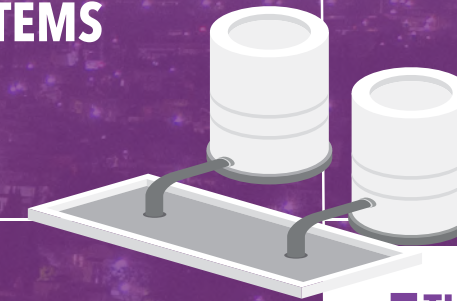
It is essential for the government to provide the necessary infrastructure and utilities to support the growth of the entity's competitiveness, an action that will translate into an increased level of wellbeing for its population.

Infrastructure and utilities Indicators

5 POTABLE WATER TREATMENT PLANTS
WITH A JOINT INSTALLED CAPACITY OF
1,599.5 LITERS PER SECOND

187 POTABLE WATER
SYSTEMS

291
SUPPLY SOURCES



19TH RANKING POSITION
IN MEXICO IN TERMS OF
VOLUME OF PASSENGERS TRANSPORTED

1 MILLION 192 820
PASSENGERS USING THE AIQ
15.1% INCREASE
COMPARED TO 2018

7TH RANKING POSITION
ON A NATIONAL LEVEL IN
TERMS OF THE NUMBER OF OPERATIONS

55,316 OPERATIONS IN THE
AIQ DURING 2019

13.8% INCREASE
IN OPERATIONS COMPARED TO 2018



1,177.1 KM STATE ROADS



520 KM RAILROADS



2.1. Urban development and housing

2.1.1. Urban development

Urban development programs

According to what is set forth in Article 44 of the General Law of Human Settlements, Territorial Planning and Urban Development, legal opinions regarding the congruence of the following 6 programs were issued during this period:

Pinal de Amoles:

- Municipal Program for the Urban Development of Pinal de Amoles.
- Partial Program for the Urban Development of Pinal de Amoles-San Pedro Escanela.
- Program for the Urban Development of the Growth Center of Ahuacatlán de Guadalupe.

Jalpan de Serra:

- Municipal Program for the Urban Development of Jalpan de Serra.
- Partial Program for the Urban Development of Tancoyol-Zoyapilca.
- Program for the Development of the Growth Center of Jalpan de Serra.

2.1.2. Housing

According to the records of construction permits issued during 2019 for new single-family and multiple-family dwellings in most of the municipalities of the state, the following can be observed:

Residential construction licenses for single and multiple-family dwellings, 2019.

Municipality	Number of licenses issued
Querétaro	2,508
San Juan del Río	1,080
Corregidora	749
El Marqués	291
Tequisquiapan	180
Pedro Escobedo	117
Cadereyta de Montes	27
Colón	16
Huimilpan	94
Jalpan de Serra	157
Tolimán	3
Pinal de Amoles	27
Landa de Matamoros	2
San Joaquín	12
Total	5,263

Source: information provided by the Mayors' Offices, 2020.





Occupied dwellings

The number of private occupied dwellings is predominant; it is in this type of dwelling in which the majority of the state's population resides.

According to the Intercensal Survey conducted by the National Statistics and Geography Institute (INEGI for its Spanish abbreviation) in 2015, it is estimated that there are 533,596 private dwellings, a figure 17.5% greater than that of 2010, when it amounted to 454,224. In absolute terms this number has increased by 338,195 units during the last quarter century.

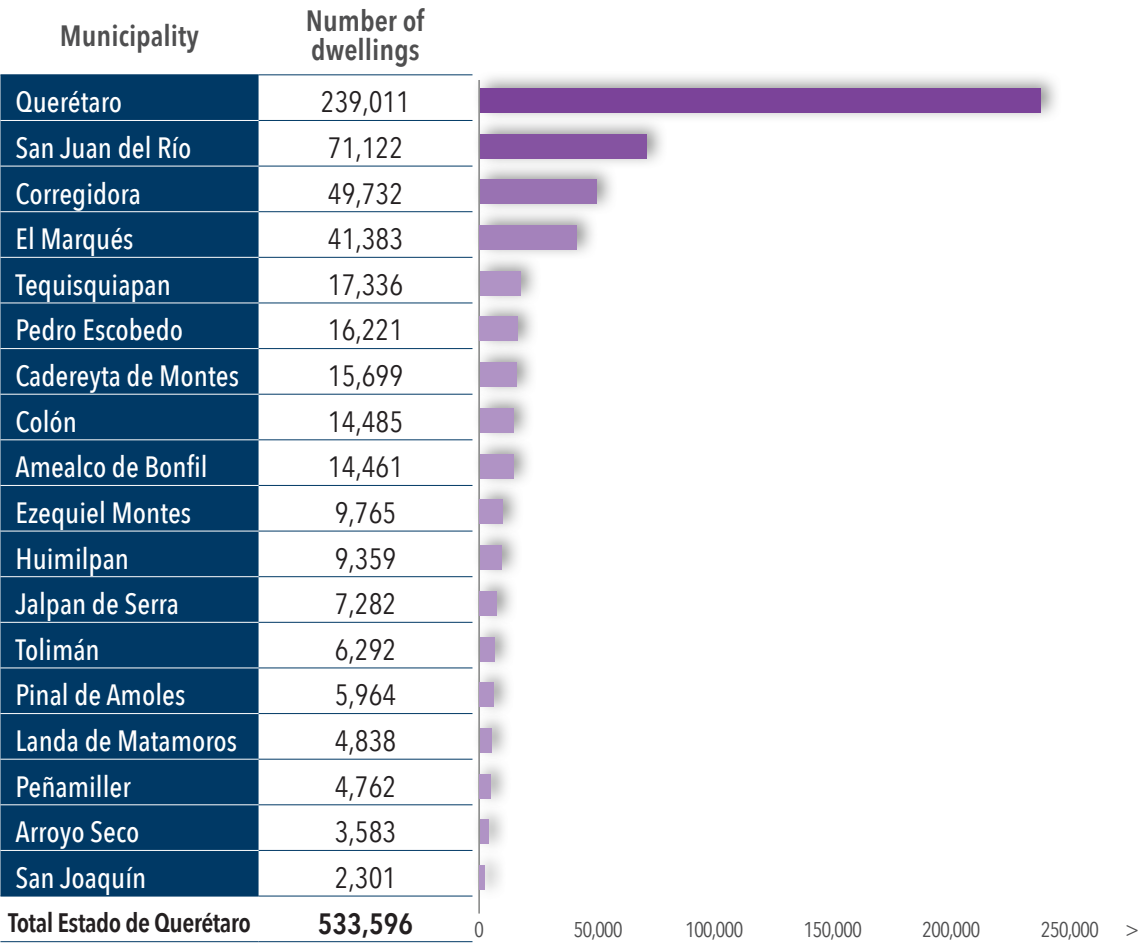
By the year 2015, there was an average of 3.8 occupants per private occupied dwelling in contrast with that figure from 1995, which was of 5 occupants per dwelling.

The municipalities with the largest number of private occupied dwellings are: Querétaro, San Juan del Río, Corregidora and El Marqués. Altogether, these four municipalities concentrate 401,248 units which account for 75.2% of the total housing in the entity.

Since the year 2000, electricity has been one of the most important basic services provided to homes in the entity. By the year 2015, the electrical supply coverage had been increased in order to reach 99.1% of the homes in Querétaro.

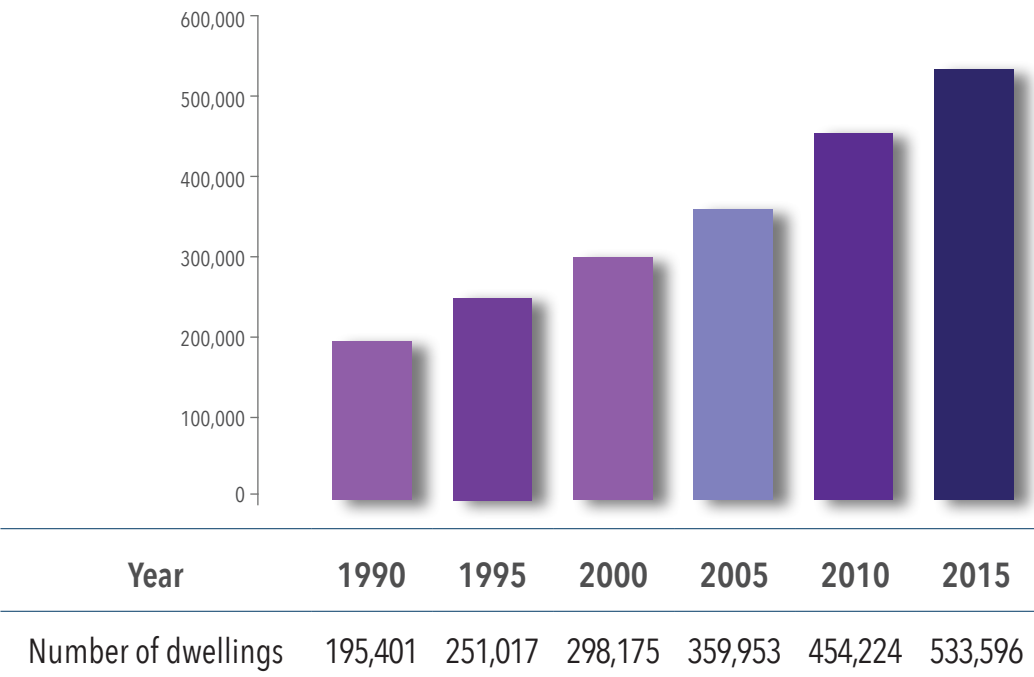
Querétaro is the municipality with the highest percentage of homes that have this service, reaching 99.8%, followed by Corregidora with 99.7% and El Marqués and San Juan del Río with 99.3%. In contrast, the municipality of Pinal de Amoles shows the lowest percentage of homes covered by this service.

Private occupied dwellings per municipality, 2015.



Source: National Statistics and Geography Institute (INEGI). Intercensal Survey 2015.

Private occupied dwellings in the State of Querétaro, 1990 to 2015.



Source: Instituto Nacional de Estadística y Geografía (INEGI). XI General Population and Housing Census 1990. Population and Housing Count 1995. XII General Population and Housing Census 2000. II Population and Housing Count 2005. Population and Housing Census 2010. Intercensal Survey 2015.

2.2. Hydraulic

2.2.1. Hydraulic Infrastructure of the State Water Commission (CEA)

Pursuant to Article 21 of the Urban Code of the State of Querétaro, the State Water Commission (CEA for its Spanish abbreviation) is the coordinating and assisting agency in the planning, study, design, construction and operation of the systems and facilities for potable water, sewage, sanitation and disposal of wastewater and treated waters, as well as the services related to them.

Demand for potable water

Querétaro's economic development, in addition to the substantial growth in population, has represented a challenge for the CEA in terms of being able to guarantee a supply of potable water for the population both in the present and the future.

In order to face up to this issue, the CEA promotes an efficient and rational use of potable water, raising awareness on the value of water among the citizens.

Transmission and distribution networks

At the end of 2019 the CEA had over 2,060 kilometers of transmission lines and almost 7,579 kilometers of distribution networks.

Regarding the distribution of transmission lines, 85% are located within the state, and the remaining 15% in the metropolitan area of the city of Querétaro.

Overview of the situation of potable water in the state of Querétaro, 2019.

Category	MAQRO ¹	Interior of the state	Total
Treatment coverage (%)	87.44	90.05	87.84
Neighborhoods supplied	656	1,040	1,696
Transmission lines (kilometers)	309	1,751	2,060
Localities supplied	2	1,052	1,054
Supply sources	82	209	291
Potable water supply systems	5	182	187
Storage tanks	161	791	952
Residential connections to water supply	237,284	206,686	443,970
Industrial connections to water supply	343	375	718
Commercial connections to water supply	13,881	5,582	19,463
Production (liters per second)	3,281.41	1,763.75	5,045.16
Distribution network (kilometers)	2,979	4,599	7,579

Source: State Water Commission (CEA), 2020.
¹MAQRO: Metropolitan area of the city of Querétaro.

Potable water systems and supply sources

In 2019 there were 187 potable water systems and 291 supply sources where an average daily volume of 435,902 m³ was being extracted.

Potable water infrastructure and supply sources in the state of Querétaro, 2019.

Municipality	Residential connections to water supply installed	Potable water systems	Supply sources	Average volume extracted daily (m³)
Amealco de Bonfil	20,139	19	28	11,234
Arroyo Seco	1,415	5	7	925
Cadereyta de Montes	18,340	7	5	11,490
Colón	18,498	23	25	15,278
Corregidora	26,855	9	13	20,157
El Marqués	21,057	28	28	15,644
Ezequiel Montes	12,149	7	10	7,947
Huimilpan	9,584	7	8	6,500
Jalpan de Serra	6,890	4	3	6,043
Landa de Matamoros	2,441	2	3	123
Pedro Escobedo	17,508	19	21	13,468
Peñamiller	1,773	1	1	2,073
Pinal de Amoles	84	3	3	354
Querétaro	289,385	24	102	301,374
San Joaquín	1,093	2	3	1,054
Tequisquiapan	22,323	15	18	17,747
Tolimán	5,755	12	13	4,492
Total	475,289	187	291	435,902

Source: State Water Commission, 2020.
m³: cubic meters.





2.2.2. Hydraulic infrastructure Municipal Commission for Potable Water and Sewage Systems (JAPAM)

The Municipal Commission for Potable Water and Sewage Systems (JAPAM for its Spanish abbreviation) is the decentralized public entity that manages the municipal potable water and sewage systems in San Juan del Río, Querétaro. Among the most relevant data, the following is observed:

Overview of the situation of potable water in the municipality of San Juan del Río, Qro.

Distribution piping (km)	1,085.40
Transmission piping (km)	132.74
Wells in operation	39
Daily production (liters per second)	746.17
Average volume extracted daily (m ³)	1,653
Residential connections to water supply	82,879
Industrial connections to water supply	345
Commercial connections to water supply	4,026

Source: Municipal Commission for Potable Water and Sewage Systems (JAPAM), 2020.

Potable water treatment plants

According to the CEA, in 2019 Querétaro had five potable water treatment plants with a combined installed capacity of 1,599.5 liters per second.

Potable water treatment plants in operation in the state of Querétaro, 2019.

Municipality	Potable water treatment plants	Installed capacity (liters per second)	Annual volume of potable water supplied (millions of m ³)
Cadereyta de Montes	Acueducto II	1,500	41.89
Jalpan de Serra	Jalpan y Tancoyol	70	1.035
Pinal de Amoles	Chuveje	25	1.16
San Joaquín	Aguacatillo	4.5	0.31
Total	5	1,599.5	44.4

Source: State Water Commission, 2020.
m³: cubic meters.

2.3. Energy Sector

2.3.1. National Electric System

The National Energy Control Center (CENACE for its Spanish abbreviation) is the decentralized public entity that handles the operational control of the National Electric System, maintains the operation in the Wholesale Electricity Market and guarantees objectivity in the access to the National Transmission Network and the General Distribution Networks.

The process involves the following stages: the generation of electric energy, the transmission through sets of electric towers, the distribution through the system of electrical substations, and the delivery of electricity to end users.

According to the Development Program for the National Electric System (PRODESEN for its Spanish abbreviation) 2019-2033, a total of 317,278 GWh of electric energy was generated in 2018, which is 2.6% more than in 2017 (7,928 GWh). From the electric energy generated, 83.3% comes from conventional technologies (264,259 GWh) and the remaining 16.7% from clean technologies (53,019 GWh).

Federal Electricity Commission

The Federal Electricity Commission (CFE for its Spanish abbreviation) is a state-owned company that generates, transmits, distributes and markets electricity; it is a decentralized public entity, with civil standing and capacity and an independent patrimony.

Nationwide, the National Electric System has 10 Regional Control Centers that reported a total production of 70,053 MW in 2018, which include the electric centrals that belong to the CFE, the Independent Energy Producers (IEP), and the rest of the permit holders. This represented an increase of 3.1% compared to 2017 (67,958 MW).

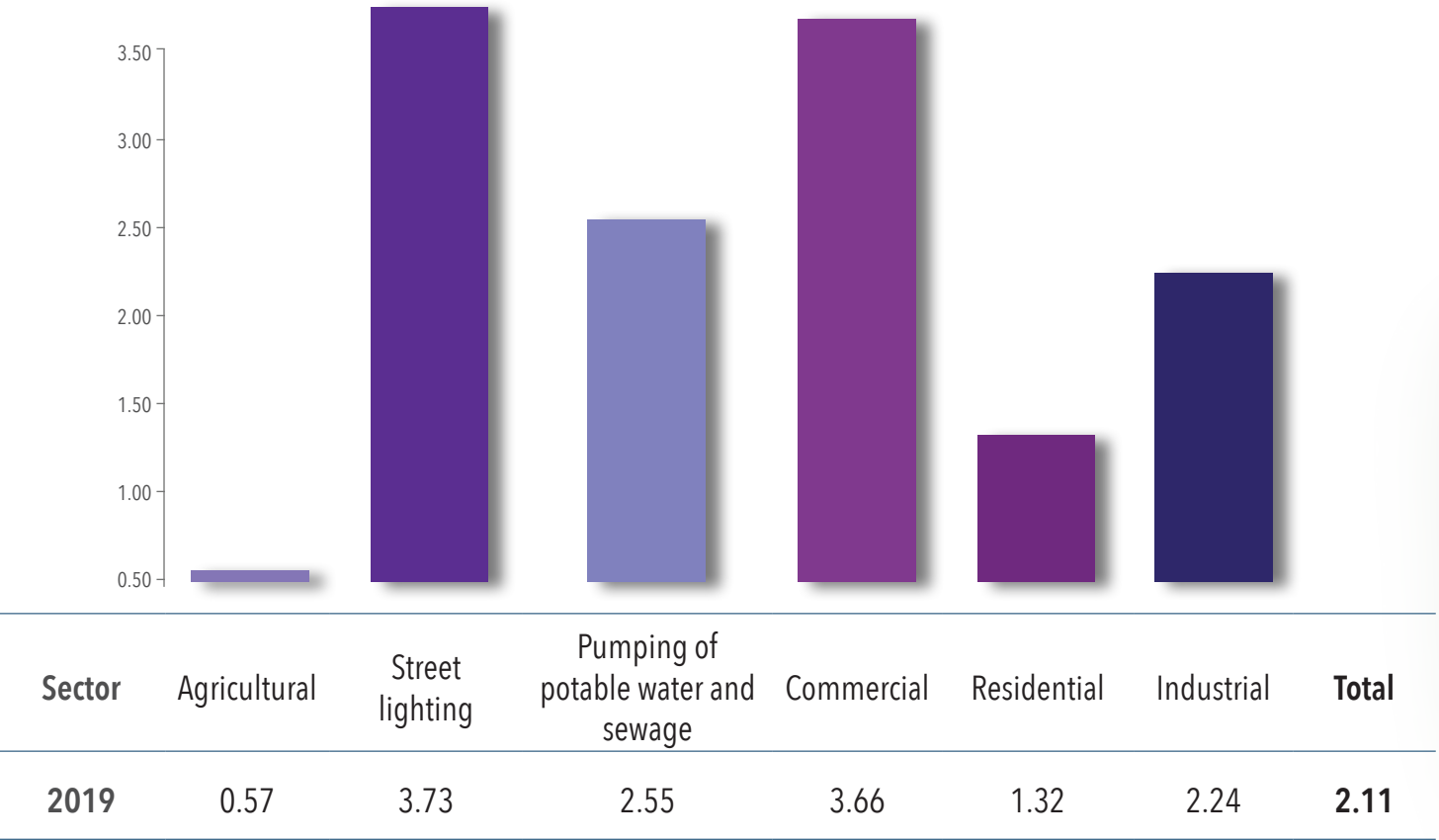
The CFE has thermoelectric, hydroelectric, coal-fired, geothermoelectric, and wind power plants, and one nuclear power plant.

The CFE's Bajío Division Querétaro Area has 622.025 kilometers of transmission lines and 7,579.14 distribution networks.

Electricity prices

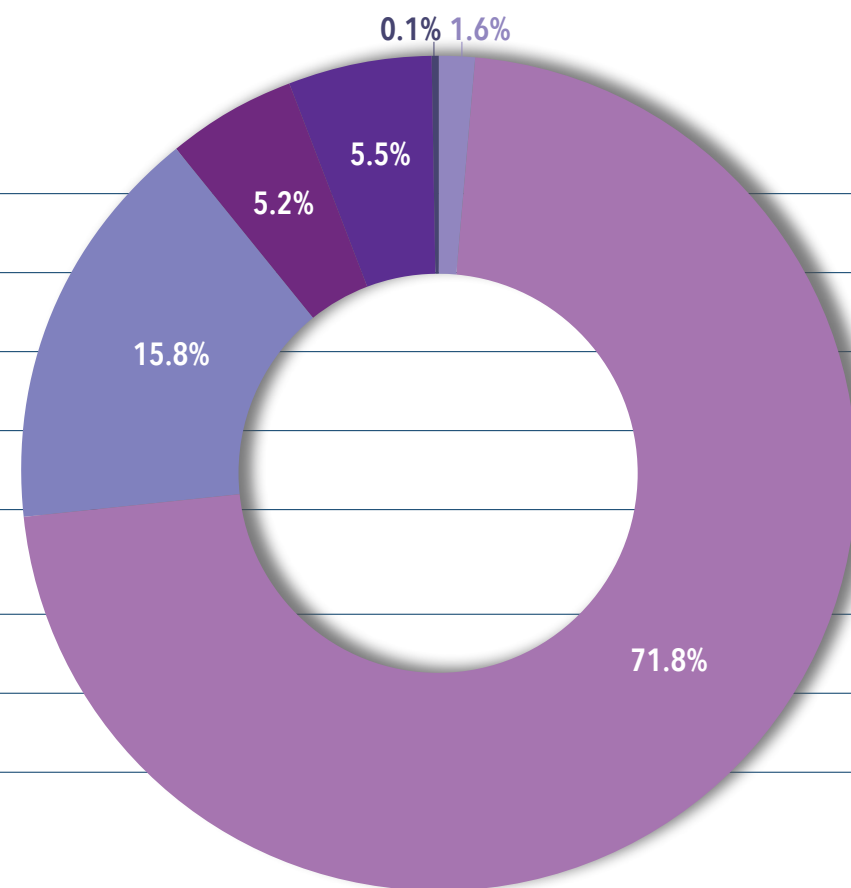
According to their 2019 data, the CFE reported the average price of electricity for the state of Querétaro at 2.35 pesos per consumed kW. Prices had variations according to their sector of consumption, where the highest ones were those for the street lighting and commercial sectors.

Average price of electricity in Querétaro, 2019 (pesos).



Source: Federal Electricity Commission. Bajío Distribution Division, 2020.



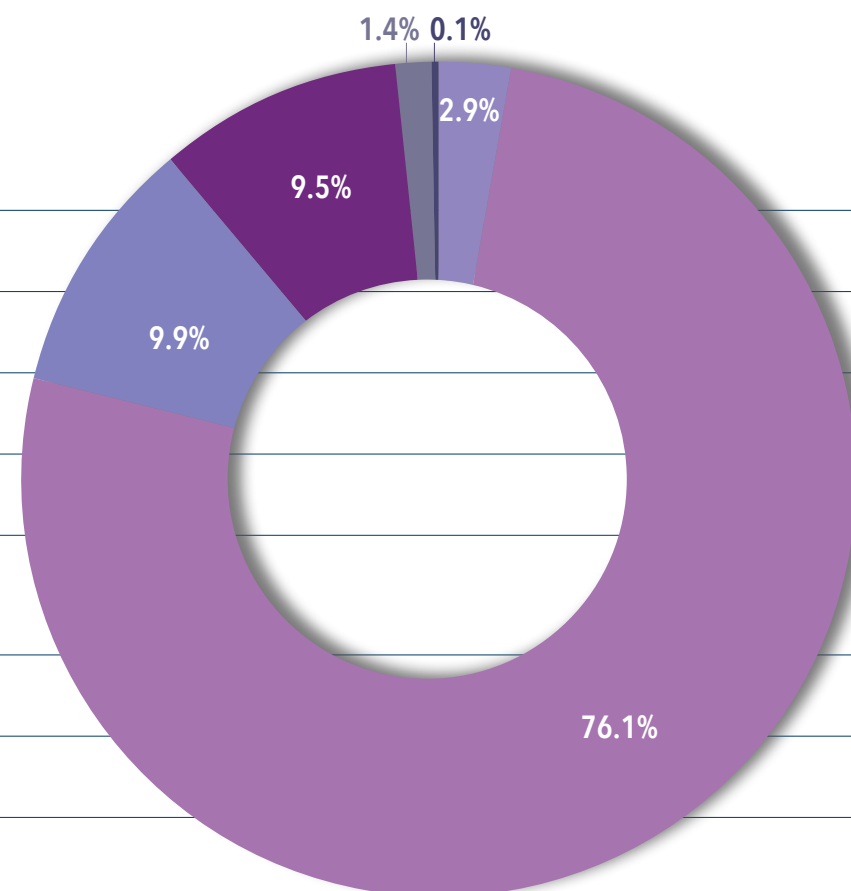


Electricity consumption by sector in Querétaro, 2019.	
Sector	Consumption (kwh)
Industrial	3,978,803,180
Residential	876,077,576
Agricultural	288,232,050
Commercial	304,631,046
Pumping of potable water and sewage	4,947,377
Street lighting	91,224,242
Total	5,543,915,471

Source: Federal Electricity Commission. Bajío Distribution Division Querétaro Area, 2020.
kwh: kilowatt per hour.

Consumption by sector

In 2019, the entity reported a total consumption of 5,543,915,471 kilowatts per hour distributed by sector as follows:



Electricity sales in Querétaro, 2019.	
Sector	(\$)
Industrial	8,908,378,383.76
Residential	1,160,497,671.18
Agricultural	1,115,177,087.56
Commercial	165,222,293.09
Pumping of potable water and sewage	12,595,358.51
Street lighting	340,632,495.28
Total	11,702,503,289.38

Source: Federal Electricity Commission. Bajío Distribution Division Querétaro Area, 2020.

Sales by sector

In 2019, sales of electricity in the state amounted to 11,702,503,289 pesos in the following sectors:

2.3.2. Natural gas

Natural gas is a mixture of gases where the largest component is methane. It is a fuel gas that originates from geological formations therefore being a non-renewable energy source. In addition to methane, the mixture can contain carbon dioxide, ethane, propane, butane and nitrogen, among others; given these elements, the handling of natural gas is a polluting process.

As an energy source, natural gas is having a growing participation in world markets and its demand is expected to continue growing in the years to come.

Urban consumption

According to the information provided by the company ENGIE México (MaxiGas), in 2019 the urban consumption of natural gas in the state of Querétaro totaled 1,525,659 gigajoules. This represented a 2.4% annual increase. From the total consumption, 75% comes from residential customers and 25% from commercial ones.

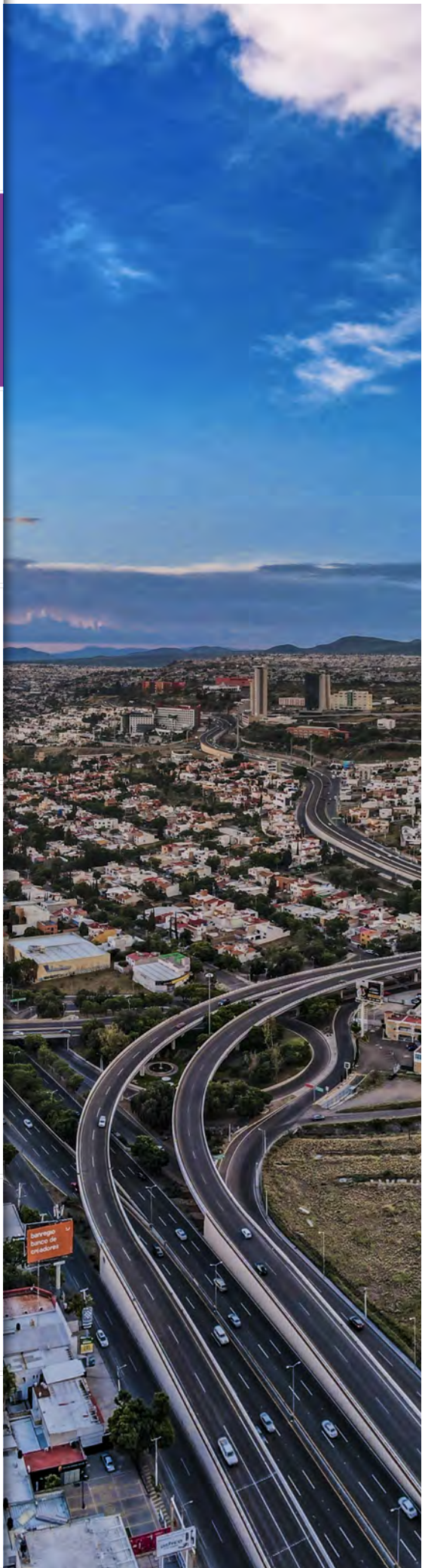
There were 280 km of steel networks in operation at 21 bar and 1,736 kilometers of polyethylene networks at approximately 4 bar.

Urban consumption of natural gas in the state of Querétaro, 2018 and 2019.

Customers	2018	2019
Residential	1,124,288.85	1,143,446.82
Commercial	365,365.60	382,212.74
Total	1,489,654.01	1,525,659.56

Source: ENGIE México, Querétaro Region 2020.
Note: the measurement unit is gigajoules.





2.4. Roads and Communication

2.4.1. Road infrastructure

The road network in México has been gradually developed throughout several decades and it communicated almost all of the regions and communities in the country. Depending on their importance and characteristics, Mexican road networks are classified as: federal, state, rural and improved roads.

The federal road network is fully operated by the federal government. This network is host for most of the transport of passengers and cargo between cities, channeling long-haul routes, foreign trade routes and the routes travelled by the most dynamic sectors of the national economy.

Link to important markets

Querétaro is located in the roadway junction that connects the Metropolitan Area of the Valley of México City with Nuevo Laredo in the south-north direction, and in the east-west direction the entity is located in the central part linking the Gulf of México with the Pacific Ocean. This gives it a leading role in the strategies for development and connectivity with important markets.

Road network

According to data from the State Infrastructure Commission (CEI for its Spanish abbreviation) and the Ministry of Communications and Transport (SCT for its Spanish abbreviation), 3,146.7 km of roadways integrate the road network of the state of Querétaro.

The roads in the state of Querétaro are distributed into the following regions:



Distribution of the state road network by region, 2019.		
Region	Kilometers	Percentage distribution
Center	483.9	41.1
Semi-desert	225.6	19.2
Sierra Gorda	173.1	14.7
South	294.6	25.0
Total	1,177.1	100.0

Source: State Infrastructure Commission, 2020.

Road infrastructure in the state of Querétaro, 2019.	
Type of road	Kilometers
Toll-free federal road	556.5
Federal road with toll	173.1
State road	1,177.1
Rural roads	1,240.0
Total	3,146.7

Source: State Infrastructure Commission and SCT Center Querétaro, 2020.
 Note: the kilometers of rural roads are the ones reported by the SCT Center Querétaro in the year 2019.

According to the information provided by the SCT's Querétaro Office, the entity has 31 roads. Some of the sections are part of toll-free or toll federal road networks, and others are part of the federal network which consists of both toll-free and toll sections. The rest of the roads are part of the toll-free state network.

Federal highways 45 and 57, considered as México's most important roadways, go through the state of Querétaro. This road infrastructure places the entity in a position of interconnection and distribution for vehicle transit, whether private, tourist or cargo, towards various destinations in the country.

Vehicles going through Querétaro's road network come from three strategic regions in the Mexican Republic: the Metropolitan Area of the Valley of México City; the northern region, integrated by San Luis Potosí and Nuevo León; and the western region.

The locations of the roads can be observed in the following diagram:



Distribution of roads in the state of Querétaro according to the network they belong to.

Reference number	Road	Route
Toll-free federal network		
1	Buenavista-San Miguel de Allende	MEX-057
2	Jalpan de Serra-Río Verde	MEX-069
3	La Noria-Acámbaro	MEX-120
4	Portezuelo-Palmillas	MEX-045
5	Querétaro-Irapuato	MEX-045
6	Querétaro-San Luis Potosí	MEX-057
7	San Juan del Río-Xilitla	MEX-120
Toll federal network		
8	Libramiento Nororiente de Querétaro	MEX-057D
9	Palmillas - Apaseo el Grande	MEX-045D
10	Querétaro-Irapuato	MEX-045D
Federal network integrated by toll-free and toll stretches		
11	México-Querétaro	MEX-057-MEX-057D
Toll-free state network		
12	Ajuchitlán-Colón	QRO-005
13	Ajuchitlán-Ezequiel Montes	QRO-005
14	El Colorado-Higuerillas	QRO-004
15	Hacienda Paraíso-Chichimequillas	QRO-001
16	La Culata-San Joaquín	QRO-021
17	Libramiento de San Juan del Río	QRO
18	Libramiento Norte de Querétaro	QRO
19	Libramiento Surponiente de Querétaro	QRO
20	Peña Colorada-El Rodeo	QRO
21	Querétaro-San Martín	QRO
22	Querétaro-Estación Chichimequillas	QRO
23	Querétaro-Tequisquiapan	QRO
24	Querétaro-Tlacote El Bajo	QRO
25	Ramal a La Estancia	QRO
26	Ramal a Tolimán	QRO
27	Rayón-Arroyo Seco	SLP-011
28	San Juan del Río-Amealco	QRO
29	Villa del Pueblito-Huimilpan-Coroneo	QRO-GTO
30	Villa del Pueblito-Huimilpan	QRO
Roads integrated by federal and state stretches		
31	Toluca-Palmillas	EM(D)-MEX-055

Source: Ministry of Communications and Transportation. Central Office of Technical Services.

Source: SCT Center Querétaro, 2020.

2.5. Transportation and mobility



National income from the provision of goods and services
of the economic units related to transportation 2018, (thousands of pesos).

Sector	Income from passenger transportation services	Income from cargo transportation services	Income from courier and parcel delivery services	Income from leasing of transportation equipment	Income from leasing of other movable and immovable property	Income from logistics services	Other income from the provision of goods and services	Total
Regular air transportation in national airlines	90,933,649	8,059,859	23,882	943,336	8,376	0	20,534,063	120,503,165
Transportation by rail	232,125	60,706,016	0	127,081	114,644	0	2,490,421	63,670,287
Deep sea shipping, except for oil and natural gas	6,074	2,858,733	0	0	0	0	0	2,864,807
Short sea shipping, except for oil and natural gas	1,774,600	3,149,606	0	6,647	0	0	124,737	5,055,590
Cargo transportation	0	228,120,214	0	1,289,432	118,568	764,888	3,689,493	233,982,595
Public urban and suburban passenger transportation on fixed route buses	38,010,916	0	0	171,506	0	793	270,193	38,453,407
Foreign public transportation of passengers in fixed routes	43,616,672	0	310,013	44,313	6,847	0	1,119,955	45,097,800

The strategic location of the country has fostered the sustained growth of a solid structure for transportation and logistics systems, both for passengers and cargo.

Thanks to the Annual Transport Survey conducted by the INEGI, there is consolidated information from the different divisions which generates statistics that illustrate basic aspects of this sector.

The survey offers a wide range of analysis given its close relation to other projects conducted by the INEGI. The Annual Transport Survey –which was part of the documentation activities of the Economic Censuses of 2019– is a reliable medium-term indicator given its frequency is inferior to fifteen days.

Out of the total income from the provision of goods and services of the economic units of the sectors involved in the survey, 46% of it comes from cargo transportation, while 24% is related to regular air transportation activities in national airlines.

Source: National Statistics and Geography Institute (INEGI). Annual Transportation Survey.

Regarding the fixed assets of these economic units –necessary in order to ensure and preserve the functioning and operability of the companies– the following figures were observed nationwide for each category:

National fixed assets belonging to the transportation economic units 2018 (thousands of pesos).						
Sector	Units and transportation equipment for the provision of the service	Immovable property	Support transportation units and equipment	Computing, positioning and satellite navigation equipment and systems	Furniture, office equipment and other fixed assets	Total
Regular air transportation in national airlines	23,711,550	835,990	881,115	93,712	2,648,107	28,170,474
Transportation by rail	14,472,675	13,029,701	1,356,440	1,362,776	36,478,319	66,699,911
Deep sea shipping, except for oil and natural gas	8,722,238	38,150	5,727	1,172	349,583	9,116,870
Short sea shipping, except for oil and natural gas	8,671,144	109,192	66,628	33,074	306,751	9,186,789
Cargo transportation	175,119,643	13,283,247	6,612,987	3,150,871	4,641,545	202,808,292
Public urban and suburban passenger transportation on fixed route buses	53,046,085	2,474,911	322,267	488,172	792,074	57,123,509
Foreign public transportation of passengers in fixed routes	34,508,005	2,251,108	223,106	637,598	448,492	38,068,309

Source: National Statistics and Geography Institute (INEGI). Annual Transportation Survey.

2.5.1. Railway network

The first railway journey in Mexican territory took place in the year 1850, covering a distance of 13.6 km between Veracruz and El Molino. The network had its greatest momentum and growth during the government of General Porfirio Díaz. During that period, its development was of such magnitude that it practically reached its current state. The railway system connects all major cities in the country with each other and with the main ports and borders.

Up until the first half of the twentieth century the system was basic: it focused on the transport of people and modest quantities of goods. Nowadays the railway system is used to transport large volumes of cargo at low cost.

Railway infrastructure

The main trunk roads of the railway system go through Querétaro: México-Ciudad Juárez, México-Nuevo Laredo, México-Guadalajara-Manzanillo-Mexicali and México-San Luis Potosí. All converge in the area of the International Airport of Querétaro, giving the regional transport system a high potential for intermodal transportation. Also, there is a multimodal dispatch center within the state capital that connects with the Port of Altamira, Tamaulipas.

In the State of Querétaro, the railway network has a length of 520 km of tracks that go through the municipalities of Colón, El Marqués, Pedro Escobedo, Querétaro, San Juan del Río and Tequisquiapan.



Source: www.ferromex.com.mx

- Ferromex

Trackage Rights

Union Pacif

Chiapas - Mayab

Texas Pacífico

Fort Worth & Western

Kansas City Southern

BNSF
- Ports

Shuttle train

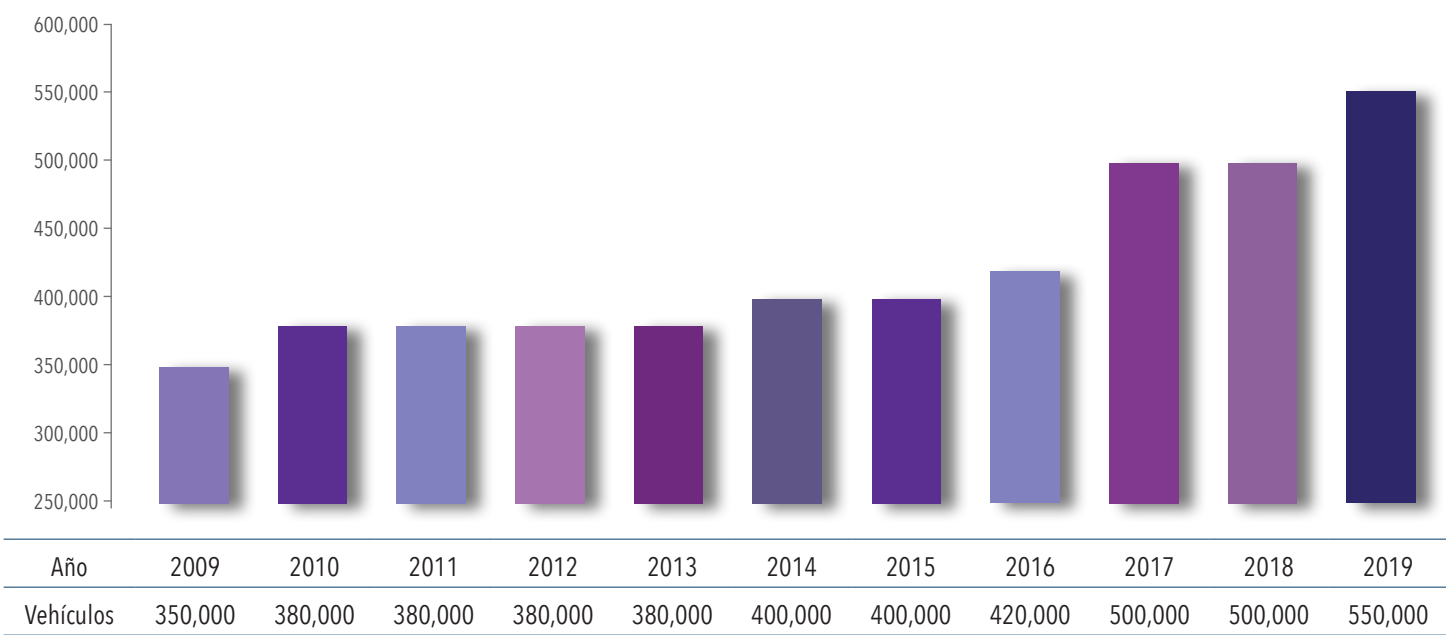
2.5.2. Number of vehicles

Verifiable number of vehicles

According to the vehicle registry of the Vehicle Emissions and Safety Verification Program of the Ministry of Sustainable Development of the Executive Power of the State, the verifiable number of vehicles amounted to a total of 550,000 units in 2019. To estimate the total amount of vehicles in circulation, the number of vehicles located within the entity but registered in other states of the Mexican Republic must be added to this figure.

SEDESU issued 1,051 exempt hologram certificates for hybrid and electric vehicles.

Number of Verifiable Vehicles 2009-2019.



Source: Ministry of Sustainable Development of the Executive Power of the State. Environmental Verification Department, 2020.

State Program for Vehicle Verification, 2019.

Certificate Type	First Semester	Second Semester
Double zero	12,218	11,777
Zero	53,190	59,346
Two	150,573	151,640
One	4,049	4,100
Rejection	25,682	19,791
Total	245,712	246,654

Source: Ministry of Sustainable Development of the Executive Power of the State. Environmental Verification Department, 2020.

From the verifiable vehicle registries, the following emissions and safety verifications were made according to the type of certificate modality. The vehicles that did not comply with the provided in the corresponding regulations are designated as “rejections”:





2.5.3. International Airport of Querétaro

Inaugurated in the month of October 2004, the International Airport of Querétaro (AIQ for its Spanish abbreviation) shares its location between the municipalities of El Marqués and Colón, 22 km from the capital of Querétaro.

It consists of a total area of 688.49 ha and has terminal building for commercial passenger transportation, two FBOs (private passenger terminals) focused on corporate and executive aviation, a cargo terminal, various MROs (aircraft repair and maintenance operators), as well as hangars and warehouses for users related to aeronautical operation.

The runway has the following features:

- Hydraulic concrete with a thickness of 43 cm.
- Length of 3,500 m x width of 45 m.
- Magnetic orientation of 09-27.
- Visual aids and localization systems VOR/DME.
- Horizontal and vertical signage for day and night-time operations.

It is complemented with a parallel taxiway, four high speed taxiways and two central taxiways at 45°.

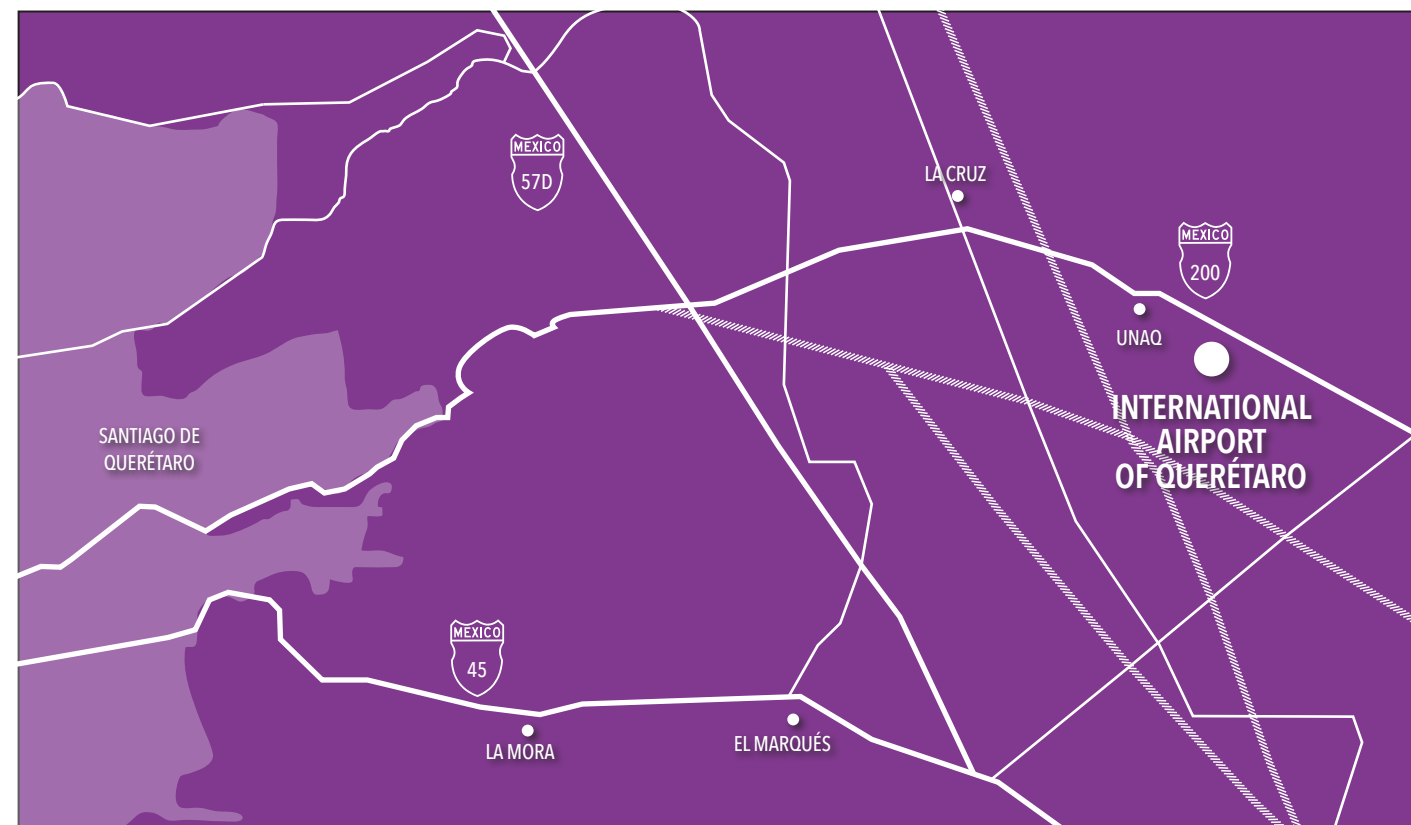
Additionally, it has:

- A 14-position commercial platform in an area of 125,000 m².
- A 4-position loading platform in an area of 35,000 m².
- A 24-position general aviation platform in an area of 65,250 m².

Commercial services such as restaurants, bars, coffee shops, convenience stores, parking, currency exchange, handicrafts stores, ATMs, VIP lounge, and Duty-free shops are offered inside the terminal building. There are also taxi services, car rentals and public parking available for airport users and located near the building's access points.

In the year 2019, the fourth stage of the terminal building extension project was completed, expanding the boarding gates and arrivals areas for both domestic and international flights, as well as the installing an elevator between the areas of immigration and international baggage claim for people with special needs. This project increased the terminal's capacity from 363 to 725 passengers per rush hour.

Delta/Aeroméxico's MRO TechOps are located within the facilities of the AIQ. With approximately 2,000 employees, it is the second largest hangar for aircraft repair and maintenance in Latin America.





Given the routes and flight frequencies offered by the airlines operating from the AIQ, 1,192,820 passengers were transported in 2019 (15.1% more than in 2018), out of which 70% of them took domestic flights and 30% international flights. This prompted the AIQ to reach position number 19 among the 59 airports in México in the year 2019, regarding the volume of passengers transported.

The following is the distribution of passengers among the different airlines operating in the AIQ:

Percentage distribution of passengers per commercial airline, 2019.	
Airline	Participation percentage
Aeroméxico	31
American Airlines	8
TAR Aerolíneas	17
United Airlines	13
Volaris	20
Viva aerobús	11
Total transported passengers	
100	

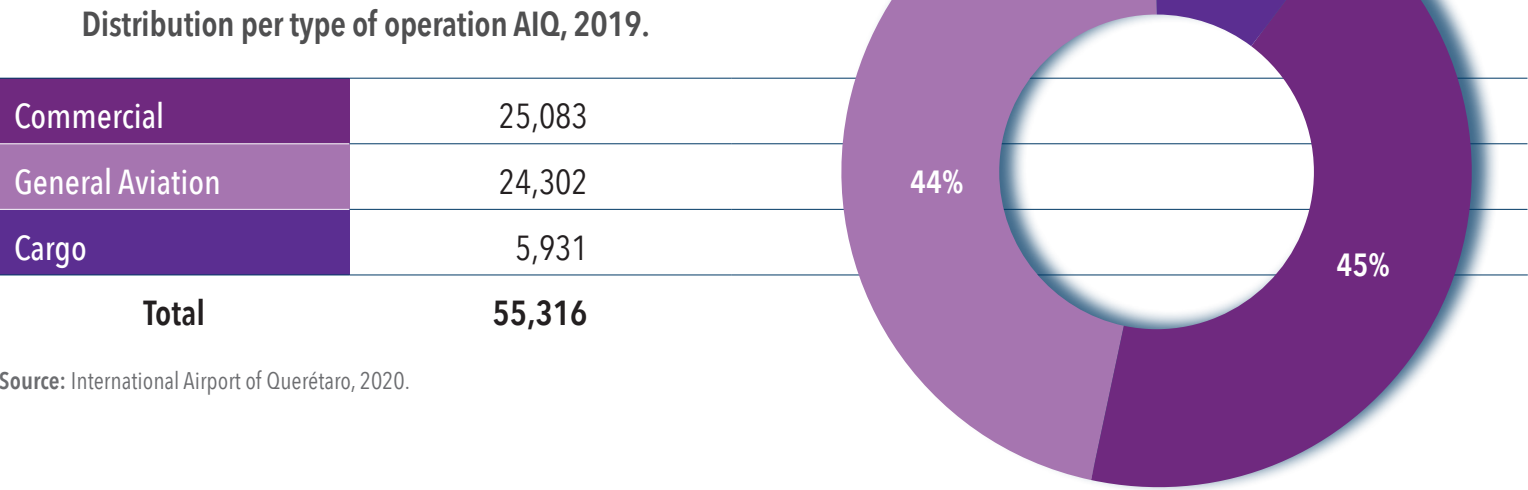
Source: International Airport of Querétaro, 2020.

There were 55,316 operations registered in the AIQ during the year 2019, which represented an increase of 13.8% compared to the year 2018. In terms of operations, this result places the airport in 7th place on a national scale.

Operations

During this year, seven commercial passenger airlines rendered their services.

By the end of 2019, regular commercial aviation airlines offered 29 commercial routes to 23 direct destinations, including main hubs, business and pleasure destinations in México and the United States, as seen in the following map:



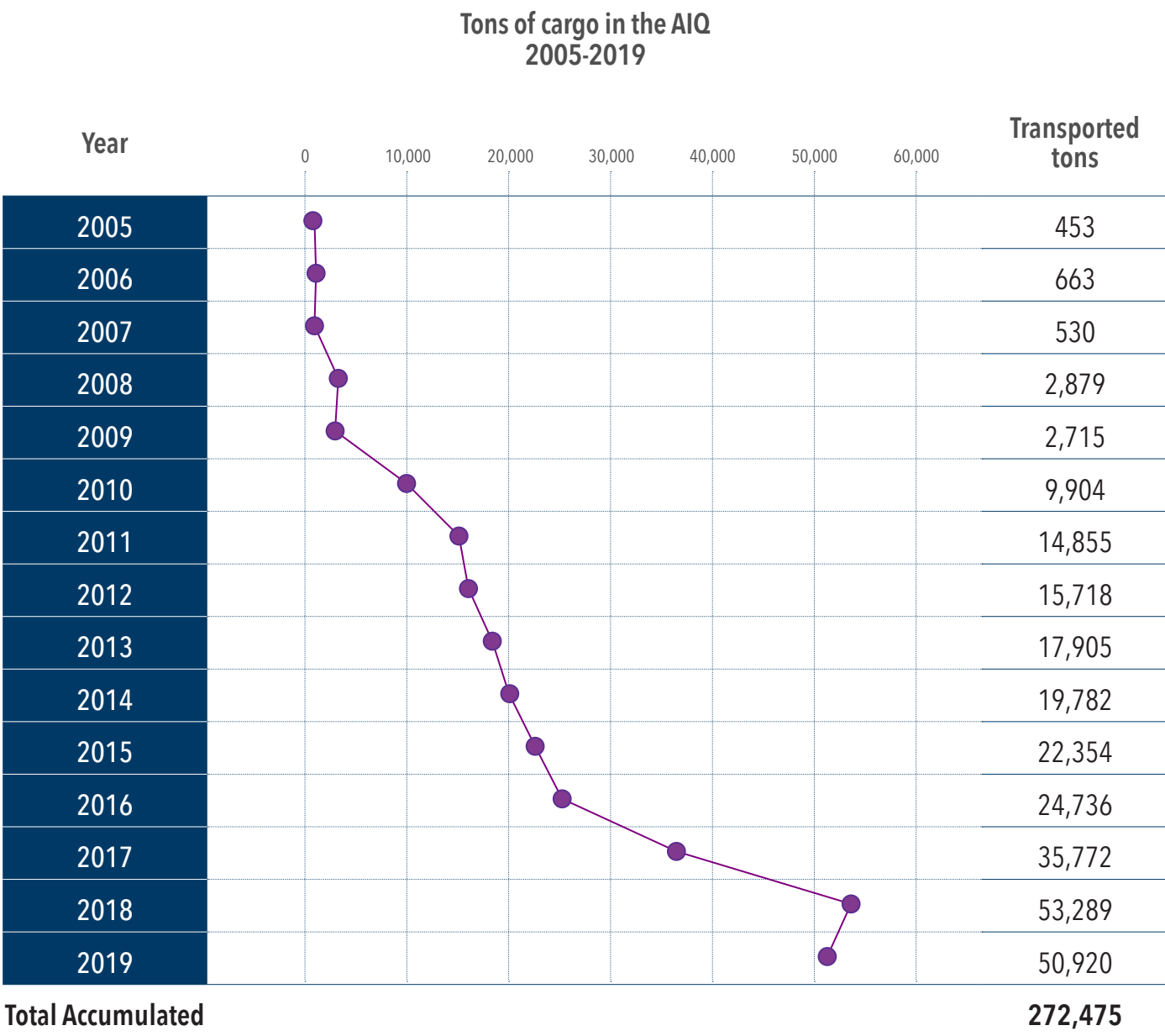
Source: International Airport of Querétaro, 2020.

The cargo terminal works as a logistic hub that provides national and international cargo transportation services. It has specialized areas in the field, in addition to providing the services of audited site and being interconnected with customs services.

The AIQ transported 50,920 tons of which 45.3% corresponded to international cargo and 54.7% to domestic cargo. With this result, it is the 4th airport in the country in terms of tons transported.

The companies that provided their cargo services were: DHL, FEDEX, MCS and TSM. Both DHL and FEDEX operate their own domestic and international exchange centers with direct flights connecting to their hubs in the United States which facilitate the import and export of their shipments.

The following table shows the tons of cargo transported in the AIQ in the period between 2005-2019, where a yearly growth can be clearly appreciated.



Source: International Airport of Querétaro, 2020.



2.5.4. Bus Terminal of Querétaro

The Bus Terminal of Querétaro (TAQ for its acronym in Spanish, Terminal de Autobuses de Querétaro), is one of the largest and most up-to-date in the Mexican Republic. It has an area of 119,777.98 m², 149 platforms and 191 waiting spots.

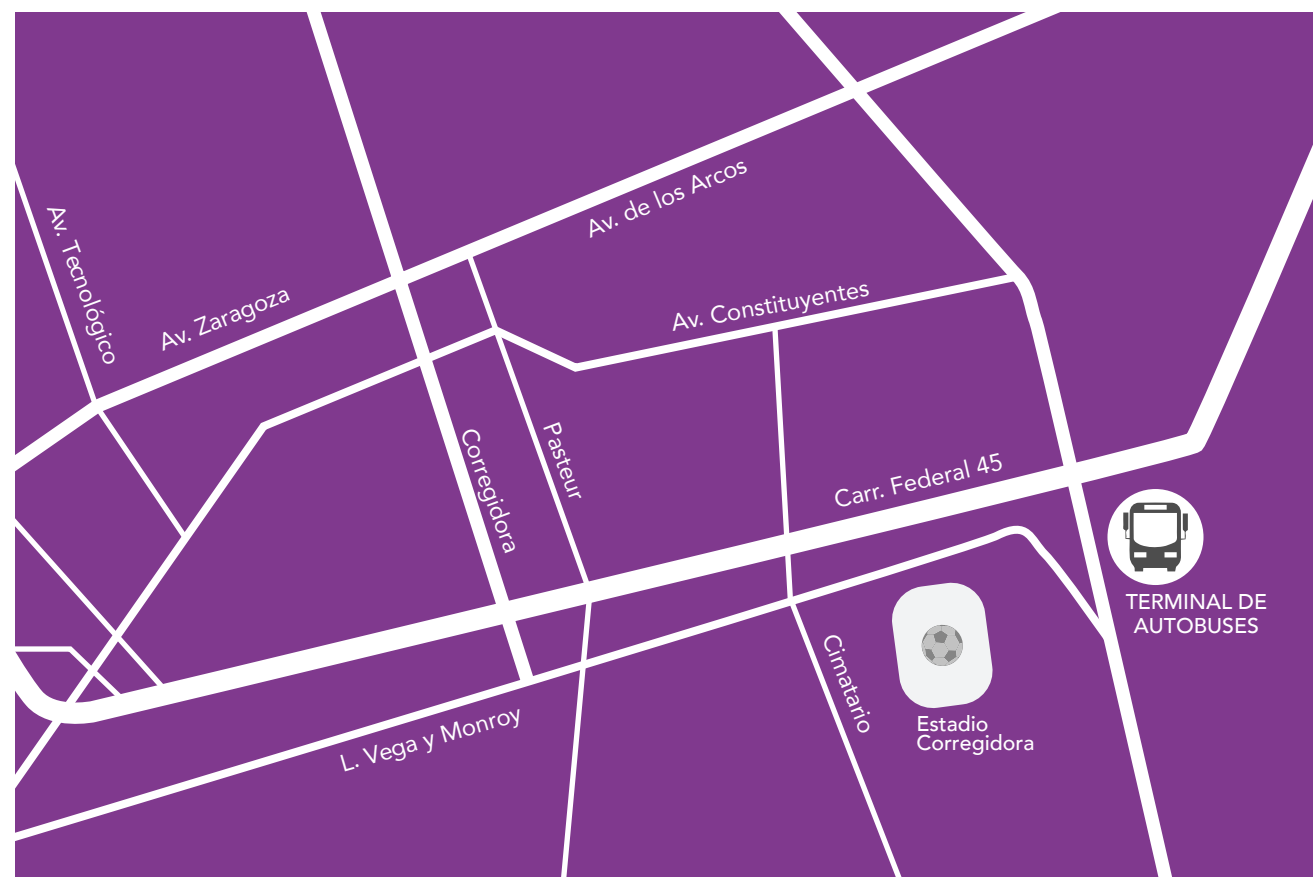
In the year 2019, there were 671,000 bus departures registered; 363,000 of these were from First Class and Luxury lines; 176,000 were regular class; and 132,000 were from a feeder route modality. In total, 14 million users were mobilized.

Location

The terminal is located in the southwest area of the city Querétaro. It has easy access since it is close to the junction where federal highway 57 and Blvd. Bernardo Quintana Arrioja converge.

Infrastructure and utilities

The infrastructure of the TAQ consists of two buildings. Building A is used by the first-class and luxury transport lines and has two access points: Access 1 is exclusive for national services and Access 2 is for international transport. In building B, suburban and regional lines operate transfer services within the state, to the municipalities of neighboring entities and to the north of the Mexican Republic.

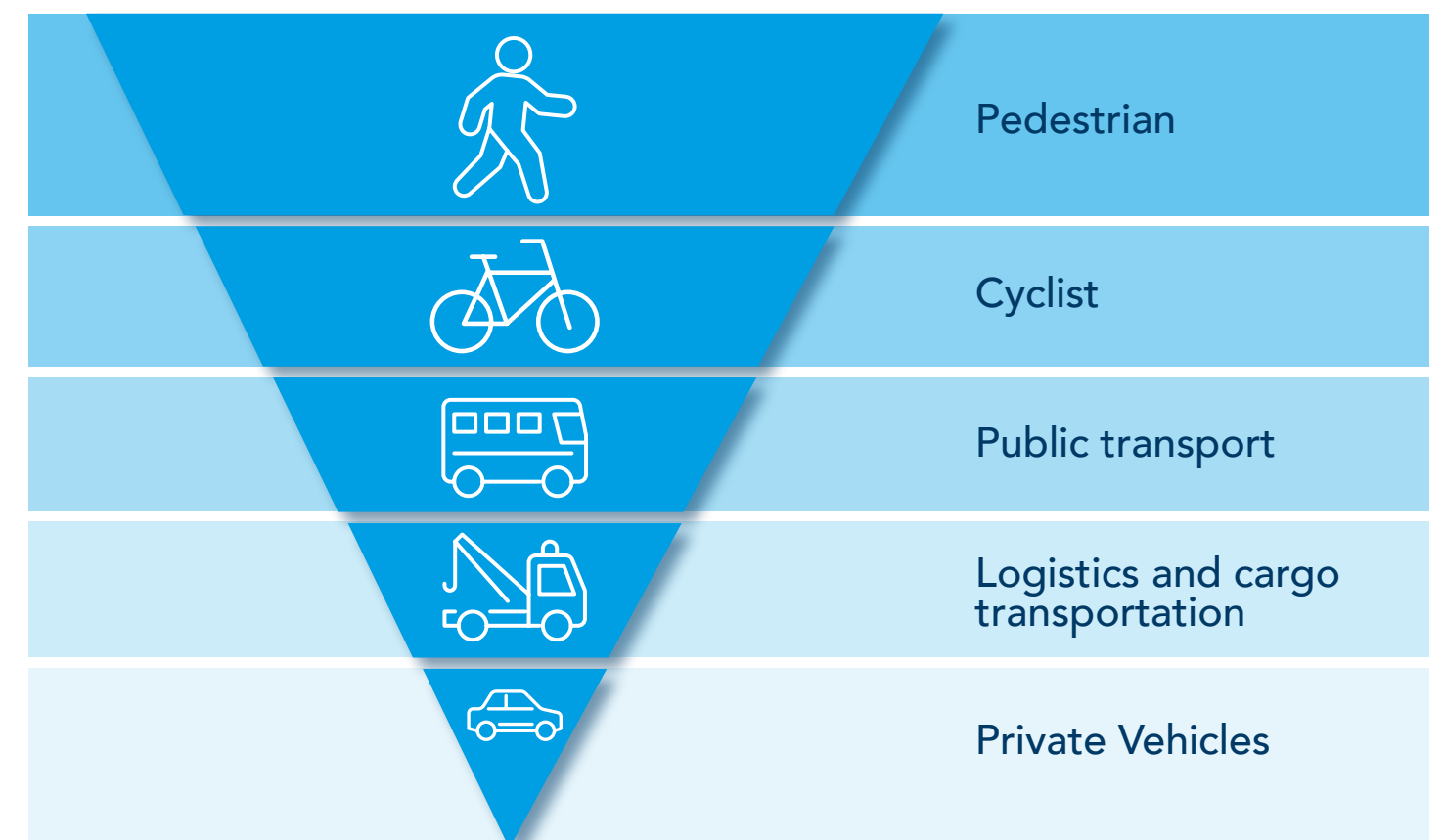


2.5.5. Mobility

Mobility is very important for the development of growth centers. It is necessary to analyze the structure and spatial organization of cities in order to understand how activities are distributed within their space, what the most influential factors are in terms of people's mobility, and to make a decision about means of travel. Also, it is just as important to analyze the current conditions based on the hierarchy of attention and priority of the means of transport as defined by the mobility pyramid.

Urban mobility hierarchy

The descending order of the figure shows the priority that should prevail within urban mobility. The system places the pedestrian at the top of the inverted pyramid due to the social benefit it brings and its positive impact on the environment. In second place is the bicycle, followed by motorized vehicles ranging from public transport to private vehicles located at the bottom of the pyramid.



Source: State Transportation Program Querétaro 2016-2021.

2.5.6. Public transportation

The average volume of users of urban collective public transport in the Metropolitan Area of Querétaro during the year 2017 was of 529,392 passengers.

Transformation of the Public Transportation System in Querétaro’s Metropolitan Areas

The phenomenon of urban concentration and territorial expansion of metropolitan areas in México brings about the need to articulate urban development with transportation systems.

In addition to the growth characteristics of the two metropolitan areas of Querétaro, it is necessary to implement a sustainable public transport system with multimodal integration, which promotes the development of non-motorized mobility such as walking and cycling. To substantially improve the opportunities and quality of life of citizens it must be modern, efficient, profitable, comfortable and safe.

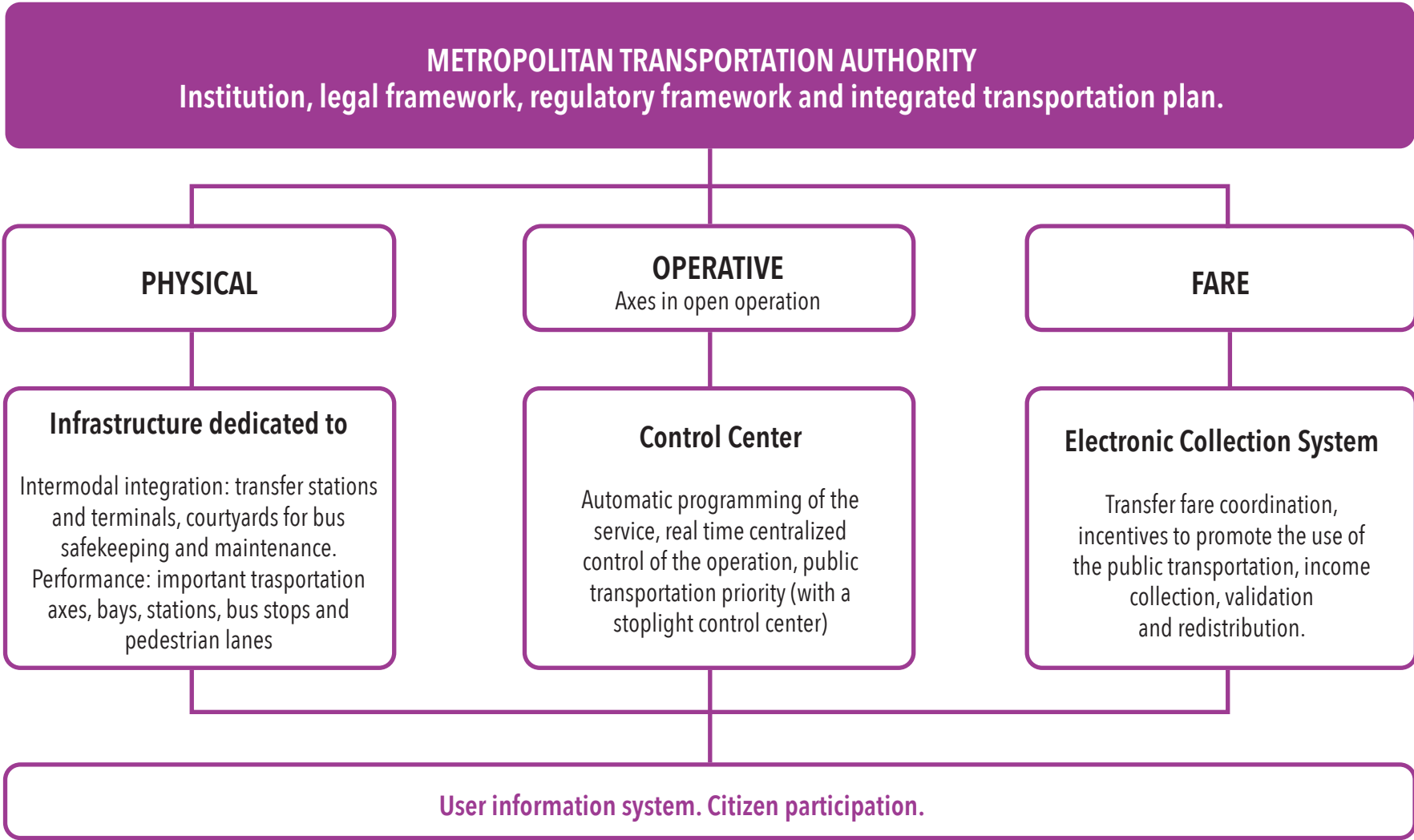
The aim is for the systems to be integrated on a physical, operational and fare level, in order to establish, in the short term, a system made of public transport axes that articulate mobility within the territory in a strategic way. This will establish the foundations so that, in the medium term, these transversal and peripheral axes will steer urban development towards a balanced growth of the territory, densification and vertical growth.

In this way, the intention is to articulate the urban development of the metropolitan area through an integrated, modern, efficient, profitable, comfortable and safe public transport system that improves substantially the opportunities and quality of life of the citizens.

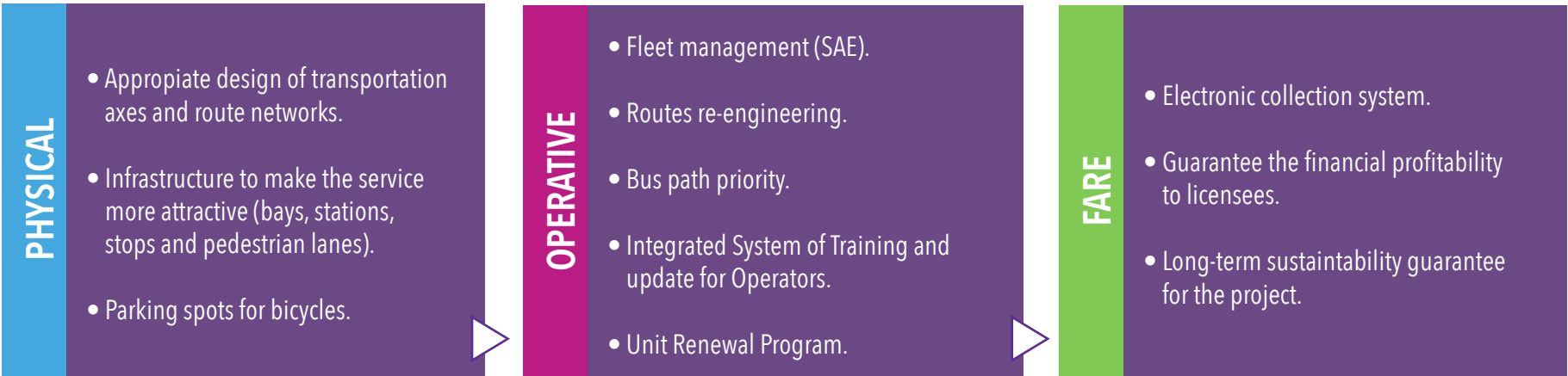


Conceptual Model:

Integrated Transportation System and its Components:



Components and measures for implementing an Integrated Transportation System.



Source: State Transportation Program Querétaro 2016-2021.





03

Prosperous Querétaro: Quality of Life

Prosperous Querétaro

Quality of life is the result of the harmonic relationship between the different elements that intervene in it and allow us to make a value judgement. When these achieve a real positive, objective and tangible value, it is possible to talk about welfare and dignity. The elements to judge quality of life are related to economic, social, cultural context and, in general, to all that modifies the life of the individual.

Querétaro is a leading state in the national scene. Maintaining this position requires a dynamic government that works to achieve high levels in the quality of life of the population, raising the productive potential and competitiveness of the environment, driving its efforts towards a complete and equal human development.

Quality of Life Indicators

607,919
INSURED WORKERS



**SCHOOL CYCLE
2019-2020**

101,065 CHILDREN
WITH SCHOOL
BREAKFAST



284,121

BENEFICIARIES OF SOCIAL
DEVELOPMENT PROGRAMS

31,061
NEW JOBS



9,706
NEW ENROLLED STUDENT
664,098
ENROLLED STUDENTS

34,851
TEACHERS

LOW DEGREE OF SOCIAL GAP

SAN JOAQUÍN

19.1% GROWTH
IN THE HUMAN DEVELOPMENT INDICATOR
THE MUNICIPALITY WITH THE HIGHEST GROWTH
IN THE COUNTRY

93,134
JOB FAIRS



4,173
SCHOOLS OF BASIC, HIGH SCHOOL
AND UNIVERSITY LEVEL



3,216
SPORT AND
RECREATION FACILITIES



7.5% LESS
POPULATION IN POVERTY



3,843 BENEFICIARIES
IN THE REGIONAL DEVELOPMENT PROGRAMS
OF THE MINISTRY OF SUSTAINABLE DEVELOPMENT
OF THE STATE OF QUERÉTARO

3.1. Economic Development

3.1.1. Employment

For several years Querétaro has distinguished itself by generating economic certainty and a climate of trust that encourages entrepreneurs to continue investing in the state. The result of this can be appreciated in the great offer and constant creation of jobs

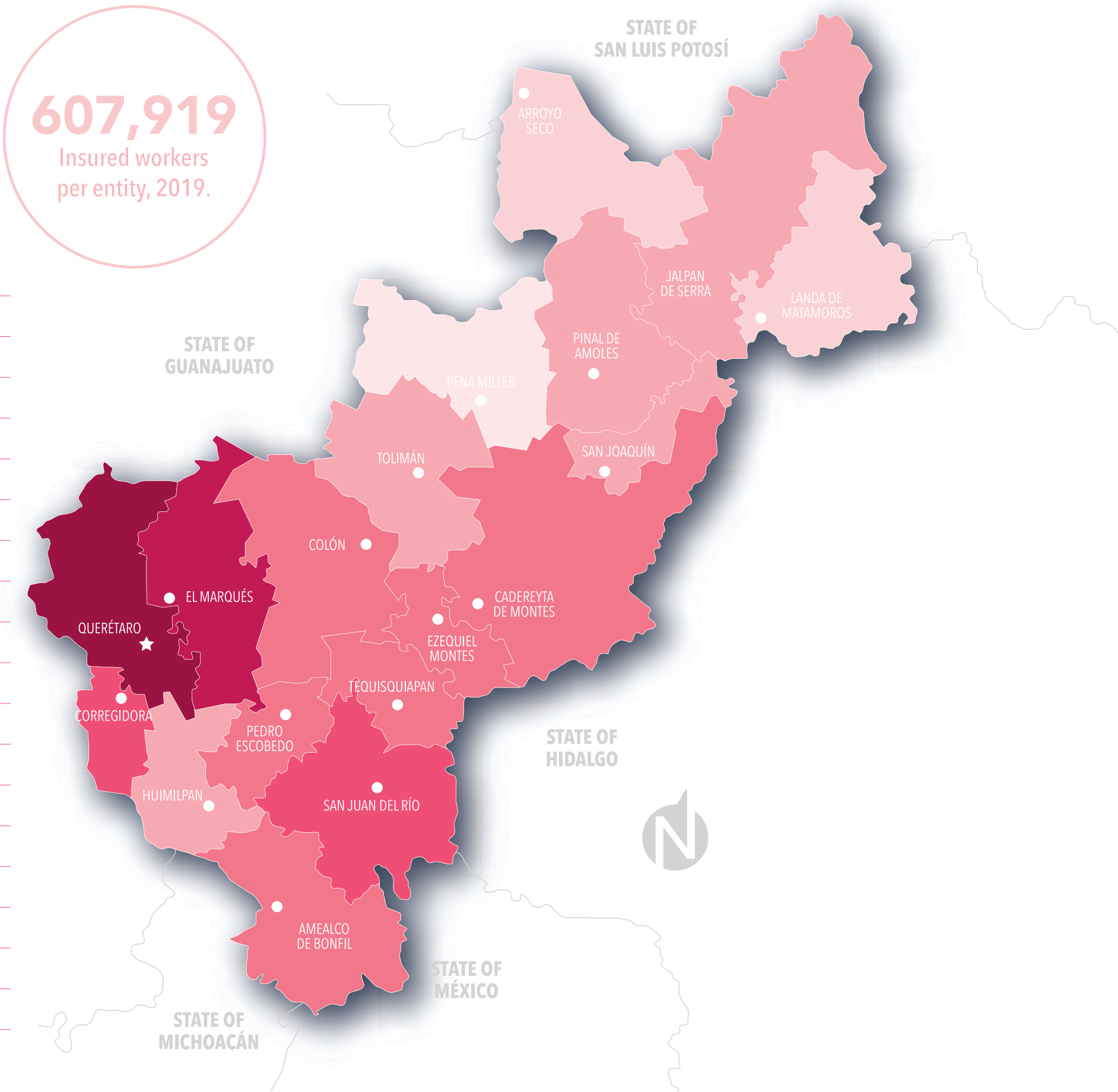
Employment growth rate

The entity remains a leader in employment growth. According to figures from the Mexican Institute of Social Security (IMSS), by the end of 2019, Querétaro registered 31,061 new insured workers. The number of insured workers in the year grew 5.4% compared to 2018.

Formal registered employments

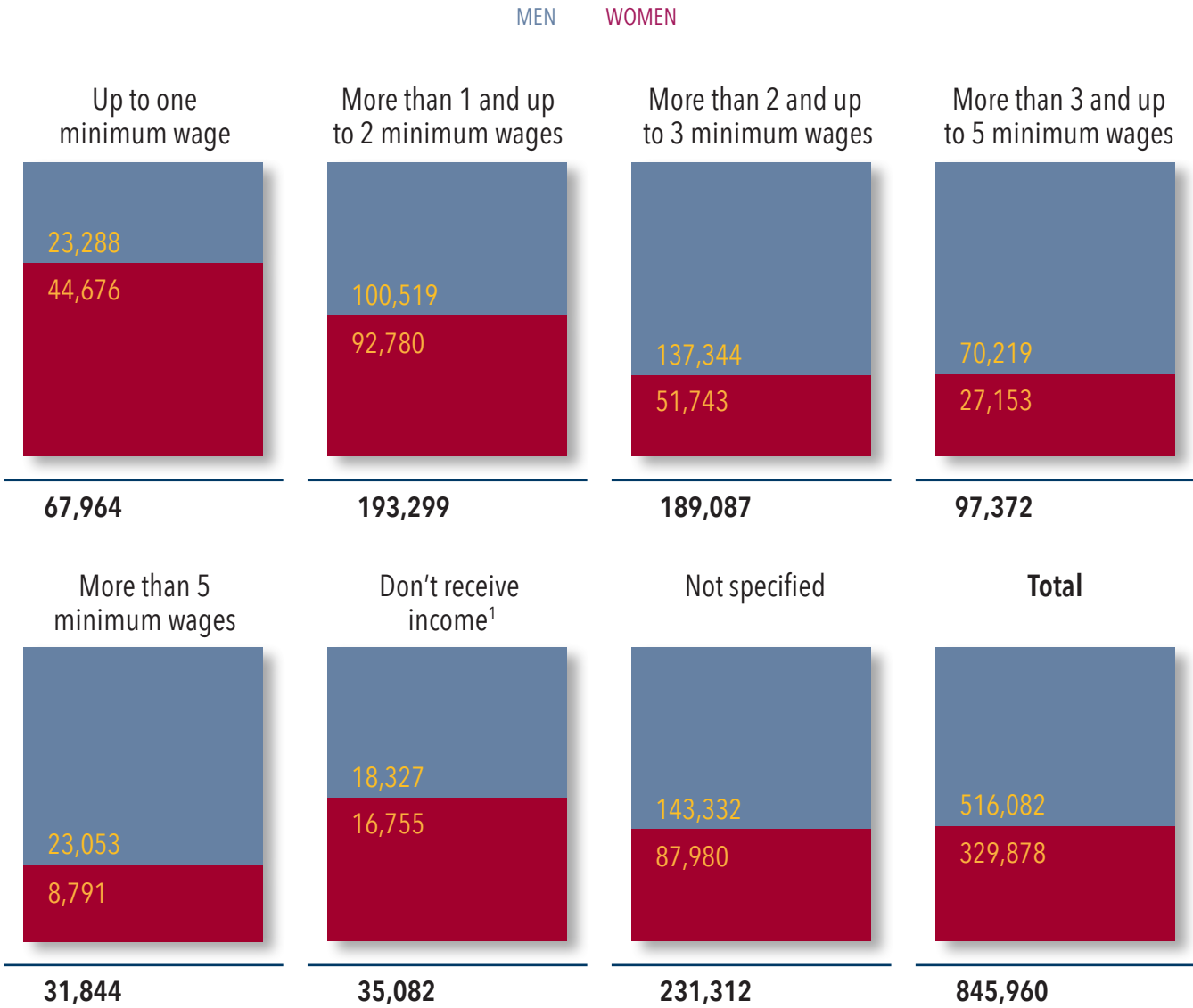
In the year 2019 the IMSS registered a total of 607,919 formal workers in the entity. 94% of them are concentrated in the municipalities of Querétaro, San Juan del Río, El Marqués and Corregidora. The distribution by municipality is shown below:

Querétaro	401,712
El Marqués	72,328
San Juan del Río	60,765
Corregidora	35,791
Colón	13,465
Pedro Escobedo	6,905
Ezequiel Montes	4,795
Tequisquiapan	4,377
Amealco	2,450
Cadereyta de Montes	2,269
Huimilpan	1,629
Jalpan de Serra	679
Pinal de Amoles	246
Tolimán	246
San Joaquín	181
Landa de Matamoros	40
Arroyo Seco	35
Peñamiller	6



Source: Mexican Institute of Social Security (IMSS). Open data. Insured 2020.

Income level of employed population in Querétaro, 4th Quarter 2019.



Source: National Institute of Statistics and Geography. National Survey of Occupation and Employment
¹Includes both unpaid dependent workers and self-employed workers engaged in subsistence farming activities.

Income Level

Pursuant to the National Survey of Occupation and Employment (ENOE for its acronym in Spanish Encuesta Nacional de Ocupación y Empleo), as of the fourth quarter of 2019, of the 845,960 people employed in Querétaro, 22.8% received between one and two minimum wages; 22.4% more than two and up to three wages; 11.5% more than three and up to five wages; 3.8% more than five wages, and 8% received up to one minimum wage. There are 4.1% who receive no income and 27.3% for whom the amount of their income is not specified.

The ENOE recorded that 72.5% of the people employed in the entity were registered as subordinate and paid workers. Of these, 584,431 earned wages and 28,599 received their income with non-wage payments. This is presented in the following table:

Position of employed population in the State of Querétaro, 4th quarter 2019.

Level	Total	Men	Women
Subordinated and paid workers	613,030	370,905	242,125
Salaried	584,431	346,849	237,582
Withn non-salaried perceptions ¹	28,599	24,056	4,543
Employers	47,517	37,533	9,984
Freelance workers	163,858	102,633	61,225
Non-paid workers	21,555	5,011	16,544
Total	845,960	516,082	329,878

Source: National Institute of Statistics and Geography. National Survey of Occupation and Employment.
¹Employed persons who receive from the economic unit as compensation for their work a commission, percentage, fees, tips or a piece rate payment.

Within the category of subordinate and paid workers, 27.2% receive more than one and up to two minimum wages; 24.1% more than two and up to three wages; 12.1% more than three and up to five wages; 3.4% more than five wages; 5.9% up to one minimum wage; and 27.3% did not specify their income level.

Income level of subordinated and paid workers in the state of Querétaro, 4th quarter 2019.

Level	Total	Men	Women
Up to one minimum wage	36,091	14,215	21,876
More than 1 and up to 2 minimum wages	166,788	85,162	81,626
More than 2 and up to 3 minimum wages	147,774	105,419	42,355
More than 3 and up to 5 minimum wages	74,169	51,772	22,397
More than 5 minimum wages	20,961	14,208	6,753
Not specified	167,247	100,129	67,118
Total	613,030	370,905	242,125

Source: National Institute of Statistics and Geography. National Survey of Occupation and Employment



National Employment Service

The National Employment Service (SNE for its acronym in Spanish Servicio Nacional de Empleo) is national level public institution that facilitates the association between those who offer work and those who require it. It guides and supports job seekers in finding employment and assists companies in finding candidates to fill the positions they offer.

According to the SNE based in Querétaro, during the year 2019, 83,836 job fairs were held, which resulted in 15,282 job placements.

In the employment support subprograms described below, of the 1,506 assistants registered, 1,270 resulted in job placements:

Employment Training Support (ACE for its acronym in Spanish Apoyo de Capacitación para la Empleabilidad). Directed to job seekers who require training to facilitate their placement or the development of a productive activity on their own.

Subprogram for the Promotion of Self-Employment (FA for its acronym in Spanish Subprograma de Fomento al Autoempleo). Its purpose is to support by delivering furniture, machinery, equipment and tools to those seeking employment.

As well, the Opening Spaces Strategy (Abriendo Espacios) registered 5,779 assistance events where 667 applicants were placed:



Abriendo Espacios Strategy. Its purpose is to provide personalized attention to job seekers with different abilities or senior citizens and, in this way, favor their insertion into the labor market through employment assistance services and support actions. It also participates by providing advice and support to employers in hiring people with disabilities and senior citizens, as well as in the preparation of job descriptions that can be adapted to be filled by these people.

In the Labor Mobility subprogram described below, 2,013 assistance events were registered with 535 placements:

Labor Mobility Subprogram. Due to the lack of job opportunities in the agricultural and service sector in rural areas, this federal program was implemented through an international agreement with the purpose of maintaining an orderly, legal and safe flow of workers abroad and with complete respect for their labor rights. This support to the Mexican labor force has resulted in the economic improvement of many families in the state of Querétaro.

3.1.2. Labor peace

One of Querétaro’s main strengths is labor peace, which has been maintained for many years. The harmonious relationship between unions and employers is the result of joint effort and work.

Work environment

The factors that affect the relationship between the actors and the production scenario determine the work climate. This environment and the physical and human elements affect the company’s productivity and satisfaction. Therefore the importance of measuring, evaluating, and improving these elements to contribute to the performance and results of any organization.

Querétaro has companies that promote the well-being of their employees through a healthy work environment. This can be seen in the results that focus on an economy of the common good, a trend that is gaining strength worldwide and has given favorable results in the productivity of organizations and institutions.

It is a proven fact that within a stable and prosperous work environment, workers are more creative and productive. Both the efficiency of the processes and the individual development of the employees are enriched and increased.

Strike Record

The state government and the leaders of the unions that participate the most in the state, work hand in hand to maintain harmony and labor peace in the companies. The common challenge is to overcome the challenges that Querétaro faces in the field of competitiveness.

The good relationship between workers and employers has allowed the last 20 years to pass without complaints or labor conflicts of this nature; this clearly shows the harmonious atmosphere that the state has.

INEGI data during the year 2018 recorded 850 strike notices. All cases without exception were resolved in good terms before any type of work stoppage. A good relationship between workers and employers prevails in Querétaro.

Summary of Labor Association Services and Employment Support Subprograms, 2019.									
Year	Labor Association Services		Abriendo Espacios Strategy		Labor Mobility Subprogram		Employment Support Subprogram		Total
	Job Fairs	Job placement events	Job Fairs	Job placement events	Job Fairs	Job placement events	Job Fairs	Job placement events, temporarily occupied and preserved in an employment	Job Fairs
2019	83,836	15,282	5,779	667	2,013	535	1,506	1,270	93,134
									17,754

Source: Ministry of Labor of the Executive Power of the State of Querétaro. National Employment Service, 2020.

3.2. Human Development

3.2.1. Education

Formal education, understood as the process that facilitates the learning and formation of individuals, is divided into four stages: initial, basic, high school and university. The educational offer in the country contemplates the totality of its inhabitants. Special education meets the specific training needs of intellectually gifted students and those with different psychological, physical or sensory abilities. The following table shows the distribution of school enrollment by stages in Querétaro:

School cycle enrollment in the state of Querétaro, 2019-2020.			
Level	Students	Teachers	Schools
Initial Education ¹	5,756	203	145
Special Education ²	2,253	291	24
Basic Education	468,403	18,981	3,648
High School Education ³	91,868	5,175	253
University Education ³	95,818	10,201	103
Total	664,098	34,851	4,173

Source: System F911 for national education statistics integration of the SEP. Ministry of Education of the State Government. Service Unit for Basic Education in the State of Querétaro. Sub coordination of Administrative Proceeding. Central Office of Education Planning. Statistics Department.

¹School system.

²Additionally, special education attends 8,085 registered students in different education levels through the Service Units to Support Regular Education (USAER for its acronym in Spanish, Unidades de Servicio de Apoyo a la Educación Regular) reason why they are not accounted for in the registration total. The referred data in this chart corresponds to the attention of the Multiple Assistance Center (CAM).

³The school column, in this case, refers to campuses (high school) and institutions (university).

The following table exemplifies the contrast between the 2018-2019 and 2019-2020 school years from initial grade level to graduate level:

Level	Students			
	School Cycle		Difference	
	2018-2019	2019-2020	Absolute	%
Initial ¹	5,274	5,756	482	9.14
Special ²	2,146	2,253	107	4.99
Preeschool ^{2,3}	88,969	89,914	945	1.06
Elementary	258,402	259,326	924	0.36
Junior High	116,795	119,163	2,368	2.03
Professional intermediate	383	80	-303	-79.11
High School	93,244	91,788	-1,456	-1.56
Higher technician	6,694	7,025	331	4.94
Bachelor's	76,705	82,718	6,013	7.84
Postgraduate	5,780	6,075	295	5.10
Total ²	654,392	664,098	9,706	1.48

Source: System F911 for national education statistics integration of the SEP. Ministry of Education of the State Government. Service Unit for Basic Education in the State of Querétaro. Subcoordination of Administrative Proceeding. Central Office of Education Planning. Statistics Department.

¹Just formal school modality.

²Additionally, special education attends 8,085 registered students in different education levels through the Service Units to Support Regular Education (USAER for its acronym in Spanish, Unidades de Servicio de Apoyo a la Educación Regular) reason why they are not accounted for in the registration total. The referred data in this chart corresponds to the attention of the Multiple Assistance Center (CAM).

³Includes 1,059 students of 1st grade preeschool served in initial education level.

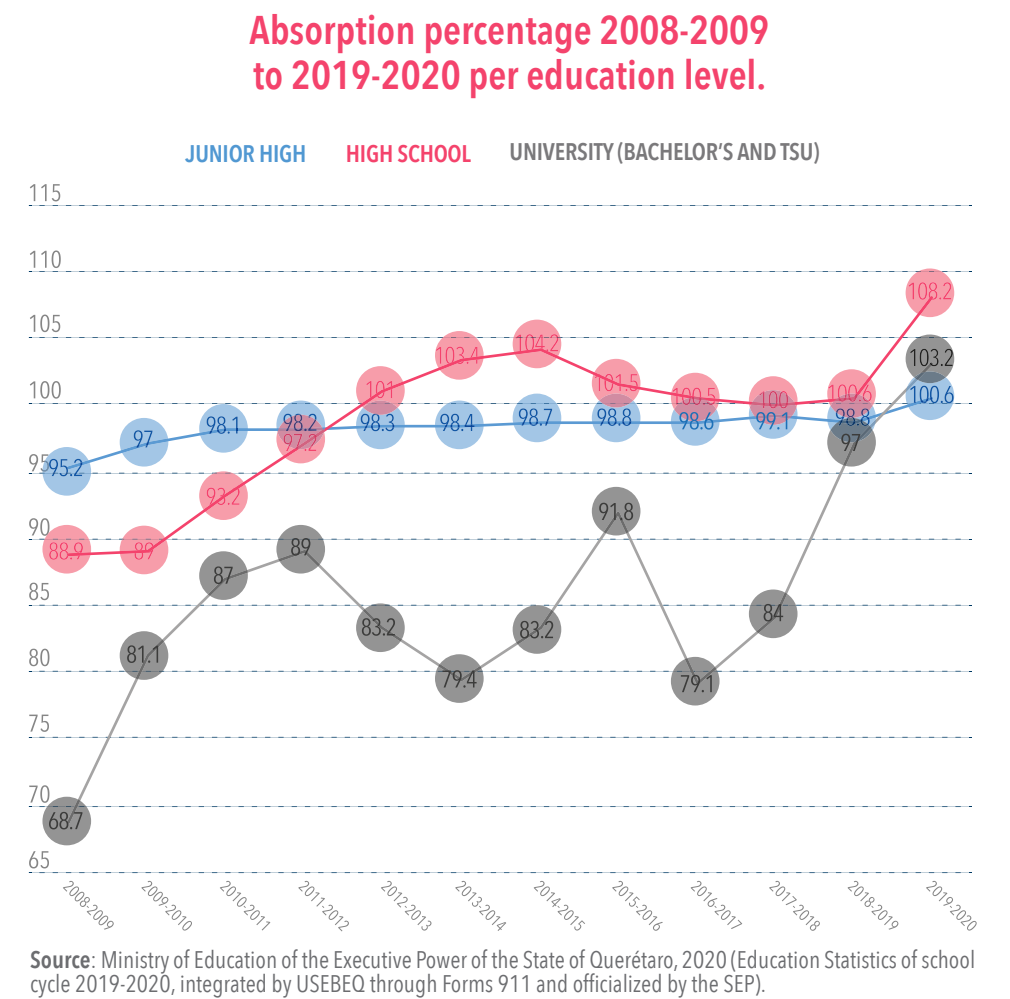
Absorption

Absorption is the proportion of new entry students to first grade of a level to those graduating from the immediately preceding level and cycle.

Through this indicator it is possible to know what percentage of students who graduated from one educational level had the opportunity to enter the next level in the following cycle, that is, the percentage of students who graduated from one school cycle, in a given educational level, who enrolled in the next level without interrupting their studies.

This indicator measures the ability of an educational system in order to maintain the transition between educational levels.

In the 2019-2020 cycle the absorption at the secondary level was 100.6%, for high school education 108.2% and for university level 89.8%.





Initial Education

It is the educational service provided to children under 6 years of age that enhances their development to acquire skills, habits and values to strengthen their independence, creativity and personal and social attitudes. During the 2019-2020 school year, initial education in Querétaro registered 5,756 students, 203 teachers and 145 schools.

Basic education

It includes preschool, elementary and junior high school levels. The following table shows the relationship, by level, of students, teachers and schools.

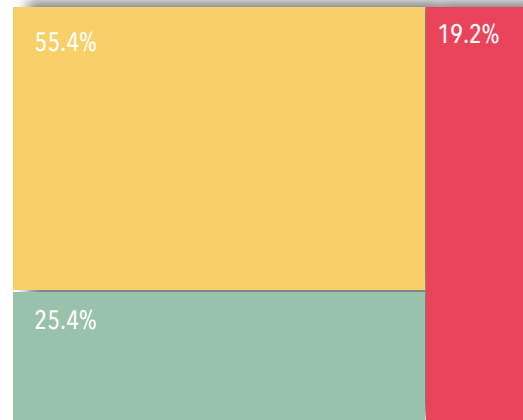
Basic education enrollment in the state of Querétaro, school cycle 2019-2020.

Level	Students	Teachers	Schools
Preschool ¹	89,914	4,306	1,585
Elementary	259,326	8,762	1,517
Junior High	119,163	5,913	546
Total	468,403	18,981	3,648

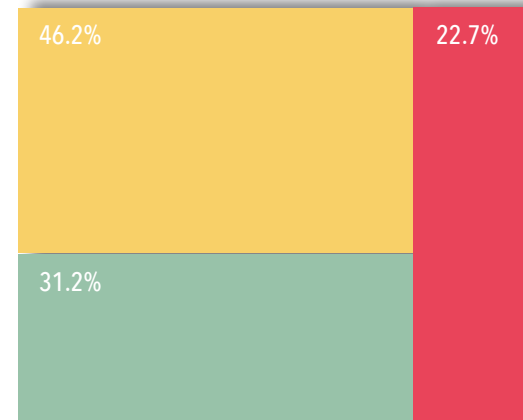
Source: System F911 for the integration of national education statistics of the SEP. Ministry of Education of the State Government. Service Unit for Basic Education in the State of Querétaro. Subcoordination of Administrative Management. Office of Education Planning. Statistics Department.
¹Includes 1,059 students of 1st grade preschool served in initial level education.

Distribution percentage of basic education enrollment, school cycle 2019-2020.

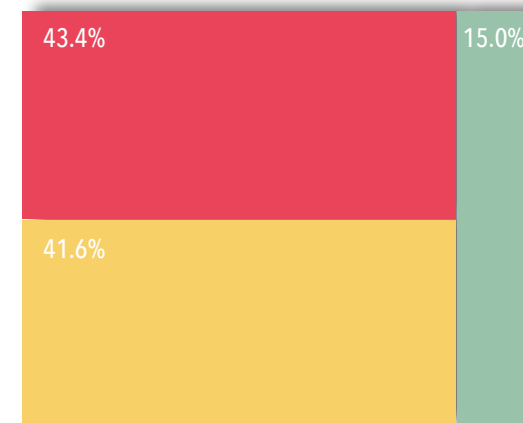
Elementary Preschool Junior High



Enrollment



Teachers



Schools

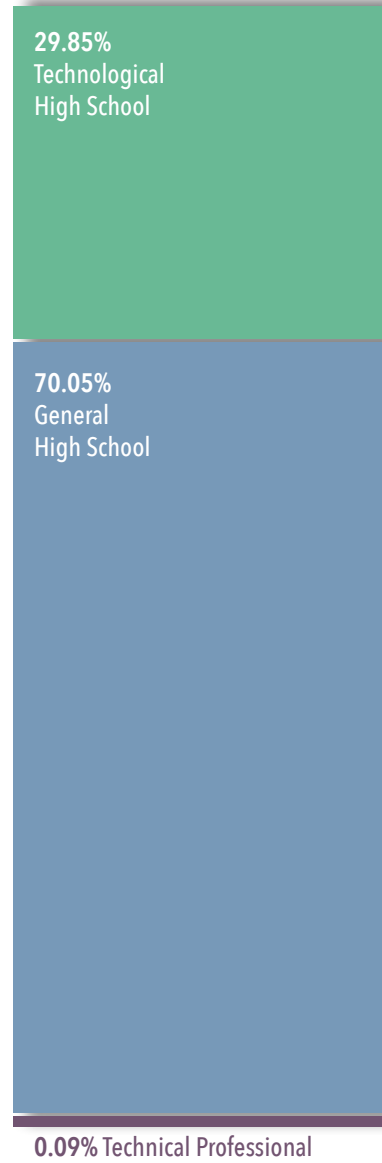
High School Education

During the 2019-2020 school cycle in Querétaro, the registered enrollment at high school level was of 91,868 students who received instruction from 5,175 teachers in 253 schools. The following table shows the distribution according to the modalities:

High School Enrollment per municipality and modality, school cycle 2019-2020.

Municipality	General High School	Technological High School	Technical Professional	Total
Amealco de Bonfil	1,730	422	0	2,152
Arroyo Seco	642	0	0	642
Cadereyta de Montes	2,462	0	0	2,462
Colón	545	1,224	0	1,769
Corregidora	4,773	4,537	0	9,310
El Marqués	3,384	850	0	4,234
Ezequiel Montes	1,876	70	0	1,946
Huimilpan	177	706	0	883
Jalpan de Serra	1,097	0	0	1,097
Landa de Matamoros	902	0	0	902
Pedro Escobedo	495	2,194	0	2,689
Peñamiller	437	279	0	716
Pinal de Amoles	608	293	0	901
Querétaro	33,691	11,429	50	45,170
San Joaquín	593	0	0	593
San Juan del Río	7,666	4,150	30	11,846
Tequisquiapan	1,999	1,280	0	3,279
Tolimán	1,277	0	0	1,277
Total	64,354	27,434	80	91,868

Distribution of High School Enrollment in the state of Querétaro 2019-2020.



Source: System F911 for the integration of national education statistics of the SEP. Ministry of Education of the State Government. Service Unit for Basic Education in the State of Querétaro. Subcoordination of Administrative Management. Office of Education Planning. Statistics Department.
Note: As of the 2019-2020 cycle for the Centers of Technological Studies in Continental Waters the basic component corresponds to the service of Technological High School. Technical professional is defined as professional technical service in form F911 of SEP.



School of Professional Technical Education of the State of Querétaro (CONALEP-QRO)

It is a decentralized public agency of the Government of the State of Querétaro, on September 24, 1999 its "Creation Ruling" was published in the Official Newspaper of the State Government. Its purpose is to form technical professionals at a high school level according to the vocation of its students and according to the requirements of the productive sector of the state. It has 4 campuses, Querétaro, San Juan del Río, Amealco and Aeronáutico. They offer eleven programs of professional technical high school in:

- Food and beverages.
- Industrial electromechanics.
- Industrial productivity.
- Computer science.
- Machines Tools.
- Automotive Industry.
- Industrial chemistry.
- Aircraft Lamination and Coating.
- Mechatronics.
- Engine and glider maintenance.
- Electronic Aviation Systems.

It assists an enrollment of 3,388 students with the support of 372 administrative and teaching staff.

• Conclusion of Hangar Conalep Aeronautical Campus

The Conalep Aeronautical Campus operates since 2011. Strategically located near the Querétaro International Airport, industrial parks and the Aeronautical University of Querétaro, has a close relationship with the productive sector and the CONALEP-QRO. Since the creation of this campus, it is an active member of the Aeronautical Cluster.

It has a hangar that will allow the students of the Aeronautical campus to develop their academic professional practices in a more educational way and, even, to offer training to operators of companies of the sector, since this type of infrastructure is an important reference in the high school education.

• Internationalization

The CONALEP and the Japan International Cooperation Agency (JICA) initiated the project Human Resources Training for the Automotive Industry in the Bajío region of México, where they developed a program integrating three pillars of basic technologies: mechanical system, electrical system and management technologies. This was based on the development of the monozukuri spirit. The first generation of this program at the San Juan del Río campus began with 41 students, of which 35 successfully completed the program, representing a completion rate percentage of 85.3%.

• Frank Hirschvogel Foundation Academic Merit Awards

As a result of the signing of the collaborative agreement between Conalep Querétaro and the Frank Hirschvogel Foundation, every year students from the 5 specialties will benefit by receiving 10 school scholarships and 5 awards for academic merit in the amount of €360 each (approximately \$7,800.00). The agreement will have a duration of 5 years starting in 2019.

• Mexican Model of Dual Training (MMFD)

Through CONALEP-QRO, students benefit from this public-private initiative that seeks to systematically implement a training system for high school technicians. It is inspired by the German training system that harmoniously links theoretical and practical training, alternating learning in the classroom and in the workspace.

School of Scientific and Technological Studies of the State of Querétaro (CECyTEQ)

The year 2019 marked the 25th anniversary of the beginning of CECyTEQ's work. It currently has 12 campuses that have seen 19,339 students graduate. Its educational offer is focused on the following areas:

- Mechatronics.
- Electromechanics.
- Industrial Maintenance.
- Electricity.
- Electronics.
- Logistics.
- Administrative Management Processes.
- Programming.
- Industrial Production.
- Biotechnology.
- Plastic transformation.
- Automotive maintenance.
- Machines Tools.

And has 4 different programs:

- Engineering foundations
- Militarized High School.
- Inclusive High School.
- Dual Training Model.

• Laboratory of Embedded Systems

It was inaugurated in the CECyTEQ Corregidora campus facilities, now students can work with four interactive educational boards to put into practice technical skills attached to the Industry 4.0 and Information Technology (ICT).

The laboratory has the necessary equipment to carry out practices of digital and analog electronics; application of the Internet of Things; programmable devices of industrial type (PLC) and its integration with motors, sensors, actuators -among others-; basic manufacture of integrated circuits; and implementation of basic microcontrollers and alternative energy systems to embedded devices.

Illiteracy

This is the indicator that refers to the population over 15 years old that cannot read or write. Thanks to the increased coverage of basic education and the actions established by the state government, the illiteracy rate in the state was 1.8% as of December 31, 2019. According to INEA estimates, Querétaro’s illiteracy rate was 2% above the national average of 3.8%.

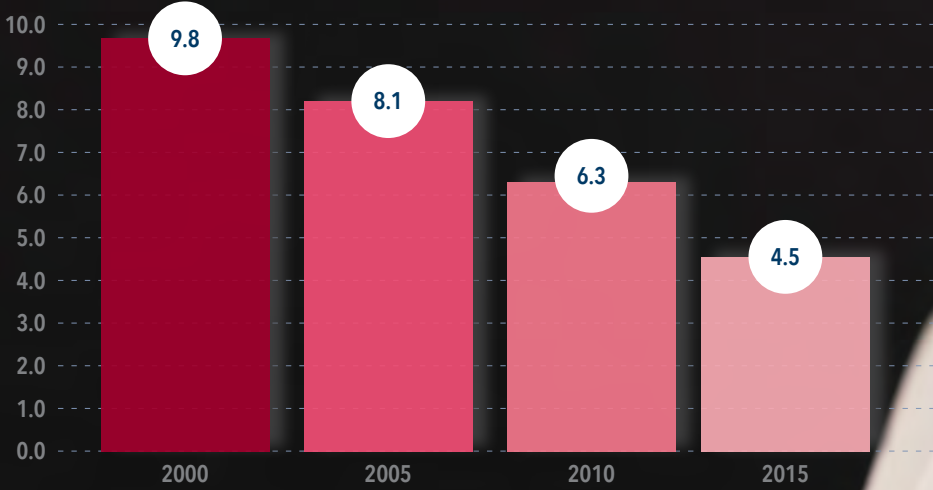
Illiterate population 15 years or older per municipality, 2019.

Municipality	Population 15 years or older	Illiterate	%
Amealco	43,660	2,124	5
Pinal de Amoles	17,773	889	5
Arroyo Seco	9,945	430	4
Cadereyta de Montes	49,855	2,000	4
Colón	44,739	1,497	3
Corregidora	143,074	1,268	1
Ezequiel Montes	29,866	920	3
Huimilpan	26,849	1,035	4
Jalpan de Serra	19,781	916	5
Landa de Matamoros	13,376	792	6
El Marqués	113,955	2,190	2
Pedro Escobedo	50,586	1,072	2
Peñamiller	14,397	581	4
Querétaro	699,712	6,955	1
San Joaquín	6,790	323	5
San Juan del Río	207,614	3,425	2
Tequisquiapan	54,072	1,179	2
Tolimán	20,188	676	3
State	1,566,231	28,273	1.8

Source: Estimation of INEA as of December 31* based on 2015 Intercensal Survey of INEGI, Population Projections CONAPO 2010-2030, Statistics of National Education System SEP and INEA achievements.

On the other hand, according to the 2015 Intercensal Survey, the illiteracy rate decreased considerably since 2000, representing only 4.5% of the population of 15 years and older for the year surveyed.

Illiteracy rate of the population 15 years and older in years 2000, 2005, 2010 y 2015.



Source: National Institute of Statistics and Geography. Intercensal Census 2015.

The illiteracy rate in the state was 1.8% as of December 31, 2019

3.2.2. Health

The Mexican Institute of Social Security (IMSS), the Institute of Security and Social Services for State Workers (ISSSTE) and the Ministry of Health (SSA), together with private health institutions, provide health services to the inhabitants of Querétaro.

Access to health services

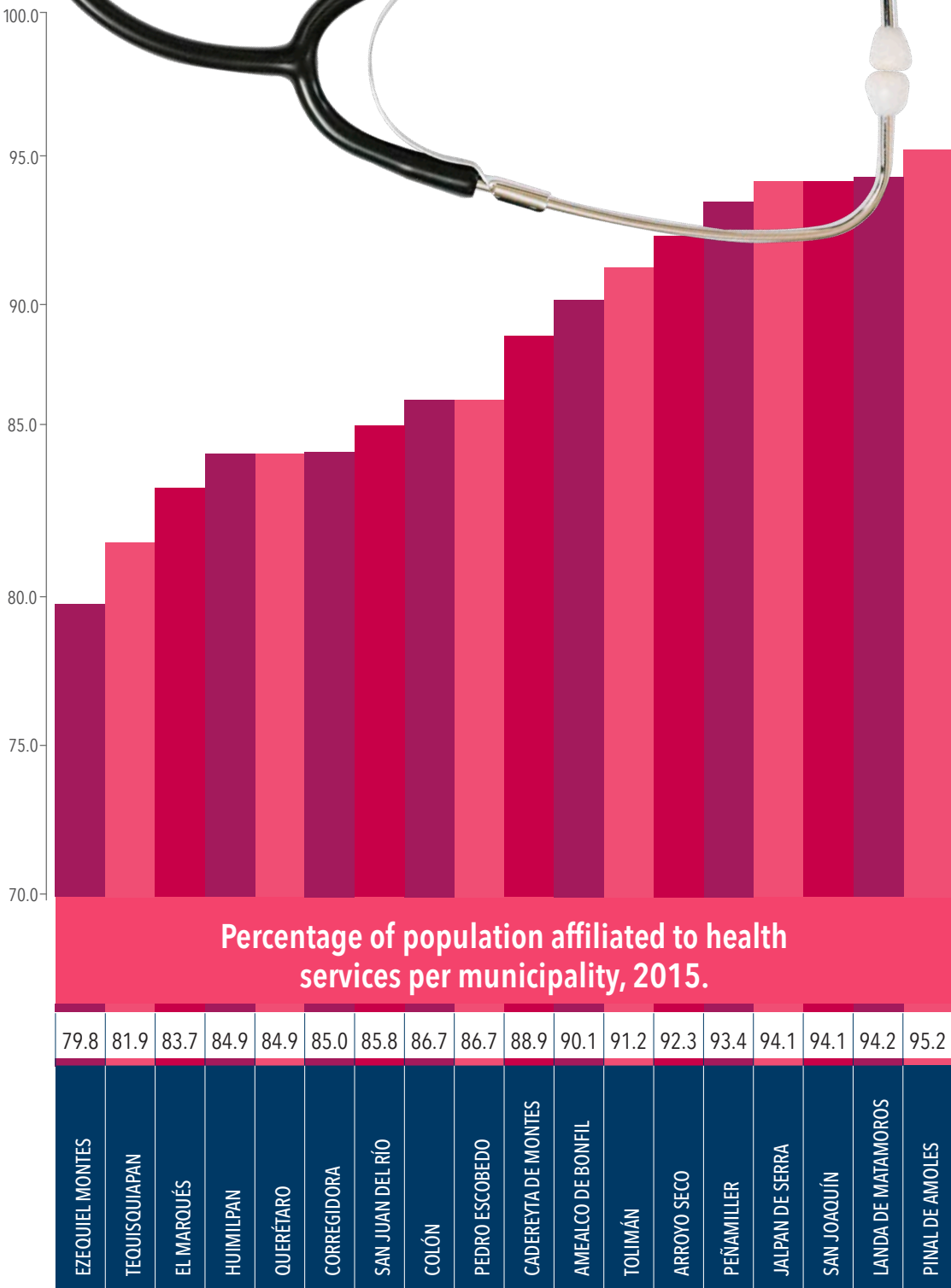
The Mexican government has implemented actions to offer health services to all its citizens, even when they do not have an employment relationship with any organization or company. These actions aim to achieve total health coverage for Mexicans.

The National Survey of Demographic Dynamics 2018 estimates that 85.8% of the state's population is affiliated to health services. Below the affiliation status of the population of Querétaro is shown.

On the other hand, according to the estimates of the Intercensal Survey 2015, 85.7% of Querétaro's population is affiliated to public or private health organizations, which represents a coverage of 1,746,885 inhabitants.

Distribution of membership to health services in the state of Querétaro, 2018.			
Gender	Total Population	Without membership	With membership
Men	1 020 737	16.7	83.3
Women	1 077 153	11.8	88.2
Querétaro	2 097 890	14.2	85.8

Source: National Institute of Statistics and Geography (INEGI). National Survey of Demographic Dynamics 2018.



Source: National Institute of Statistics and Geography. Intercensal Survey, 2015.

Beneficiaries and Users

According to information collected by the State Ministry of Health, 62.2% of the population is entitled to IMSS, while 6.6% is entitled to ISSSTE.

The municipality of Querétaro contributes the largest number of beneficiaries in the state, both in the IMSS and the ISSSTE, with 60.6% and 59.1% respectively. In second place is San Juan del Río with 13.74% of IMSS and 12.64% of ISSSTE beneficiaries.

Beneficiaries and users per social security institute pursuant to municipality, December 2019.

Municipality	IMSS		ISSSTE	
	Beneficiaries	Users	Beneficiaries	Users
Amealco de Bonfil	13,217	10,749	2,373	786
Pinal de Amoles	2,317	1,898	966	0
Arroyo Seco	0	0	577	0
Cadereyta de Montes	13,005	11,647	3,596	2,033
Colón	15,054	12,743	1,822	1,252
Corregidora	101,317	94,686	12,226	0
Ezequiel Montes	12,002	9,788	1,781	1,026
Huimilpan	5,708	4,805	770	0
Jalpan de Serra	7,255	7,918	3,710	3,736
Landa de Matamoros	0	0	759	0
El Marqués	94,743	91,560	4,309	0
Pedro Escobedo	47,638	42,092	2,081	769
Peñamiller	2,035	1,667	591	0
Querétaro	844,655	728,126	87,055	84,516
San Joaquín	1,465	1,099	230	0
San Juan del Río	191,382	171,664	18,632	16,301
Tequisquiapan	36,741	28,430	3,831	2,035
Tolimán	4,218	3,388	2,104	741
Total	1,392,752	1,222,260	147,413	113,195

Sources: Mexican Institute of Social Security (IMSS) and Institute of Social Security and Services of Workers of the State (ISSSTE).

Public and private infrastructure

To meet the health needs of citizens there are a large number of public and private centers and hospitals in the entity. Some of the private medical institutions located in the metropolitan area of Querétaro are the following:

Private medical institutions in the metropolitan area of Querétaro, 2019.

Economic Unit	
<ul style="list-style-type: none">• Centro Médico Reforma• Clínica CER• Clínica en Atención Médica Especializada en Urgencias (AMEU), S. de R.L.• Clínica Médica Jáuregui• Clínica Médica la Piedad• Clínica San Francisco• Clínica y Hospital el Carmen• Cruz Roja Mexicana S.A. de C.V.• Hospital de la Santa Cruz S.A de C.V.• Hospital del Sagrado Corazón de Jesús• Médica TEC 100 S.A. de C.V.	<ul style="list-style-type: none">• Hospital Luis Martin• Hospital Médica EBOR• Hospital San Pedro• Hospital Santo Tomás• Hospital Star Médica Querétaro• Hospital Ángeles Querétaro• Medical Center Juriquilla• Sanatorio Alcocer Pozo• Sanatorio Guadalupe• Sanatorio San Jorge• Servicios Médicos San Ángel• Torre Médica Santiago de Querétaro

Source: Sedesu with information from INEGI.
Note: It is considered the activity (622111) General hospitals of the private sector, in accordance to the System of Industrial Classification of North America (SCIAN for its acronym in Spanish Sistema de Clasificación Industrial de América del Norte).

Private medical specialties institutions in the metropolitan area of Querétaro, 2019.

Economic Unit	
<ul style="list-style-type: none">• Centro Oncológico de Querétaro• Centro Sur Grupo Médico• Clínica Querétaro• Hospital Infantil Teletón de Oncología• Hospital Santa Rosa del Centro S.A. de C.V.• Instituto de Investigación en Cáncer S.C.	<ul style="list-style-type: none">• Médica Fértil• Médica Santa Carmen• Sanatorio Querétaro• Sanatorio Santiago de Querétaro• TEC 100 H+

Source: Sedesu with information from DENU E INEGI.
Note: It is considered the activity (622311) private sector hospitals of other medical specialties - according to the North American Industrial Classification System (SCIAN).

State Health Services (SSA) are offered through five hospitals. In the municipality of Querétaro there are two: the General Hospital of Querétaro and the Hospital of Specialties for Children and Women. The municipalities of Cadereyta de Montes, Jalpan de Serra and San Juan del Río each have a General Hospital.

Infrastructure for health services

The following information reflects some of the resources available to SSA hospitals in the state:

Inventory of main material resources of medical units of social security institution in the State of Querétaro, December 2019.

Material resources	IMSS	ISSSTE
Assigned beds	578	99
Non assigned beds	380	59
Incubators	33	4
Doctor's Offices	376	82
Ambulances	20	11
Emergency Areas	8	1
Intensive care area	4	1
Laboratories	10	3
Xray chambers	15	3
Xray equipment (mobile or fixed)	25	3
Operating Rooms	19	3
Delivery Rooms	9	1
Blood banks	1	1
Pharmacies	25	13

Sources: Mexican Institute of Social Security (IMSS) and Institute of Social Security and Services of Workers of the State (ISSSTE). 2020.



Hospital Infrastructure of State Health Services, 2019.

Unit	Assigned Beds	Non Assigned Beds	Operating Room	Delivery rooms	Rx chamber	Doctor's Office
Hospital de Especialidades	140	173	2	3	1	34
Hospital General Querétaro	85	128	1	0	1	23
Hospital San Juan del Río	92	76	2	2	1	26
Hospital Cadereyta	64	28	1	1	1	9
Hospital Jalpan	30	36	1	1	1	13
Total	411	441	7	7	5	105

Source: State Health Services (SSA), 2020.



Human Resources

The most important resource of the health services offered by the state is the human one. The following is described in detail according to its type and jurisdiction:

Human Resources of the State Health Services, 2019.					
SSA Jurisdiction	Physicians	Nurses	Other professional personnel	Technical personnel	Others
I	1,160	1,401	280	246	795
II	436	500	52	94	265
III	277	346	36	47	139
IV	198	234	17	46	87
Total	2,071	2,481	385	433	1,286

Source: State Health Services (SSA), including first and second level.
Note: the jurisdiction integrate the following municipalities:
 I: Querétaro, Corregidora, El Marqués, Huimilpan.
 II: Amealco de Bonfil, Colón, Pedro Escobedo, San Juan del Río and Tequisquiapan.
 III: Cadereyta de Montes, Ezequiel Montes, Peñamiller, San Joaquín and Tollimán.
 IV: Pinal de Amoles, Arroyo Seco, Jalpan de Serra and Landa de Matamoros.

The IMSS has the collaboration of more than 8,000 people, of which 23.9% are doctors and 76.1% are non-medical staff. 26.9% of the ISSSTE staff is medical and 73.1% is non-medical. The highest percentage in both institutions is made up of nurses, of the total paramedical personnel, representing 63.3% in the IMSS and 85% in the ISSSTE as shown in the following table:

Inventory of main human resources of social security institution in the State of Querétaro, December 2019.		
Human Resources	IMSS	ISSSTE
Medical personnel	1,932	243
Direct contact with the patient	1,724	222
Physicians	46	63
Medical specialists	1,314	146
Odontologists	43	12
Residents	232	0
Interns	89	1
In other task	208	21
Non-medical personnel	6,156	661
Paramedic personnel	3,869	366
Infirmery	2,448	311
Auxiliary	792	93
General	1,074	146
Specialized	345	46
Intern	113	0
Other	124	26
Other paramedic personnel	1,421	55
Personnel for diagnosis and treatment auxiliary services	282	70
Administrative personnel	1,564	184
Other personnel	441	41
Total	8,088	904

Sources: Mexican Institute of Social Security (IMSS) and Institute of Social Security and Services for Government Workers (ISSSTE), 2020.

3.2.3. Sports and recreation

Sport is a source of physical and mental health, it creates discipline, generates respect among human beings and develops skills such as leadership and collaboration. Recreation and play are fundamental practices for the important and full growth of people.

Sports infrastructure

Querétaro has numerous facilities for the practice of sports and recreation, some are administered by the state and municipal governments, others by private educational institutions.

In the year 2019 there were 3,216 sports facilities in the state. 28% of them are located in the municipality of Querétaro, followed by El Marqués with 9.9%. All of the municipalities in the state have sports and recreational facilities as shown in the following table:



Sport infrastructure and for recreation in the State of Querétaro, December 2019.

Municipality	Swimming pools	Baseball fields	Football Fields	Basketball courts	Fronton Courts	Tennis courts	Multipurpose courts	Volleyball courts	Athletics	Total
Amealco de Bonfil	0	0	18	8	0	4	25	6	1	62
Arroyo Seco	0	0	18	21	0	0	51	0	0	90
Cadereyta de Montes	0	0	28	26	0	1	10	1	1	67
Colón	0	0	48	33	0	1	122	1	0	205
Corregidora	6	6	37	33	2	9	81	4	3	181
El Marqués	1	1	86	48	3	0	208	4	2	353
Ezequiel Montes	0	0	47	30	0	0	95	5	0	177
Huimilpan	0	0	24	25	0	0	52	0	0	101
Jalpan de Serra	1	0	17	36	0	1	125	6	1	187
Landa de Matamoros	0	0	16	20	0	1	3	0	0	40
Pedro Escobedo	0	2	50	45	0	2	109	8	2	218
Peñamiller	0	0	12	22	0	1	78	1	0	114
Pinal de Amoles	0	0	4	6	0	0	12	0	0	22
Querétaro	3	14	229	88	8	6	556	14	74	992
San Joaquín	0	0	14	27	0	1	78	1	0	121
San Juan del Río	3	1	12	15	0	1	5	6	1	44
Tequisquiapan	1	5	48	33	0	5	90	6	1	189
Tolimán	0	0	27	15	0	0	10	0	1	53
Total	15	29	735	531	13	33	1,710	63	87	3,216

Source: Sport and Recreation Institute of the State of Querétaro, 2020.
Note: for this year the classification criteria was updated taking into account the facilities that are in use.

Sport Associations

In Querétaro there are 58 associations that specialize in different sports or recreation activities.



Sport associations in the State of Querétaro, 2019.

No.	Name
1	Asociación Estatal de Actividades Subacuáticas de Querétaro, A.C.
2	ADEMEBA (Asociación Deportiva Mexicana de Basquetbol del Estado de Querétaro)
3	Asociación de Aikido Bajío Aikikai, A.C.
4	Asociación Queretana de Ajedrez, A.C.
5	Asociación Queretana de Atletismo, A.C.
6	Club Queretano Tiro Olímpico, A.C.
7	Asociación de Baile del Estado de Querétaro, A.C.
8	Asociación de Balonmano del Estado de Querétaro, A.C.
9	Alianza de Basquetbol del Estado de Querétaro, A.C.
10	Asociación de Béisbol del Estado de Querétaro, A.C.
11	Asociación Queretana de Billar Pool y Snooker, A.C.
12	Asociación de Boliche del Estado de Querétaro, A.C.
13	Asociación Queretana de Boxeo de Aficionados, A.C.
14	Asociación de Canotaje del Estado de Querétaro, A.C.
15	Unión de Asociaciones Charras del Estado de Querétaro, A.C.
16	Asociación Queretana de Ciclismo, A.C.
17	Asociación Deportiva Colombófila Queretana, A.C.
18	Asociación Queretana de Deportistas Ciegos y Débiles Visuales, A.C.
19	Twwo Organization, A.C.
20	Asociación Deportistas Sordos del Estado de Querétaro, A.C.
21	Asociación de Deportistas Queretanos con Parálisis Cerebral, A.C.
22	Asociación de Desarrollo Muscular y Fitness del Estado de Querétaro, A.C.
23	Asociación Queretana Deportiva sobre Silla de Ruedas, A.C.
24	Asociación de Domino del Estado de Querétaro, A.C.
25	Asociación Queretana de Esgrima, A.C.
26	Asociación Queretana de Pelota Vasca, A.C.
27	Fomento Ecuestre del Estado de Querétaro, A.C.
28	Asociación Queretana de Fútbol Americano
29	Asociación de Futbol Rápido Organizado de Querétaro

No.	Name
30	Asociación de Futbol del Estado de Querétaro, A.C.
31	Asociación Queretana de Gimnasia, A.C.
32	Asociación de Laido y Kedo de Querétaro, A.C.
33	Asociación de Judo del Estado de Querétaro, A.C.
34	Asociación de Juegos y Deportes Autóctonos y Tradicionales de Querétaro, A.C.
35	Asociación Estatal de Karate Do de Querétaro, A.C.
36	Asociación de Levantamiento de pesas de Querétaro, A.C.
37	Asociación de Luchas Asociadas del Estado de Querétaro, A.C.
38	Asociación Polinesia de Artes Marciales Limalama de Querétaro, A.C.
39	Asociación de Medicina del Deporte de Querétaro, A.C.
40	Comisión Reorganizadora de la Asociación Queretana de Natación, A.C.
41	Asociación de Nippon kempo del Estado de Querétaro, A.C.
42	Asociación de Pentatlón Moderno de Querétaro, A.C.
43	Asociación Queretana de Deportes de Invierno, A.C.
44	Asociación de Patines sobre Ruedas del Estado de Querétaro, A.C.
45	Asociación de Radioexperimentadores del Estado de Querétaro, A.C.
46	Asociación de Racquetbol del Estado de Querétaro, A.C.
47	Asociación Queretana de Rodeo, A.C.
48	Asociación de Rugby de Querétaro, A.C.
49	Asociación de Sambo del Estado de Querétaro, A.C.
50	Asociación Estatal de Softbol de Querétaro, A.C.
51	Asociación Queretana de Squash, A.C.
52	Asociación de Taekwondo de Querétaro, A.C.
53	Asociación Queretana de Tenistas, A.C.
54	Asociación Queretana de Tenis de Mesa, A.C.
55	Asociación Queretana de Tiro con Arco, A.C.
56	Asociación de Triatlón y Duatlón de Querétaro, A.C.
57	Asociación Estatal de Querétaro de Voleibol, A.C.
58	Asociación Queretana de Wu-Shu, A.C.

Source: Sport and Recreation Institute of the State of Querétaro, 2020.

INDEREQ member records

In Querétaro there are more than 29 sports or recreation activities in which different associations participate. The records of active members during 2019 before the Institute of Sports and Recreation of the State of Querétaro (INDEREQ for its acronym in Spanish Instituto del Deporte y la Recreación del Estado de Querétaro) can be found in the following table:

General concentrate of member of the Sport and Recreation Institute of the State of Querétaro, 2019.			
Sports	Men	Women	Total
Chess	156	58	214
Martial arts	737	288	1,025
Athletics	205	155	360
Basketball	84	105	189
Baseball	308	3	311
Bowling	23	5	28
Boxing	126	32	158
Charrería	933	110	1,043
Cycling	120	30	150
Sports for Disabled People	258	188	446
Fencing	39	27	66
Body builder and fitness	93	27	120
Fronton	69	17	86
Soccer	1,406	189	1,595
American Football	419	36	455
Gymnastics	62	461	523
Handball	153	57	210
Native and traditional games and sports	27	25	52
"Weight lifting (halterofilia)"	29	21	50
Wrestling	95	25	120
Motorcycling	0	0	0
Swimming	615	453	1,068
Roller skating	91	74	165
Softball	60	43	103
Tennis	546	285	831
Table tennis	33	32	65
Triathlon and/or duathlon	300	66	366
Volleyaball	76	94	170
Rest of sports	5,041	408	5,449
Total	12,104	3,314	15,418

Source: Sport and Recreation Institute of the State of Querétaro, 2020.

High performance disciplines

During 2019 there were different sports events in which some of Querétaro's athletes participated. They obtained outstanding achievements in the following disciplines:

Most relevant results of Querétaro athletes in national and international events 2019.

#	Discipline/ Sport	Achievement/ Place	Venue	#	Discipline/ Sport	Achievement/ Place	Venue
1	Athletics	-	Chihuahua, Chih.	23	Judo	-	Odivelas, Portugal.
2	Athletics	6°	Querétaro, Qro.	24	Judo	-	Herstal, Belgium
3	Athletics	-	Querétaro, Qro.	25	Judo	-	Córdoba, Argentina.
4	Athletics	1°	Querétaro, Qro.	26	Judo	1°	Santiago de Chile, Chile.
5	Athletics	2°	Querétaro, Qro.	27	Judo	-	Cali, Colombia.
6	Athletics	3°	Querétaro, Qro.	28	Judo	3°	Tokyo, Japan.
7	Athletics	1°	Querétaro, Qro.	29	Judo	-	Dominican Republic
8	Athletics	-	Querétaro, Qro.	30	Judo	-	Brazil.
9	Athletics	2°	Querétaro, Qro.	31	Judo	-	Cali, Colombia.
10	Athletics	1°	San José, Costa Rica.	32	Wrestling	7°	Cali, Colombia.
11	Athletics	-	Querétaro, Qro.	33	Wrestling	1°	La Habana, Cuba.
12	Athletics	-	Querétaro, Qro.	34	Wrestling	5°	-
13	Athletics	-	Querétaro, Qro.	35	Wrestling	1°	-
14	Athletics	5°	Querétaro, Qro.	36	Wrestling	1°	Querétaro, Qro.
15	Athletics	-	Europe.	37	Wrestling	-	Mérida, Yucatán.
16	Athletics	-	Los Angeles California, U.S.A.	38	Wrestling	2°	Lima, Perú.
17	Athletics	2°	Querétaro, Qro.	39	Wrestling	2° /12	Morelia, Michoacán.
18	Cycling	5°	Lima, Perú.	40	Wrestling	7°	Buenos Aires, Argentina.
19	Soccer	3°	Lima, Perú.	41	Wrestling	2°	Morelia, Michoacán.
20	Soccer	3°	Lima, Perú.	42	Wrestling	2°	Panama.
21	Judo	-	Mittersill, Romania.	43	Wrestling	2°	Panama.
22	Judo	-	Odivelas, Portugal.	44	Wrestling	3°	Panama.
				45	Wrestling	1°	Panama.

CONTINUE >

Source: Sport and Recreation Institute of the State of Querétaro, 2020.



Most relevant results of Querétaro athletes in national and international events 2019.

<CONTINUE

#	Discipline/ Sport	Achievement/ Place	Venue
46	Swimming	1°	Barbados.
47	Swimming	3°	Barbados.
48	Swimming	-	Barbados.
49	Swimming	1°, 1°, 1°EQP, 1°EQP, 2°	Barbados.
50	Swimming	1°, 1°EQP, 2°	Barbados.
51	Swimming	-	-
52	Swimming	1°	Barbados.
53	Synchronized swimming	1°, 1°, 1°	Windsor, Canadá.
54	Synchronized swimming	1°, 1°	Windsor, Canadá.
55	Synchronized swimming	1°	Windsor, Canadá.
56	Synchronized swimming	1°	Windsor, Canadá.
57	Swimming for disabled	-	Lima, Perú.
58	Parataekwondo	-	Turkey.
59	Rugby	1°	Barbados.
60	Rugby	1°	Barbados.
61	Rugby	1°	Barbados.
62	Rugby	1°	Barbados.

#	Discipline/ Sport	Achievement/ Place	Venue
63	Rugby	1°	Barbados.
64	Rugby	1°	Barbados.
65	Rugby	1°	Barbados.
66	Taekwondo	1°	-
67	Taekwondo	1°	-
68	Taekwondo	1°	Dominican Republic
69	Taekwondo	1°	Puerto Rico.
70	Taekwondo	1°	México.
71	Taekwondo	-	Sofía Bulgaria.
72	Taekwondo	2°	-
73	Taekwondo	1°	CNAR, CDMX.
74	Taekwondo	2°	Lima, Perú.
75	Taekwondo	1°	Costa Rica.
76	Taekwondo	-	Chiba, Japan.
77	Taekwondo	2°	Las Vegas Nevada, U.S.A.
78	Taekwondo	3°	Costa Rica.
79	Taekwondo	-	Costa Rica.
80	Taekwondo	1°	Las Vegas Nevada, U.S.A.
81	Taekwondo	5°	Las Vegas Nevada, U.S.A.

#	Discipline/ Sport	Achievement/ Place	Venue
82	Taekwondo	-	Las Vegas Nevada, U.S.A.
83	Taekwondo	-	Las Vegas Nevada, U.S.A.
84	Taekwondo	-	Las Vegas Nevada, U.S.A.
85	Taekwondo	1°	Las Vegas Nevada, U.S.A.
86	Tennis	-	Tecla, San Salvador.
87	Table Tennis	-	Lima, Perú.
88	Archery	1°	Monterrey, N.L.
89	Archery	-	Madrid, Spain.
90	Archery	-	Madrid, Spain.
91	Archery	-	Madrid, Spain.
92	Archery	1°	North Carolina, U.S.A.
93	Archery	-	Lima, Perú.
94	Goalball	-	Lima, Perú.
95	Goalball	-	Lima, Perú.
96	Goalball	-	Lima, Perú.
97	Goalball	-	Lima, Perú.
98	Esgrima	95°/180	France.
99	Esgrima	-	U.S.A.

Source: Sport and Recreation Institute of the State of Querétaro, 2020.

3.2.4. Ministry of Youth (SEJUVE)

The Ministry of Youth is responsible for planning, formulating, implementing, coordinating and evaluating public policies designed for Querétaro's youth.

Through development support programs, tools are provided so that Querétaro's youth are fully trained and increase their participation in the political, economic and social life of the state. In 2019 alone, it generated an impact on more than 94,521 young people throughout the state. With this purpose, the programs promoted by SEJUVE promote social, human, professional and labor development through contests and sports events, creating an environment of healthy competition among young people.



SEJUVE Programs

- **2030 Generation Program:**
In order to stimulate the integration of youth in the generation of positive social capital, the 2030 Generation Program was implemented, which aims to create social awareness among young people who are part of different educational institutions at high school and university levels in the entity. More than 500 young people participated with volunteer intervention actions and more than 12,000 were trained within the framework of Agenda 2030 and the 17 Sustainable Development Goals in the 18 Municipalities of the State.
- **Youth Union Committee of the State of Querétaro (COSIJE).**
With the participation of 14 youth representatives, 511 young people benefited from training, sports events and community actions.
- **Invitation to Youth Congress.**
550 young people participated in the integration to the Youth Legislature where 25 law initiatives were made before the State Congress.
- **Querétaro Youth Awards Contest.**
More than 350 young people registered 150 projects in the fields of academics, art, entrepreneurship and social commitment to encourage the personal growth of Querétaro's youth.
- **Invitation to Program Red Poder Joven.**
Promoting healthy competition among more than 200 young people, 10 winners were selected for receiving monthly financial support and training for content production in radio and TV programs.

Healthy Lifestyle

The SEJUVE Red Tu Vida Lo Vale program is integrated by 57 institutions and aims to work together in a transversal manner to promote free, responsible and informed decision making, thus generating a healthy lifestyle culture among Querétaro's youth.

In 2019, more than 44,965 young people were impacted by prevention and awareness actions, which are divided into the following thematic areas:

- a) Health and responsible sexuality for the prevention of teenage pregnancy.
- b) Prevention of the harmful effects of excessive alcohol consumption and guidance in achieving responsible entertainment.
- c) Building relationships of respect and culture of peace for the prevention of violence in teenagers.
- d) Identification and expression of emotions for the prevention of suicide in teenagers.

Professional and work development

Through job offer events, recruitment events, fairs and the Youth Employment Site, SEJUVE assisted 13,624 young people in search of employment, 24% of whom had the opportunity to join the entity's world of work. More than 17,931 job openings were offered and 18 recruitments were made.

In order to promote youth entrepreneurship, the Emprendiendo Unidos 4.0 invitation was announced, where 254 projects were received, of which 3 obtained economic support for their implementation. Also, 75 of them were benefited by the incubation and acceleration program of SUM, Startup México.

Municipal Human Development Index, 2015.

Very high High Medium Low

Municipality	Income Index	Health Index	Education Index	IDH
Amealco de Bonfil	0.697	0.761	0.497	0.641
Pinal de Amoles	0.667	0.753	0.501	0.631
Arroyo Seco	0.716	0.814	0.537	0.679
Cadereyta de Montes	0.720	0.772	0.542	0.671
Colón	0.739	0.808	0.528	0.681
Corregidora	0.874	0.953	0.781	0.866
Ezequiel Montes	0.741	0.856	0.569	0.712
Huimilpan	0.748	0.817	0.499	0.673
Jalpan de Serra	0.727	0.826	0.587	0.706
Landa de Matamoros	0.693	0.784	0.512	0.653
El Marqués	0.785	0.856	0.610	0.743
Pedro Escobedo	0.771	0.855	0.591	0.730
Peñamiller	0.687	0.791	0.510	0.652
Querétaro	0.828	0.946	0.727	0.829
San Joaquín	0.754	0.814	0.564	0.702
San Juan del Río	0.778	0.910	0.665	0.778
Tequisquiapan	0.761	0.882	0.609	0.742
Tolimán	0.713	0.774	0.564	0.678

Source: United Nations Program for México's Development. Human Development Index 2010 and 2015.t

3.2.5. Human Development Indicator (HDI)

The HDI is a key indicator that reviews people’s achievements in health, education, and income and provides a multidimensional picture of development.

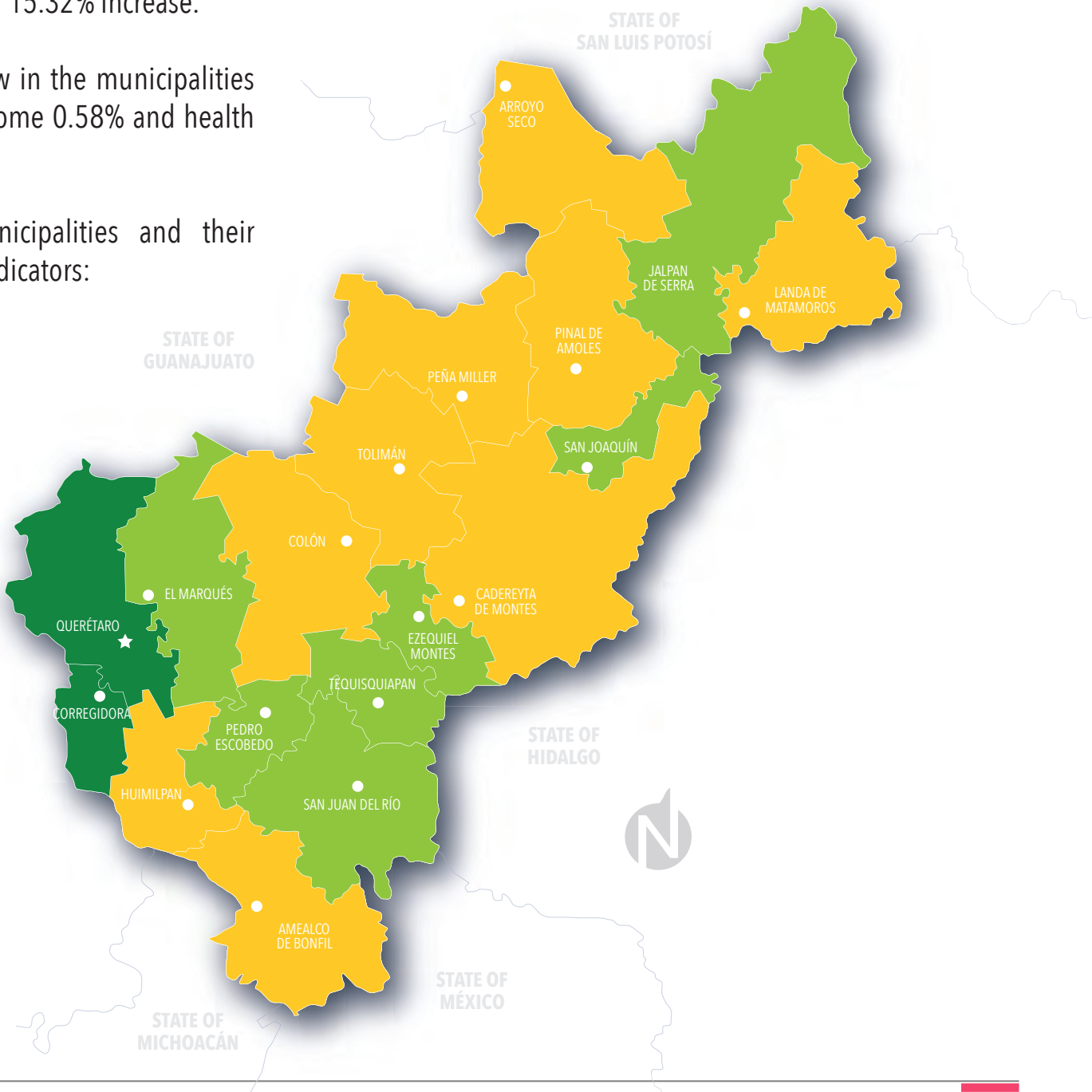
According to the 2010-2015 Human Development Report, the average HDI of the state’s municipalities for 2015 was 0.781, a high ranking that places it as 12th in the country. In Querétaro the municipal average health indicator is the highest (0.899), followed by income (0.796) and education (0.666).

The municipality with the highest growth in the HDI on national level was San Joaquín, with a rate of 19.12% from 2010 to 2015, the second place was obtained by Landa de Matamoros with 15.32% increase.

The three indicators that make up the HDI grew in the municipalities of Querétaro: education by 1.27% per year, income 0.58% and health 0.53%.

The following table shows the state’s municipalities and their corresponding income, health, and education indicators:

The municipality with the highest growth in the HDI on national level was San Joaquín.



3.3. Social development

3.3.1. Security

The Government of the State of Querétaro, aware that harmonious coexistence is a vital component for the progress of the entity, works day by day to guarantee access to justice, full exercise of rights and the security of people and their assets. The work and effort put into this, allows the creation of optimal conditions that impact positively the complete human development of the population.

Citizen safety

Citizen safety is a key condition for fostering the climate of trust that is needed for the development of activities that enable sustained economic and social development.

In Querétaro, the agency in charge of security is the Ministry of Citizen Security (SSC for its acronym in Spanish SSC). During the year 2019 the SSC worked on crime prevention through two programs

• Que en Querétaro No Te Pase

Its purpose is to integrate inter-institutional actions of the three levels of government that affect the preventive factors of education, citizen participation, road infrastructure and the operation of police forces for preventing traffic accidents in the state through legal and technological tools and operational coordination to consolidate a cross-wise public policy.

The actions carried out by this program are shown below:

Program Que en Querétaro no te pase, 2019.

Activity	Number of Actions	Benefited / scope
Road activations and socialization of traffic regulations.	70	54,388
Training in: road brigade, road education, prevention of traffic accidents and Child Restraint Systems (S.R.I.) and first aid.	59	2,188
Dynamics of awareness in road education.	10	338
Traveling road parks.	14	1,561
Road accident drills.	8	2,555
Total	161	61,030

Source: Office of Social Prevention of Violence and Crime. Ministry of Citizen Security, 2020.

• Jóvenes en Positivo (Positive Youth)

It is focused on implementing a public policy in terms of prevention and guidance of the main risk factors that impact on addictions. Through transversal and inter-institutional work with key actors, it fosters healthy environments in the intervention areas.



Program Jóvenes en Positivo, 2019.

Activity	Number of Actions	Benefited / scope
Integration of sorority networks and training in: culture of legality, communication and community organization, responsible use of social networks, gender perspective, school for mothers and fathers "Programa Defendamos Querétaro". Prevention of: addictions, antisocial behaviors and crimes, school violence, sexual violence, telephone extortion, property crimes, family violence, dating violence, teenage pregnancy, violence against women.	480	23,176
Exchange of war related toys for sporting goods, educational toys, drawing materials and musical instruments.	12	10,896
Awareness dynamics in terms of gender perspective and prevention of: addictions, sexual violence, antisocial behaviors and crimes, teenage pregnancy and violence against women.	14	2,144
Prevention conferences and fairs with information dissemination on: gender perspective, measures to identify a false bill, "Defendamos Querétaro" program and "Hagamos Equipo" campaign, AMBER alert, ALBA protocol, 9-1-1, anonymous reporting 0-8-9. Prevention of: human trafficking, telephone extortion, teenage pregnancy and property crimes.	261	40,426
Cultural and sporting activities: concerts and women's sporting events.	2	290
Total	769	76,932

Source: Office of Social Prevention of Violence and Crime. Ministry of Citizen Security, 2020.



National Survey of Victimization and Perception of Public Safety (ENVIPE)

ENVIPE, carried out by the National Institute of Statistics and Geography, provides relevant information for the design and implementation of public policies in this area.

Crime Rate

It is the indicator that measures the crimes committed per 100 thousand inhabitants. The crime rate in Querétaro was 5,051 cases below the national average.

Crime rate per each one hundred thousand inhabitants , 2018.	
México	37,807
Querétaro	32,756
Difference	-5,051

Source: National Institute of Statistics and Geography. National Survey of Victimization and Perception of Public Safety (ENVIPE), 2019.

The crime rate in the state recorded 37,083 for urban areas and 21,000 for rural areas.

Perception regarding public safety

According to ENVIPE, Querétaro has a higher perception of security at 16.31 percentage points above the rate registered nationally.

Perception of safety in the population aged 18 and older, March and April 2019.					
	Safe		Unsafe		
	Absolute	Relative	Absolute	Relative	
México	16,884,387	19	68,962,114	79	
Querétaro	523,731	36	911,864	62	
Difference		16.31		-16.87	

Source: National Institute of Statistics and Geography. National Survey of Victimization and Perception of Public Safety (ENVIPE), 2019.

According to the same survey, school, home and work take on relevance within the population that is over 18 years of age, since this is where they perceive greater security.

Perception of safety in the population of 18 years and older of the State of Querétaro, in public or private space, March and April 2019.

Public and Private Spaces	Population 18 years and older	Safe		Unsafe	
		Absolute	Relative	Absolute	Relative
Querétaro	1 469 579				
School	133 870	99 167	74.1	33 782	25.2
Home	1 469 579	1 083 939	73.8	385 640	26.2
Work	963 040	696 483	72.3	265 583	27.6
Car	1 179 889	716 724	60.7	459 806	39.0
Shopping Center	1 211 483	655 622	54.1	551 327	45.5
Park or recreational center	1 049 054	519 776	49.5	527 124	50.2
Market	1 267 078	528 321	41.7	735 392	58.0
Highway	1 327 578	533 863	40.2	788 672	59.4
Public transport	1 095 850	418 057	38.1	676 369	61.7
Street	1 451 063	536 710	37.0	912 437	62.9
Bank	1 087 354	341 575	31.4	744 024	68.4
ATM	1 065 669	240 644	22.6	821 923	77.1

Source: National Institute of Statistics and Geography. National Survey of Victimization and Perception of Public Safety (ENVIPE), 2019.

Civil Protection

Civil Protection is the set of provisions, measures and actions intended for the prevention, assistance and recovery of the population in the event of a disaster.

One of the main challenges of the State Coordination of Civil Protection of Querétaro (CEPCQ for its acronym in Spanish Coordinación Estatal de Protección Civil de Querétaro) is to create action protocols in the face of disasters and environmental events in order to have management capabilities.

The results of the actions taken by CEPCQ are shown in the following table:



Results of Civil Protection actions in the State of Querétaro, 2019

Activity	Responsible
Trained people	12,944
Courses given through Training Center of Civil Protection	253
Training hours	2,063.5
Trained community brigade members	410
Impacted persons with brigade member training	1,640
Broadcasting campaigns of Civil Protection culture	30
Impact in social networks: Facebook (number of followers) in two accounts	4,263
Impact in social networks: twitter (number of followers)	3,444
Registered persons as external trainers in civil protection matters	98
Registered persons as consultants in civil protection matters	97
Registered persons as members of the Psychosocial Intervention Network for Emergency and Disaster Situations (IPSED)	54
Registered volunteer groups (attached to the Emergency Attention System of the State)	12 groups of firefighters, 24 groups of pre-hospital attention and 3 groups of mutual aid
Risk analysis	298
Determination of occupational level in places of massive concentration (capacity)	250
Registered Points of Risk	2,213
Attended emergencies	1,518
Radio control services attended and channeled	25,785
Attended special operations	23
Performed inspections	141
Attended massive events	722

Source: State Coordination of the Civil Protection of the State of Querétaro, 2020.



The main disabilities or limitations: Motor skills, visual disability and learning, remembering or concentrating skills.

3.3.2. Accessibility

It indicates the degree of capacity that people have to make use of objects, access places and services and move around freely and without restrictions. All human beings should be able to fully participate in all aspects of daily life regardless of their physical or cognitive abilities.

People affected mainly by accessibility barriers are people with disabilities, whether physical, mental, intellectual or sensory. These limitations in the physical environment prevent or obstruct their mobility, communication and understanding thus affecting their personal development and social integration.

Population with disabilities

At the national level, adults between 30 and 64 years old are the population group with the highest percentage representation. The 42.8% of the total people with different capacities are in this age range; followed by senior citizens over 65 years old with 40.8%, young people between 15 and 29 years old represent 9.2% and children under 14 years old 7.2%.

Of the people who stated that they had some limitation, 57.2% corresponded to the adult population group, 21.3% to senior citizens, 13.1% to young people and 8.4% to children.

The results of ENADID 2018 indicated that nationally the main disabilities or limitations of young people, adults and senior citizens are visual and motor skills. Motor skills hold first place: walking, climbing or descending with difficulty; followed by visual disability that includes those who wear glasses; and in third place are learning, remembering or concentrating skills.

Percentage distribution of population in the State of Querétaro according to disability or limitation and gender, 2018.

Population ¹			Population without disability or limitation ²			Population with disability ³			Population with limitation ⁴		
Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
1,077,153.0	1,020,737.0	2,097,890.0	77.5	79.0	78.2	6.5	5.7	6.1	16.1	15.3	15.7

Source: National Institute of Statistics and Geography. National Survey of Demographic Dynamics, 2018.
¹The herein explained population refers to the estimations of 2018 derived from ENADID.
² It includes the persons that have as an answer: "No tiene dificultad/Does not have difficulty" in all the activities of question 3.11A of ENADID, 2018.
³ It includes the persons that have as an answer: "No puede hacerlo/Cannot do it" or "Lo hace con mucha dificultad/Does it with lot of difficulty" in at least one of the activities of question 3.11A of ENADID, 2018.
⁴ It only includes the persons that answered: "Lo hace con poca dificultad/Does it with few difficulty" in at least one of the activities of question 3.11A of ENADID, 2018

Education for population with disabilities

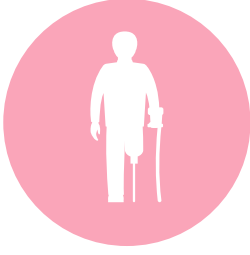
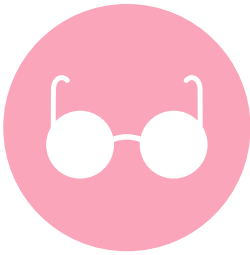


In the 2019-2020 school year, the highest number of students with disabilities recorded was in elementary school. With 15,834 cases, it represented 57% of the 27,739 people served at the different educational levels.

Students with disabilities attended in different education levels.
Population in vulnerable conditions.
School Cycle 2019-2020.

Municipality	Preeschool	Elementary	Junior High	High School	University
Amealco de Bonfil	34	667	281	25	1
Arroyo Seco	3	106	46	8	0
Cadereyta de Montes	37	315	97	41	5
Colón	38	486	102	91	23
Corregidora	332	1,357	964	117	3
El Marqués	217	1,488	519	55	39
Ezequiel Montes	42	295	158	28	0
Huimilpan	25	529	385	104	0
Jalpan de Serra	38	229	96	18	49
Landa de Matamoros	12	208	48	14	0
Pedro Escobedo	44	435	322	10	169
Peñamiller	9	121	54	10	0
Pinal de Amoles	15	143	74	14	0
Querétaro	1,342	7,248	2,674	1,047	187
San Joaquín	3	94	58	15	0
San Juan del Río	186	1,481	687	86	92
Tequisquiapan	80	456	359	16	0
Tolimán	25	176	211	21	0
Total	2,482	15,834	7,135	1,720	568

Source: System F911 for national education statistics integration of the SEP. Ministry of Education of the State Government. Service Unit for Basic Education in the State of Querétaro. Subcoordination of Administrative Proceeding. Central Office of Education Planning. Statistics Department.



Accessibility conditions in education sector

According to the INEGI's 2014 Census of Elementary and Special Education Schools, Teachers and Students, nationwide 24.5% of public school campuses have ramps that comply with standards for access and circulation. In Querétaro this figure rises to 26.5%. In the case of private schools, the national figure is 33% and in the state of Querétaro it is 40.3%.

Attention to vulnerable people

The DIF Querétaro State System reported that in 2019 it attended a total of 31,311 people with disabilities to whom it provided 39,943 medical and paramedical consultations at the Center for Integral Rehabilitation of Querétaro (CRIQ for its acronym in Spanish Centro de Rehabilitación Integral de Querétaro).

With the purpose of developing the well-being of Querétaro's families and contributing to reduce the conditions of vulnerability in Querétaro, the DIF implemented the following programs in 2018:

- Specialized and senior citizen transportation.** It has 11 buses and 3 vans that made 189,893 transfers possible for the benefit of 42,194 people.
- Community Development.** 144 health and service campaigns were held, benefiting 24,828 people. The program was present in 144 locations in the 18 municipalities of Querétaro where, in addition, 598 women received productive and human development training through various workshops.
- Productive projects.** Support was provided to 71 families with supplies for 27 home gardens, 29 backyard hen houses, 7 nixtamal mills and 8 tanks.
- Defense of children and family.** The well-being of children and adolescents is a priority for the DIF State System. With this program, 8,841 services were provided among adoptions, interventions in family, civil and criminal matters, third parties, restitution of rights, trials for loss of parental custody and 782 interventions through amparo proceedings.
- School breakfasts.** 101,065 children were supported with 19,924,580 breakfasts in 1,860 schools in 971 communities of the 18 municipalities in the state.
- Child Development Center (CADI 2 y 3):** The program benefited 370 children between the ages of 1-5 years and 11 months, providing 146,845 meals and breakfasts in addition to educational services.

3.3.3. Poverty and inequality

The National Council for the Evaluation of Social Development Policy (CONEVAL for its acronym in Spanish Consejo Nacional de Evaluación de la Política de Desarrollo Social) is the organization in charge of quantifying the different variables that determine poverty indexes in México and evaluating the federal government's social policy and programs. The General Law for Social Development establishes that poverty measurement must consider its multi-dimensional nature.

Based on the report "10 years of poverty measurement in México, advances and challenges of social policy" by the CONEVAL, relevant data of the population of the State of Querétaro living in poverty and extreme poverty in the period comprised between 2008 and 2018 are shown:

- Poverty decreased by 7.6 percentage points from 35.2% to 27.6% of the state's population. Basically 50,000 people got out of this situation in 10 years as the number dropped from 629.1 thousand to 579.2 thousand inhabitants.

- Extreme poverty decreased by 3.5 percentage points, from 5.5% to 2% of the state's population. The population in this condition was reduced by 56.4 thousand people, from 97.6 thousand to 41.2 thousand inhabitants.

- The percentage of the population with at least three social deficiencies decreased by 10 percentage points, from 21% to 11.1%, which represents a decrease of 143,350 people.

- The efforts to abate poverty and guarantee the exercise of social rights in the state can be seen through

the reduction of each of the social deficiencies. It is notable that the lack of access to health services indicator is the one that had the greatest reduction, from 26.6% to 11.8%, a difference that represents a decrease of 15 percentage points.

- The percentage of the population with income below the extreme poverty line decreased by 3.3 percentage points, from 11% to 7.7%. The number of people in this condition was reduced from 195,870 to 161,102 inhabitants, that is, 34,770 people less than in 2008.

- The number of people with income below the poverty line fell by 6.4 percentage points, from 40.3% to 33.9%. The number of people in this condition was reduced from 720,117 to 712,416 inhabitants, which represents 7,700 people less than at the beginning of the period.

In national context:

In the year 2018 Querétaro occupied the 8th place with the lowest proportion of population living in poverty improving 3 positions regarding the year 2016. The state recovered 6 positions in terms of population living in extreme poverty by occupying 7th place.

The state holds 7th place nationally with the lowest proportion of population living in extreme poverty (2.0%), Nuevo León is the state with the lowest rate (0.5%), followed by Aguascalientes and Coahuila (1.2% and 1.4% respectively).

Querétaro occupies the fifth position with the lowest proportion of population that lacks access to food.

Average number of people and deficiencies by poverty indicator in the state, 2008-2018.

Indicators	Thousands of people						Average deficiencies					
	2008	2010	2012	2014	2016	2018	2008	2010	2012	2014	2016	2018
Poverty												
Population in poverty	629.1	767.0	707.4	675.7	635.7	579.2	2.3	2.2	2.1	2.0	1.9	1.9
Population in moderate poverty	531.5	629.5	608.7	599.6	576.0	538.0	2.1	2.0	1.9	1.8	1.7	1.8
Population in extreme poverty	97.6	137.5	98.7	76.1	59.7	41.2	3.8	3.6	3.6	3.6	3.5	3.4
Vulnerable population due to social deficiencies	625.9	587.9	625.4	654.2	653.7	798.4	1.9	1.8	1.8	1.7	1.7	1.6
Vulnerable population due to income	91.0	93.0	123.0	154.7	182.5	133.2	0.0	0.0	0.0	0.0	0.0	0.0
Not poor or vulnerable population	440.6	404.3	460.4	492.5	570.8	589.2	0.0	0.0	0.0	0.0	0.0	0.0
Social Deprivation												
Population with at least one social deficiency	1,255.0	1,354.9	1,332.9	1,329.8	1,289.4	1,377.6	2.1	2.1	1.9	1.9	1.8	1.7
Population with at least three social deficiencies	375.7	374.2	324.2	280.3	235.2	232.3	3.5	3.4	3.5	3.4	3.3	3.4
Social Deficiency Indicators												
Education gap	364.7	361.3	335.3	324.4	290.8	310.3	2.7	2.7	2.6	2.5	2.4	2.4
Lack of access to health services	478.6	408.7	296.8	312.7	269.1	248.5	2.7	2.7	2.6	2.5	2.5	2.5
Lack of access to social security	1,030.5	1,122.5	1,087.3	1,073.8	989.4	1,106.0	2.3	2.2	2.1	2.0	1.9	1.8
Lack of quality and home spaces	212.3	183.1	209.7	176.7	198.4	178.0	3.3	3.1	3.1	3.1	2.5	2.7
Lack of access to basic services at home	254.5	325.6	286.1	292.4	260.3	266.1	3.2	3.0	3.0	2.9	2.6	2.6
Lack of access to food	320.4	393.8	380.4	311.8	273.2	291.3	2.7	2.7	2.7	2.5	2.3	2.4
Well being												
Population with income below the extreme poverty line	195.9	297.1	280.8	242.7	203.3	161.1	2.7	2.5	2.2	2.0	1.9	1.9
Population with income below the income poverty line	720.1	860.0	830.4	830.4	818.2	712.4	2.0	2.0	1.8	1.6	1.5	1.5

Source: CONEVAL estimates based on MCS-ENIGH 2008, 2010, 2012, 2014 and MEC of MCS-ENIGH 2016 and 2018.

Of the 18 municipalities in Querétaro, 16 reduced the level of poverty in the period of 2010-2015. Extreme poverty in 2015 decreased in 17 municipalities in absolute terms. The information is detailed as follows:

Population in poverty and extreme poverty conditions in the state of Querétaro, 2010 and 2015.

Municipality	Total population 2010	Total population 2015	Population in poverty, 2010	Population in poverty, 2015	Population in extreme poverty, 2010	Population in extreme poverty, 2015
Amealco de Bonfil	73,391	60,063	50,815	37,189	15,720	9,053
Arroyo Seco	39,540	20,628	33,138	14,757	9,815	4,791
Cadereyta de Montes	16,979	13,496	12,531	6,964	3,058	926
Colón	79,120	77,942	55,717	40,405	14,257	7,296
Corregidora	53,574	67,159	24,976	27,335	4,903	2,732
El Marqués	139,070	168,462	21,081	23,828	889	1,634
Ezequiel Montes	44,719	40,018	26,854	20,520	4,013	2,086
Huimilpan	47,554	41,226	31,169	16,966	4,105	2,049
Jalpan de Serra	27,421	25,190	18,202	14,830	5,333	2,671
Landa de Matamoros	25,469	19,020	20,998	11,467	6,581	2,173
Pedro Escobedo	117,810	160,077	57,319	47,710	9,445	4,023
Peñamiller	62,691	71,339	28,409	24,803	4,505	2,290
Pinal de Amoles	22,849	19,814	14,004	12,296	2,930	2,339
Querétaro	761,032	849,967	215,270	195,176	22,580	12,389
San Joaquín	9,121	9,372	6,865	3,824	2,795	587
San Juan del Río	240,603	267,061	98,784	82,806	15,325	7,018
Tequisquiapan	61,307	69,563	30,828	29,605	5,314	2,231
Tolimán	29,930	32,997	20,038	19,152	5,885	3,491

Source: CONEVAL estimates based on the MCS-ENIGH 2010, the 2010 Population and Housing Census sample, the 2015 Statistical Model for the continuity of the MCS-ENIGH and the 2015 Intercensal Survey.
Notes: The population presented in these tables has an exclusively statistical purpose: it is calibrated so that, in the poverty estimates, the sum of the municipal population is equal to the population of each state reported based on information from the 2010 MCS-ENIGH or the 2015 MCS-ENIGH published. Therefore, these population figures may differ from those reported by INEGI and CONAPO at the municipal level.

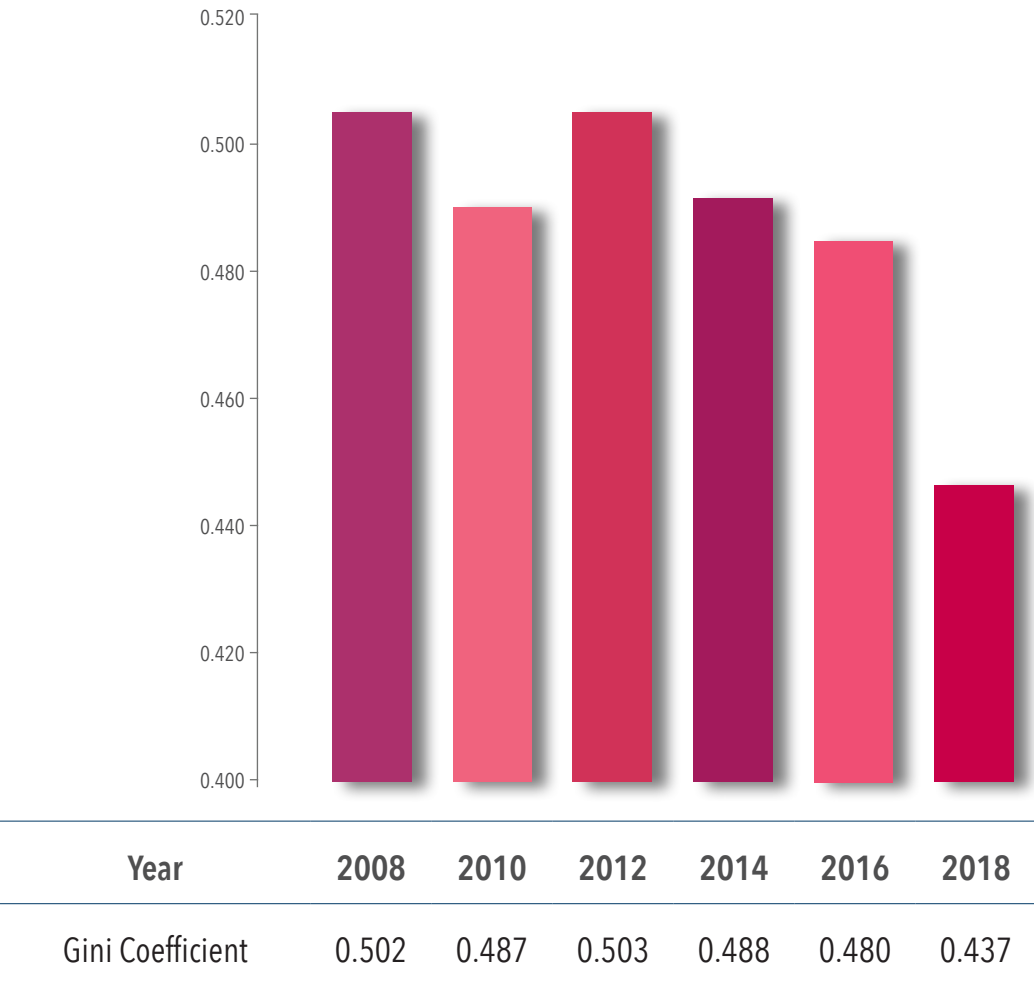


Gini Coefficient

The analysis of inequality patterns allows us to consider changes in different segments of the population below a certain poverty line. This makes it possible to evaluate efforts to change the population’s standard of living with essential deficiencies from the perspective of how opportunities and associated outcomes are distributed among the population.

The Gini coefficient is an analytical tool that allows us to measure inequality in a certain period. It concerns a measure between 0 and 1, where 0 indicates perfect equality and 1 perfect inequality. In 2018 the state of Querétaro advanced 6 positions in the reduction of inequality in the national ranking by going from 24th to 18th, with this, its value went from 0.480 to 0.437. This progress shows the effort that has been made to reduce inequality between the most and least favored.

Gini Coefficient Querétaro, 2008-2018.



Source: CONEVAL estimates based on MCS-ENIGH 2008, 2010, 2012, 2014 and MEC of MCS-ENIGH 2016 and 2018.

Social Gap

The social gap index is a dynamic tool implemented by the CONEVAL. It allows ordering the federal entities, municipalities and localities from a greater to a lesser degree of social gap during a period. The indicator is a measure that comprises different variables, such as education, access to health services, basic services in housing and quality of spaces and assets in the home.

The social gap indicator does not seek to measure poverty, since it does not include information on income, access to social security or access to food.

This factor provides information on social indicators and the inequality of social coverage that subsists at the municipal level.

This factor is calculated every 5 years, the last one was obtained in the 2015 Intercensal Survey.

In the year 2015 Querétaro recorded a low social gap indicator (-0.42) and occupied 20th place nationally.

Social gap index per municipality, 2015.

Municipality	Social gap index	Social gap degree
Amealco de Bonfil	0.17065	Medium
Pinal de Amoles	0.56478	High
Arroyo Seco	-0.42733	Low
Cadereyta de Montes	0.01428	Medium
Colón	-0.40441	Low
Corregidora	-1.44705	Very low
Ezequiel Montes	-0.54214	Low
Huimilpan	-0.45216	Low
Jalpan de Serra	-0.27601	Medium
Landa de Matamoros	0.07201	Medium
El Marqués	-0.92173	Low
Pedro Escobedo	-0.84221	Low
Peñamiller	0.11599	Medium
Querétaro	-1.31662	Very low
San Joaquín	-0.34438	Low
San Juan del Río	-1.08859	Very low
Tequisquiapan	-0.77491	Low
Tolimán	0.10115	Medium

Source: National Council for the Evaluation of Social Development Policy (CONEVAL).

Social gap indicator (percentage), of the state of Querétaro.

Indicators	2000	2005	2010	2015
Illiterate population of 15 years or older	9.79	8.13	6.31	4.54
Population aged 6 to 14 not attending school	7.77	5.14	3.84	2.85
Population 15 years and older with incomplete basic education	50.88	43.39	38.56	31.50
Population not registered to health services	52.61	46.21	25.18	13.73
Homes with dirt floors	9.89	7.64	3.74	1.51
Homes with no toilet or bathroom	19.74	13.96	7.24	3.77
Homes with no piped water from the public network	11.80	9.07	8.07	3.16
Homes with no sewage	24.29	11.78	8.42	4.20
Homes with no electric power	6.00	6.46	2.06	0.77
Homes with no washing machine	53.34	39.29	34.04	29.75
Homes with no refrigerator	33.06	21.18	16.00	11.83
Social gap index	-0.00292	-0.04429	-0.24731	-0.42591
Social gap degree	Medio	Medio	Bajo	Bajo
Position in national context	15	15	18	20

Source: National Council for the Evaluation of Social Development Policy (CONEVAL).

3.3.4. Regional development

Through the Department of Regional Development of the Ministry of Sustainable Development of the State Government, 204 requests for support from 15 municipalities were attended together with the Program for the Regional Empowerment of the State of Querétaro.

Among the supported projects this year are: bread making, wood working, blacksmith and artisans, among others.

Program for Regional Empowerment, 2019.

Municipality	Projects	Men	Women	Direct beneficiaries
Amealco de Bonfil	4	2	6	8
Arroyo Seco	10	7	13	20
Cadereyta de Montes	12	15	12	27
Colón	11	9	14	23
Corregidora	12	8	20	28
El Marqués	20	20	23	43
Ezequiel Montes	11	12	11	23
Jalpan de Serra	4	4	4	8
Pedro Escobedo	12	7	17	24
Pinal de Amoles	5	3	7	10
Querétaro	37	37	42	79
San Joaquín	5	4	6	10
San Juan del Río	38	34	43	77
Tequisquiapan	19	14	24	38
Tolimán	4	3	6	9
Total	204	179	248	427

Source: Ministry of Sustainable Development, Office of Regional Development, 2020.

Program to Support Economic Sectors (PASE) 2019.

Municipality	Projects	Men	Women	Direct Beneficiaries
Arroyo Seco	10	4	15	19
Cadereyta	1	1	2	3
Colón	25	17	34	51
Corregidora	14	10	12	22
El Marqués	30	33	30	63
Ezequiel Montes	1	2	4	6
Huimilpan	1	1	1	2
Pedro Escobedo	2	38	5	43
Pinal de Amoles	1	60	0	60
Querétaro	53	1,008	1,012	2,020
San Joaquín	5	21	0	21
San Juan del Río	17	560	481	1,041
Tequisquiapan	24	52	13	65
Total	184	1,807	1,609	3,416

Source: Ministry of Sustainable Development, Office of Regional Development, 2020.

Due to the need to promote the development of various sectors of the economy, SEDESU implemented the Program to Support Economic Sectors (PASE for its acronym in Spanish Programa de Apoyo a Sectores Económicos). The program’s purpose is to promote and encourage mining, artisanal, commercial, service, agro-industrial and other activities considered traditional in the state economy. This allows balanced economic growth by sectors and regions of the State of Querétaro.

During the year 2019, 184 projects were supported, these directly benefiting 3,416 people.

The following table shows the beneficiaries by category of the PASE program. It should be noted that 76% of the favored projects are in the market and business support category.

Beneficiaries of Program to Support Economic Sectors (PASE) per category, 2019.

Category	Projects	Men	Women	Direct Beneficiaries
1. Support to markets and businesses	139	1,398	1,371	2,769
2. Mining	14	135	7	142
3. Craftwork promotion	12	16	8	24
4. Support for agro-industrial projects	17	64	45	109
5. Contingencies and disasters	1	119	80	199
6. Any other determined by the Evaluation Committee.	1	75	98	173
Total	184	1,807	1,609	3,416

Source: Ministry of Sustainable Development, Office of Regional Development, 2020.



Photograph retrieved from the official Facebook profile: Secretaría de Desarrollo Social Querétaro, @Sedesoq

3.3.5. Social development programs

The Ministry of Social Development of the State of Querétaro (SEDESOQ for its acronym in Spanish) is the agency of the State Executive Power that has the purpose of promoting and guaranteeing the inhabitants of the state access to social development, dignity and the full exercise of social rights. The following chart shows the list of beneficiaries per program:

Beneficiaries of social development programs
in the state of Querétaro, 2019.

Program	Beneficiaries	
Housing (attached breakdown of actions)	1,015	Housing
Support for access to housing and improvement of quality of life for personnel entitled to the legal use of force	333	Type of action
School transportation	10,428	Actions 2019
Food	41,855	Solid roof
Territorial Regularization of Human Settlements	2,578	Additional room
Productive Projects	144	Additional room for elderly
For your family economy, school shoes	123,338	Total
For your family economy, public transportation	104,394	1,015
Empowerment of organized social involvement	36	
Total	284,121	

Source: Subminsitry of Operations SEDESOQ, 2020.

Source: Ministry of Social Development, 2020.



04

Primary Sector

The primary sector includes natural resources and the way in which they are produced and managed to optimize their consumption and benefit the population.

Beyond the amount of production and variety of richness of the products, the primary sector is vital for Querétaro since the income of numerous families and inhabitants of the rural areas depend on it.

Querétaro has a leading role within the primary sector due to the noble quality of its fields and its people, which is why it will always be a priority to maintain and promote its productivity.

Primary Sector Indicator



145,342 HECTARES
OF HARVEST AREA

2,703,606 TONS
AGRICULTURAL PRODUCTION
VOLUME

54
PRODUCTS IN THE
PRODUCTIVE
DIVERSITY

3RD PRODUCER
OF ROSES
NATIONWIDE

4,410 MILLION PESOS
GENERATED BY
AGRICULTURAL PRODUCTION

406,764 TONS
OF CARCASS MEAT PRODUCTION
WITH VALUE OF
14,884 MILLION PESOS

17,700 TONS
OF EGG PRODUCTION
WITH VALUE OF
363 MILLION PESOS



404.5 MILLION LITERS
OF MILK PRODUCTION
WITH VALUE OF
2,614 MILLION PESOS

4TH PRODUCER
OF CARCASS POULTRY MEAT
NATIONWIDE



17,867 MILLION PESOS
GENERATED BY
LIVESTOCK PRODUCTION



16.9 MILLION PESOS
GENERATED BY
FISHING PRODUCTION
724 TONS



7,174 m³
OF TIMBER FOREST
PRODUCTION

4.1. Activities of the primary sector

The primary sector represents man’s main source of food and survival. Along with water, food is the most important resource to ensure the health and wellbeing of Mexican families.

The main activities within the sector are: agriculture, livestock, silviculture, apiculture, aquaculture, hunting, fishing, forest exploitation and mining.

4.1.1. Farming

Featured crops

In 2018 Querétaro registered 2,703,606 tons of agricultural products with a value of 4,410,520,560 pesos. The following stand out:

- 1. Early harvested fodder corn with 752,423 tons, valued at 465,532,000 pesos.
- 2. Early harvested alfalfa with 553,441 tons, with a production value of 367,916,890 pesos.
- 3. Grain corn, whose production was 256,752 tons and 970,644,000 pesos.
- 4. Early harvested fodder oats, with 127,161 tons and a value of 67,551,000 pesos.
- 5. Tomato, with 105,499 tons and 759,881,000 pesos.



Agricultural ranking

On a national level, the production and commercialization of decorative plants and flowers make up one of the sectors with the greatest potential for development in the field of microenterprises. Today the vision has widened towards international markets, looking for potential customers in the United States, Canada and the European Union.

Querétaro ranks 3rd nationwide in the production of roses, going from 597,075 grosses in 2017 to 608,330 in 2018. This represents a growth of 1.88%.

Lettuce production increased significantly, from 22,540 tons in 2017 to 26,548 tons in 2018, an increase of 17.8%.

Another product on the rise is cauliflower, the entity occupies the seventh place in the national ranking and increased its quantity from 3,502 tons in 2017 to 3,974 in 2018.

The following table shows the behavior of state agricultural activity, according to the product and its national position:

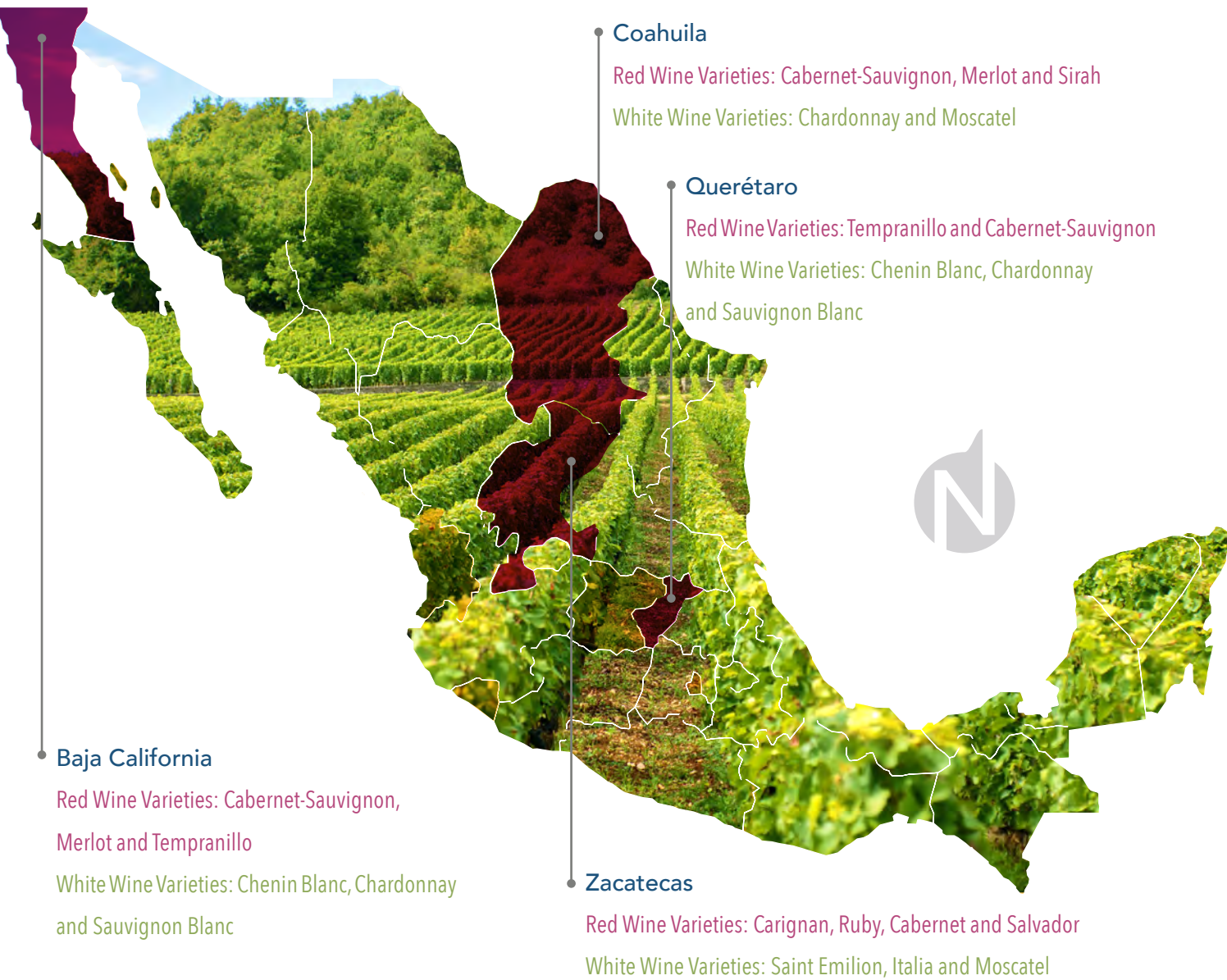
National ranking of the volume of agricultural production in the state of Querétaro, 2018.

Product	Rank 2017	Rank 2018	Volume (tons)			Variation 2012-2017	Variation 2017-2018
			2012	2017	2018		
Rose (thick)	4	3	374,690.01	597,075.19	608,330.00	59.35%	1.88%
Asparagus	5	5	2,861.00	6,231.00	6,592.19	117.79%	5.80%
Lettuce	6	5	33,490.00	22,540.00	26,548.82	-32.70%	17.79%
Industrial grape	6	6	1,829.40	2,444.71	2,090.39	33.63%	-14.49%
Cauliflower	9	7	3,323.00	3,502.05	3,974.04	5.39%	13.48%
Barley grain	7	8	32,293.66	40,344.07	28,749.10	24.93%	-28.74%
Fodder corn	7	8	688,894.00	726,298.00	752,423.10	5.43%	3.60%
Blackberry	8	9	68.00	33.00	31.10	-51.47%	-5.76%
Broccoli	7	9	3,659.00	12,127.90	10,054.31	231.45%	-17.10%

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).

The year 2018 presented adverse conditions that led to a contraction in the collection of products such as grain barley, broccoli and industrial grapes. However, Querétaro continues to be a benchmark and is one of the main entities in its production.

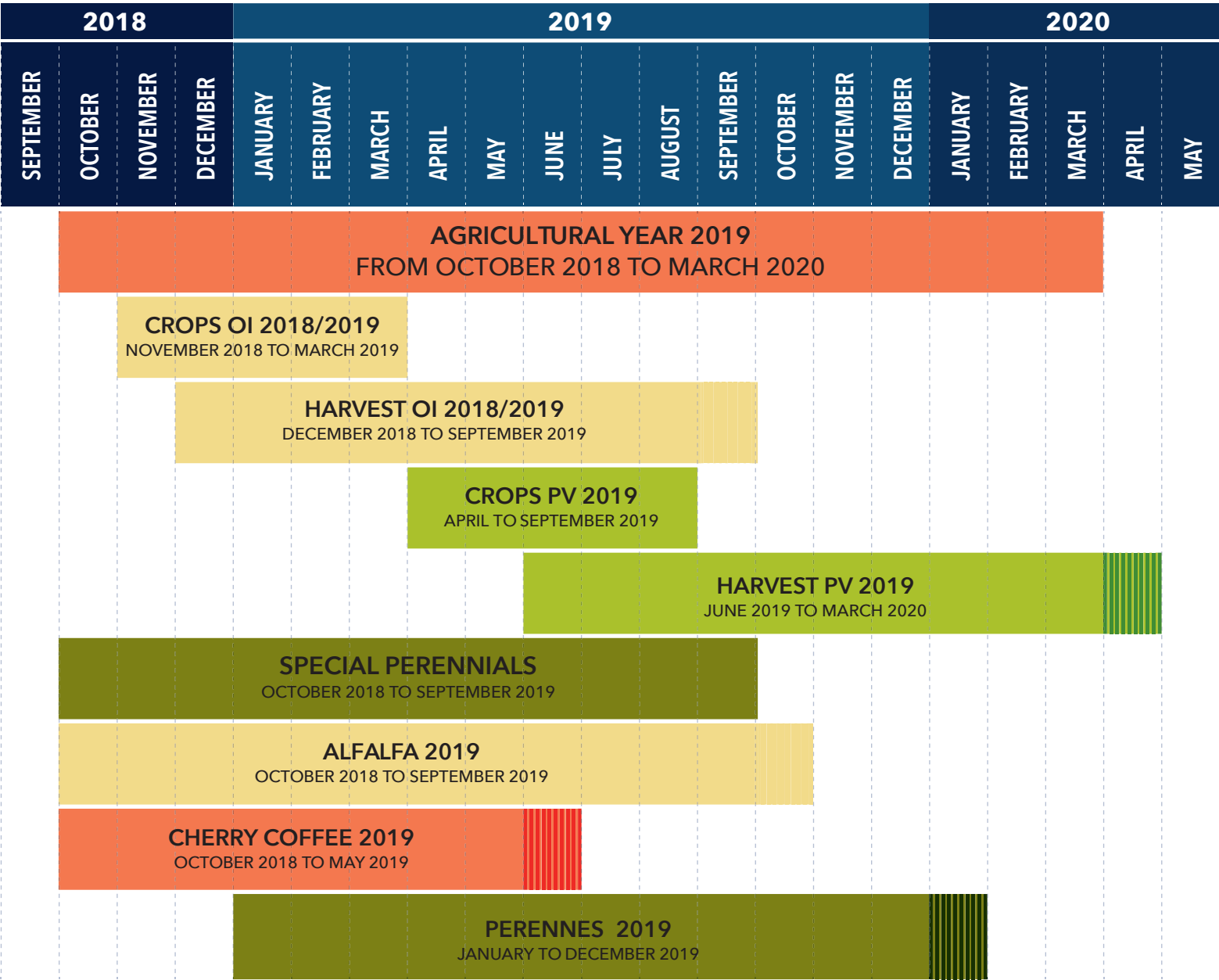
Main wine entities in México and variety of grapes.



Agricultural calendar

Agricultural activity follows its own calendar; therefore, it is necessary to consider the last three months of 2018 and the first three months of 2020.

The activity includes, on the one hand, cyclical crops whose vegetative period is less than 12 months and require new sowing to obtain crops. These are concentrated in two productive periods: spring-summer and autumn-winter. On the other hand, perennial crops require long periods that extend over 12 months where, once the plantation is established, several harvests are carried out.



Source: Secretariat of Agricultural Development of the Executive Power of the State, 2020.

Wine entities

Querétaro has a wide variety of climates and microclimates; this factor has led to the grape harvest and winemaking development in the region.

The semi-arid or semi-desert climate is the most common, covering almost 40% of the state’s surface area with a notable emphasis on the municipalities of Tequisquiapan and Ezequiel Montes. These are the main cultivation areas, an activity that has fostered the development of the local economy, tourism and the economic surge in the region.



Agricultural cycles

According to the production output, the participation in each cycle was as follows: spring-summer contributed 59.8%; autumn-winter 20.3%; and perennials 19.9%, all according to the irrigation and rainfed modality.

It should be noted that of the 59.8% comprising the spring-summer cycle, the irrigation modality contributed 87.3% and the rainfed modality 12.7%. Irrigated crops represented 92.1% of the total production output, which constitutes the largest contribution within each of the agricultural cycles.

The following tables show the behavior of the year 2018 in detail. The cycles and their main figures are shown:

Agricultural production 2018.

Agricultural cycle	Modality	Sown area (ha)	Harvested area (ha)	Production (ton)	Production value (thousands of pesos)
Spring Summer	Irrigation	38,245.80	38,185.30	1,088,150.76	2,304,465.54
	Rainfed	86,148.80	82,886.80	89,418.86	334,104.11
Spring - summer cycle total		124,394.60	121,072.10	1,177,569.62	2,638,569.65
Autumn Winter	Irrigation	13,696.25	13,648.00	337,415.26	895,427.45
	Rainfed	84.00	84.00	98.00	236.97
Total of the autumn - winter cycle		13,780.25	13,732.00	337,513.26	895,664.42
Perennial crops	Irrigation	9,912.93	9,538.80	1,187,077.29	861,717.28
	Rainfed	1,323.00	1,000.00	1,446.54	14,569.21
Total perennial crops		11,235.93	10,538.80	1,188,523.83	876,286.49
Total agricultural production		149,410.78	145,342.90	2,703,606.71	4,410,520.56

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: The total production of perennial crops corresponds to 608,330 thick rose (ornaments), 578,747.29 tons of irrigation and 1,446.54 tons of rainfed.

Spring-summer irrigation + rainfed by municipality 2018.

Municipality	Surface (ha)			Production (ton)	Yield (udm / ha)	Production value (thousands of pesos)
	Sown	Harvested	Damaged			
Amealco de Bonfil	18,096.20	18,096.20	0	56,978.04	3.15	267,618.87
Arroyo Seco	1,134.00	94	1,040.00	2,461.60	26.19	29,883.04
Cadereyta de Montes	6,422.00	6,422.00	0	5,401.80	0.84	29,636.38
Colón	12,072.00	12,072.00	0	98,293.35	8.14	204,163.37
Corregidora	4,253.00	4,253.00	0	21,584.55	5.08	45,121.47
El Marqués	17,543.00	17,462.50	80.5	420,534.04	24.08	430,664.39
Ezequiel Montes	3,122.00	3,122.00	0	29,578.84	9.47	98,344.59
Huimilpan	7,615.80	7,615.80	0	42,199.06	5.54	130,247.33
Jalpan de Serra	1,629.00	1,079.00	550	2,033.00	1.88	20,660.18
Landa de Matamoros	1,798.00	498	1,300.00	431.8	0.87	1,602.80
Pedro Escobedo	11,528.50	11,528.50	0	254,683.33	22.09	748,017.84
Peñamiller	906	906	0	1,327.23	1.46	6,615.71
Pinal de Amoles	1,022.00	670	352	435.5	0.65	1,643.52
Querétaro	8,993.60	8,993.60	0	59,194.70	6.58	164,058.79
San Joaquín	362.5	362.5	0	304.51	0.84	1,187.64
San Juan del Río	21,141.00	21,141.00	0	122,895.30	5.81	291,053.73
Tequisquiapan	5,716.00	5,716.00	0	57,764.45	10.11	162,147.99
Tolimán	1,040.00	1,040.00	0	1,468.52	1.41	5,902.00
Total	124,394.60	121,072.10	3,322.50	1,177,569.62	0	2,638,569.65

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: Due to rounding of figures, the partials may or may not equal the total.
 udm: Unit of measurement.

Autumn-winter irrigation + rainfed by municipality 2018.						
Municipality	Surface (ha)			Production (ton)	Yield (udm / ha)	Production value (thousands of pesos)
	Sown	Harvested	Damaged			
Arroyo Seco	127	84	43	1,027.00	12.23	2,841.76
Cadereyta de Montes	40	40	0	490.6	12.27	2,274.24
Colón	1,304.50	1,304.50	0	82,245.54	63.05	446,353.56
Corregidora	296	296	0	6,410.62	21.66	18,414.14
El Marqués	2,488.50	2,488.50	0	64,881.70	26.07	49,124.39
Ezequiel Montes	340	340	0	6,528.50	19.2	16,692.61
Huimilpan	526	526	0	14,086.10	26.78	53,316.46
Jalpan de Serra	54.25	49	5.25	238.6	4.87	1,016.61
Landa de Matamoros	25	25	0	37.5	1.5	58.13
Pedro Escobedo	5,549.00	5,549.00	0	112,660.50	20.3	204,870.92
Peñamiller	59	59	0	226.5	3.84	1,270.60
Pinal de Amoles	32	32	0	33.6	1.05	88.85
Querétaro	358	358	0	8,213.70	22.94	5,581.20
San Joaquín	25	25	0	40	1.6	168
San Juan del Río	1,443.00	1,443.00	0	20,829.50	14.43	47,233.88
Tequisquiapan	1,040.00	1,040.00	0	19,082.00	18.35	45,201.16
Tolimán	73	73	0	481.3	6.59	1,157.92
Total	13,780.25	13,732.00	48.25	337,513.26	0	895,664.41

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: Due to rounding of figures, the partials may or may not equal the total.
udm: Unit of measurement.

Perennial irrigation + rainfed by municipality 2018.						
Municipality	Surface (ha)			Production (ton)	Yield (udm / ha)	Production value (thousands of pesos)
	Sown	Harvested	Damaged			
Amealco de Bonfil	53	40	0	740.99	18.52	1,144.97
Arroyo Seco	267	265	0	2,523.00	9.52	9,498.60
Cadereyta de Montes	395.5	266	0	907.82	3.41	6,607.52
Colón	1,967.00	1,860.00	0	101,013.60	54.31	105,408.08
Corregidora	370	370	0	24,205.65	65.42	15,702.21
El Marqués	1,297.13	1,229.00	0	58,833.78	47.87	71,217.21
Ezequiel Montes	424.5	362	0	12,516.50	34.58	22,233.64
Huimilpan	279	278	0	17,133.75	61.63	13,423.96
Jalpan de Serra	53	47	0	390.7	8.31	1,503.53
Landa de Matamoros	265	204	0	50.47	0.25	259.35
Pedro Escobedo	1,497.30	1,476.30	0	194,198.50	131.54	260,176.02
Peñamiller	184	142	0	469.85	3.31	9,880.82
Pinal de Amoles	78	63	0	215	3.41	1,175.46
Querétaro	883	818	0	50,030.44	61.16	33,717.84
San Joaquín	240	219	0	382.4	1.75	3,088.83
San Juan del Río	1,606.00	1,596.00	0	622,165.30	389.83	244,341.19
Tequisquiapan	1,205.50	1,180.50	0	102,330.49	86.68	74,413.71
Tolimán	171	123	0	415.6	3.38	2,493.55
Total	11,235.93	10,538.80	0	1,188,523.83	0	876,286.50

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
NoteS: Due to rounding of figures, the partials may or may not equal the total.
udm: Unit of measurement.
The total production of perennial crops corresponds to 608,330 thick rose (ornaments), 578,747.29 tons of irrigation and 1,446.54 tons of rainfed.



Main products per cycle

The top 10 products per cycle are shown in the following table, where early harvested fodder oats stand out in the first places for the autumn-winter cycle, early harvested fodder corn for the spring-summer cycle, and roses within the perennial cycle that stands out both at the state and national level:

Top products by cycle, 2018.						
Position	Autumn Winter	Production (ton)	Spring Summer	Production (ton)	Perennials	Production (ton)
1	Early harvested fodder oats	116,537.52	Early harvested fodder corn	752,423.10	Rose (thick)	608,330.00
2	Early harvested fodder wheat	73,365.00	Corn grain	256,550.06	Green alfalfa	553,441.67
3	Tomato	47,938.00	Tomato	57,561.65	Grass and pastures	11,155.00
4	Barley grain	28,749.10	Green chili pepper	27,023.61	Asparagus	6,592.19
5	Carrot	19,940.40	Lettuce	14,295.06	Orange	2,502.60
6	Lettuce	12,253.76	Green tomato	11,203.30	Grape	2,090.39
7	Green chili pepper	9,258.80	Early harvested fodder oats	10,624.44	Nopalitos	1,445.40
8	Green tomato	6,659.00	Onion	6,633.50	Apple	659.66
9	Broccoli	5,146.20	Grain sorghum	4,987.50	Prickly Pear	599.8
10	Onion	5,128.00	Broccoli	4,908.11	Mango	480.7

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).

Productive diversity

During the year 2018, agricultural production in Querétaro diversified into 54 products:

Productive diversity of the state of Querétaro 2018.					
Open sky					
Cereals	Fodder chickpea	Guava	Artichoke	Jicama	
Barley grain	Early harvested Fodder corn	Lemon	Celery	Lettuce	Dried vegetables
Corn grain	Grass and pastures	Mango	Broccoli	Nopalitos	Pea
Wheat grain	Early harvested fodder sorghum	Apple	Squash	Red tomato (tomato)	Bean
	Grain sorghum	Orange	Onion	Green tomato	Chickpea grain
Spices and medicinals	Early harvested fodder wheat	Nut	Dried chili	Carrot	
Chia		Pear	Green chili pepper		Oilseeds
	Fruit trees	Prickly pear	Cauliflower	Industrial	Peanut
Fodder	Avocado	Blackberry	Corn	Cherry coffee	
Green alfalfa	Peach	Vegetables	Asparagus	Industrial grape	Tubers
Early harvested fodder oats	Pomegranate	Garlic	Spinach		Sweet potato
Greenhouse					
Green chili pepper	Cucumber	Rose (thick)	Red tomato (tomato)		Mushrooms and champignons

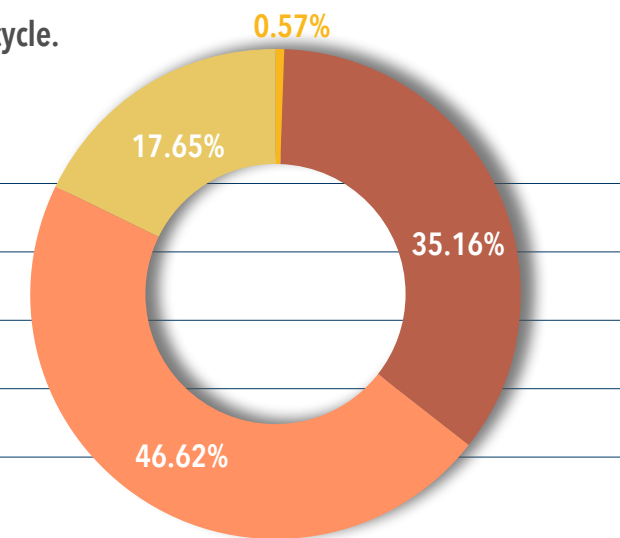
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).

Harvested area

During the autumn-winter 2018 agricultural cycle, crops were distributed into four groups: cereals, fodders, vegetables and dried legumes. The production area is shown in the following table:

Natural group	Hectares
Cereals	4,828.50
Fodder	6,402.00
Vegetables	2,423.50
Dried vegetables	78
Total	13,732.00

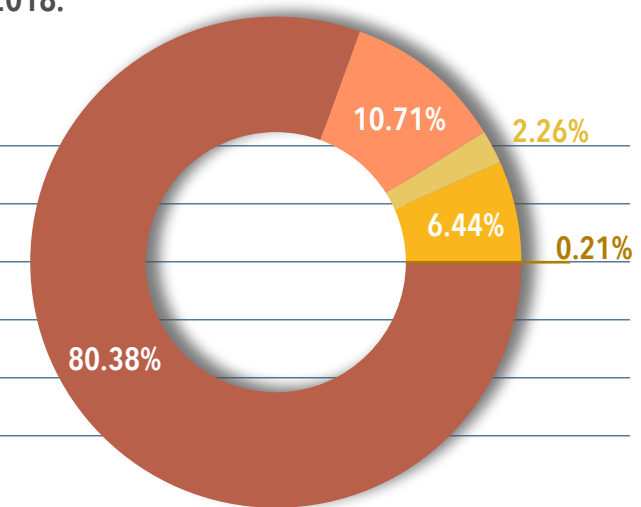
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).



During the harvest of the spring-summer cycle, the following results were obtained, where the cereal group stands out with 97 thousand hectares:

Natural group	Hectares
Cereals	97,321.50
Fodder	12,966.10
Vegetables	2,740.90
Dried vegetables	7,792.50
Others	251.1
Total	121,072.10

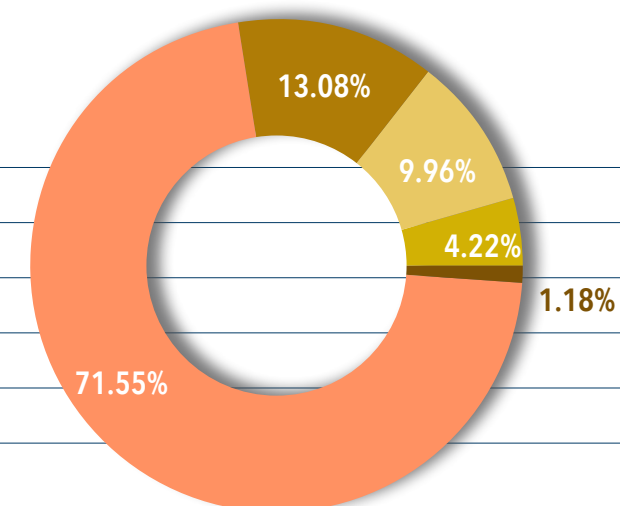
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: The "others" section includes tubers, oilseeds, spices and medicinals, etc.



94% of the perennial crops of the period were harvested successfully. Fodders and fruits concentrated 84.6% of the harvest. Below is the detailed table:

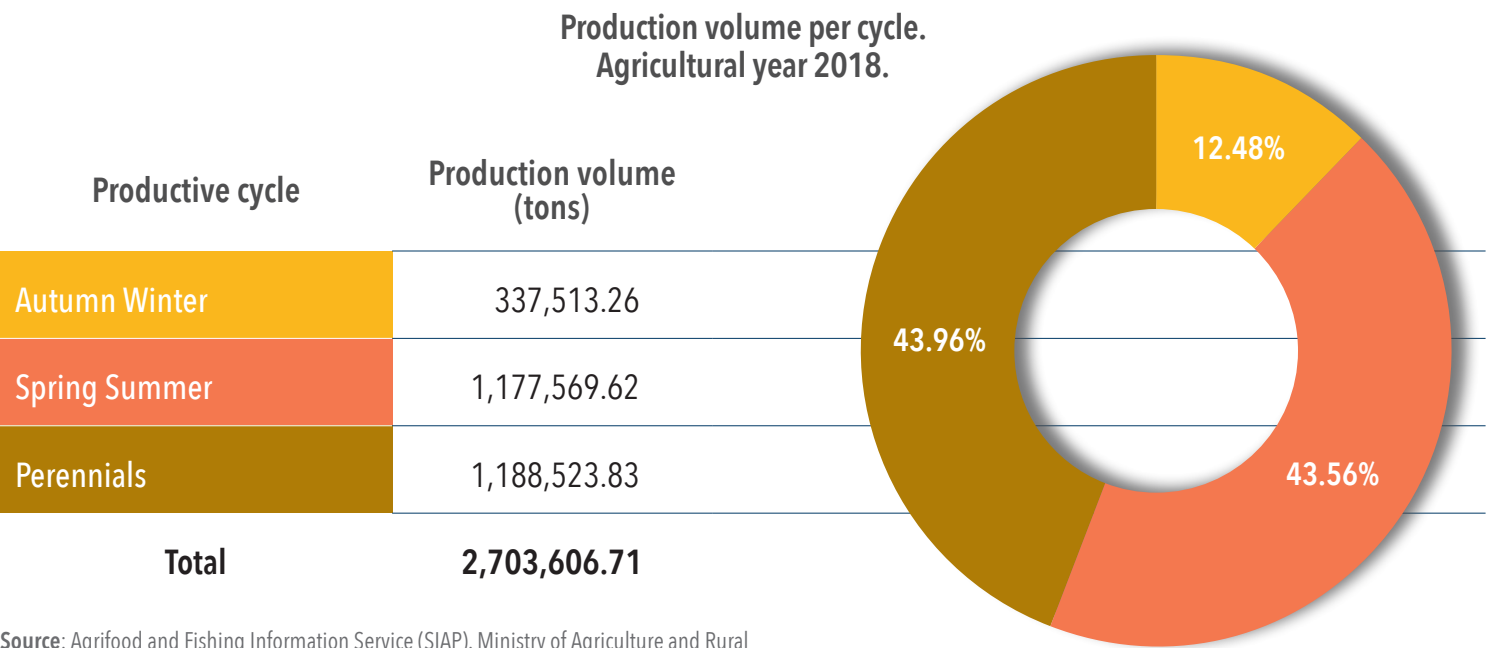
Natural group	Harvested area (hectares)
Fodder	7,541.00
Fruit trees	1,378.50
Vegetables	1,050.00
Industrial	445
Decorative	124.3
Total	10,538.80

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).



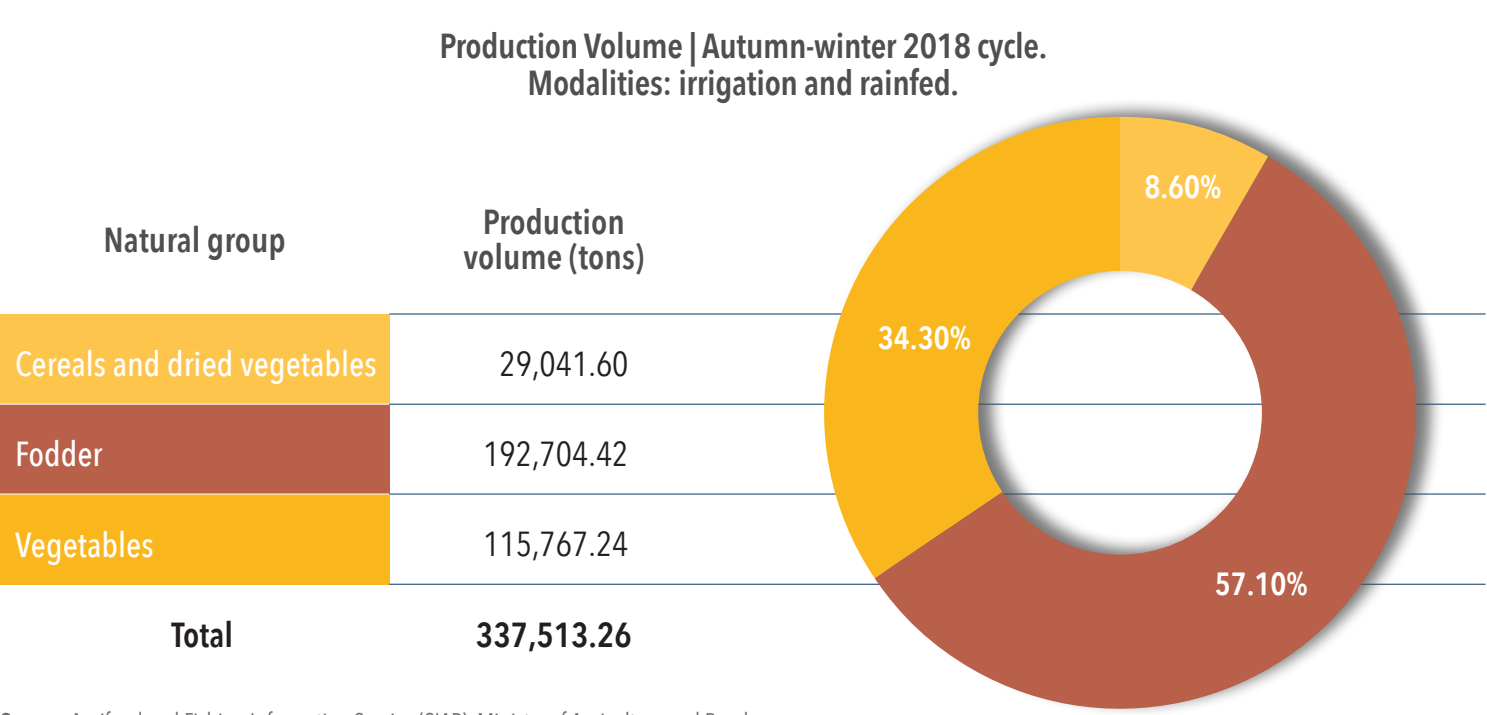
Volume of agricultural production

The 2018 agricultural period represented a production of more than 2,700,000 tons. The following was the distribution by production cycle:



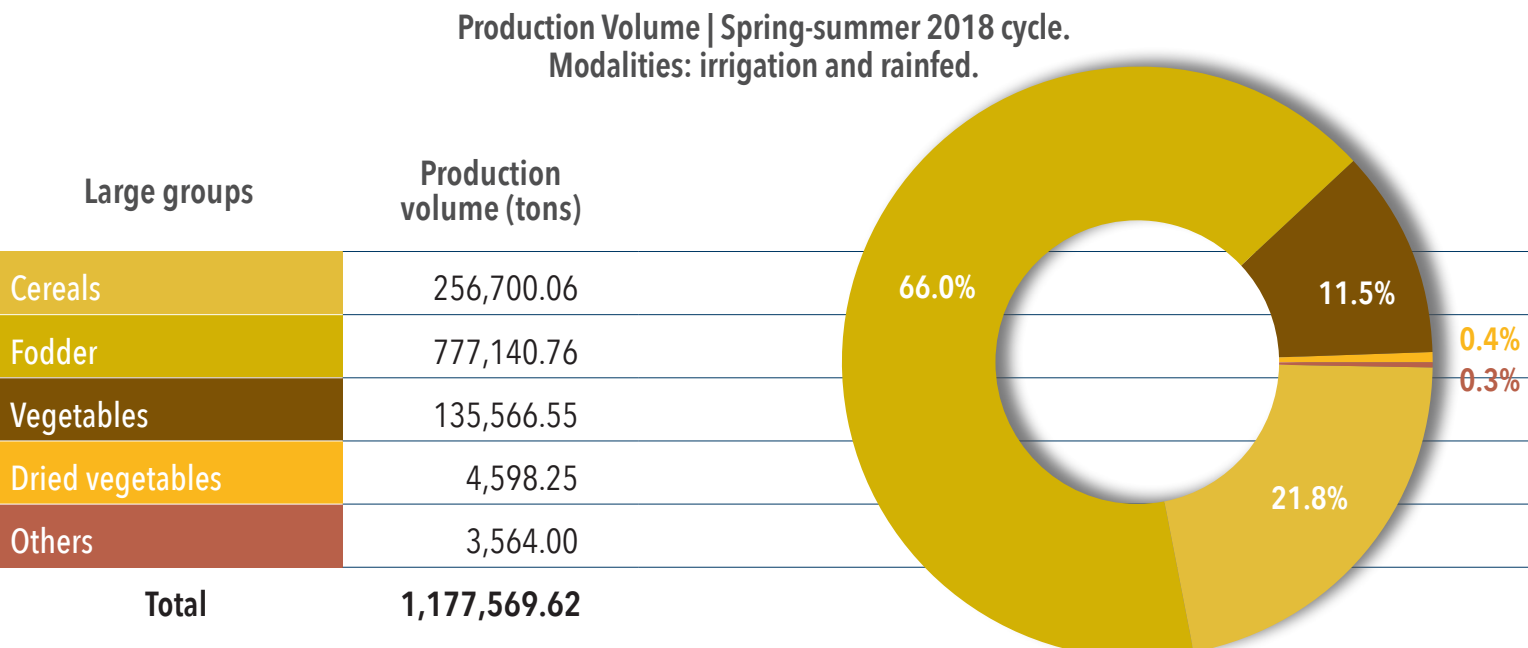
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: The total production of perennial crops corresponds to 608,330 thick rose (decorative), 578,747.29 tons of irrigation and 1,446.54 tons of rainfed.

Of the total production of the 2018 period in the autumn-winter cycle, more than half of the volume corresponds to fodders, as shown in the following graph:



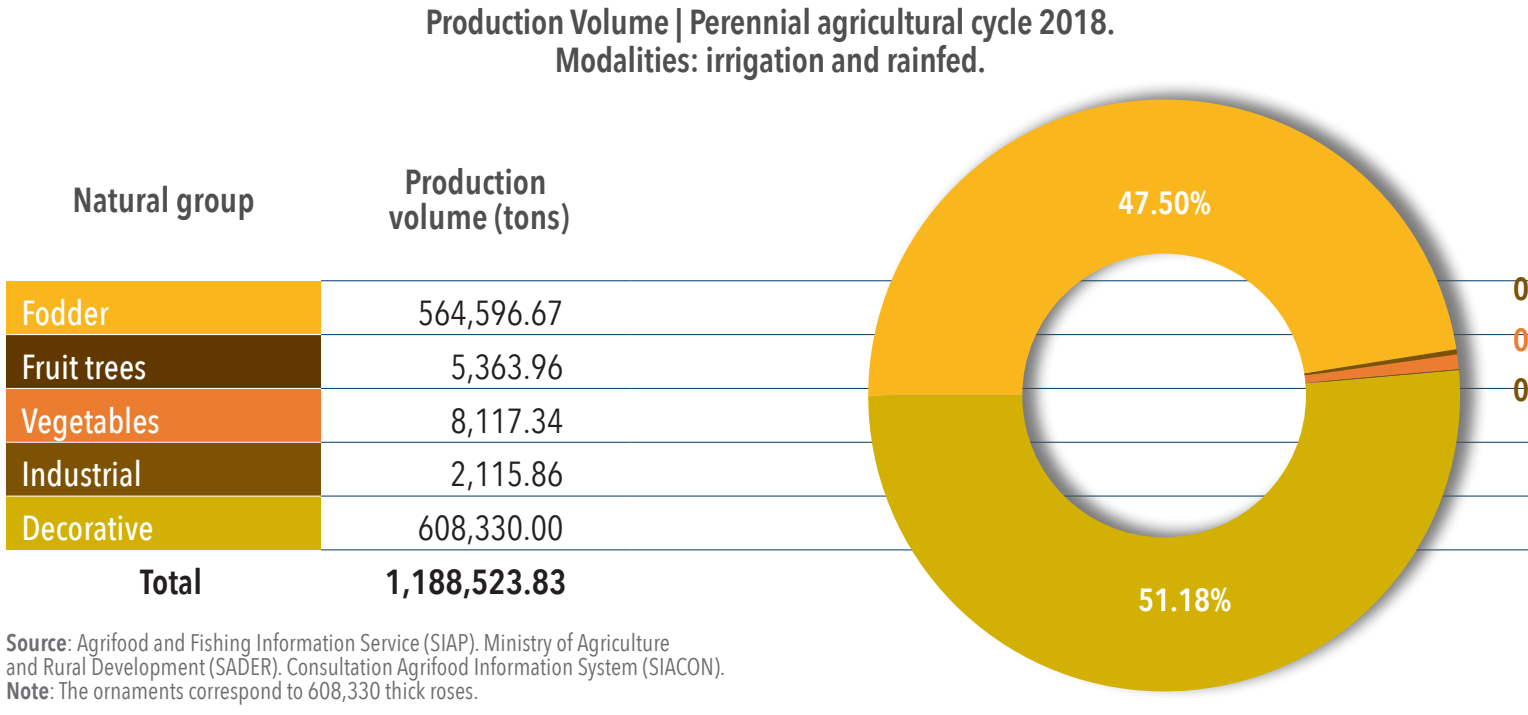
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).

For the same year, now in the spring-summer cycle, fodders occupied the highest percentage of production once again, with 66%:



Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: The "others" section includes tubers, oilseeds, spices and medicinals, etc

In the case of perennial crops, decorative plants stood out with 608,330 rose grosses and fodders with 564,596.67 tons in the 2018 agricultural cycle:



Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: The ornaments correspond to 608,330 thick roses.

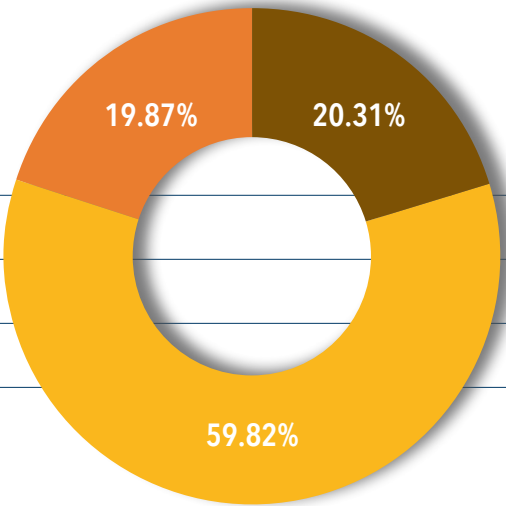
Value of agricultural production

The following tables show the importance of production according to its value in the 2018 cycle. More than half of the production was registered during the spring-summer period:

Agricultural production value per cycle, 2018.

Productive cycle	Production value (thousands of pesos)
Autumn Winter	895,664.41
Spring Summer	2,638,569.65
Perennials	876,286.50
Total	4,410,520.56

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).



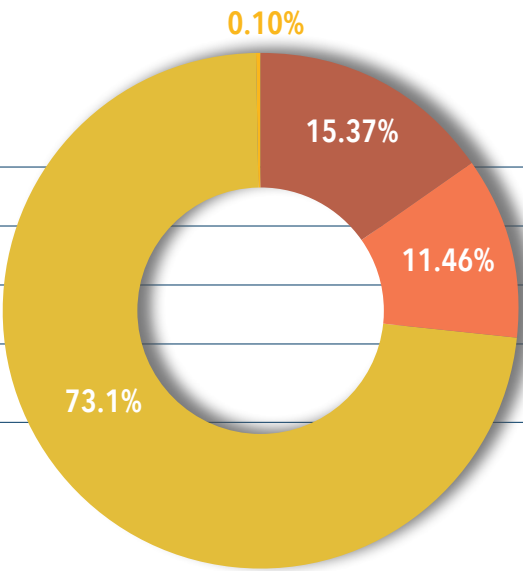
In 2018 the highest contributions by agricultural cycle were the following: for the autumn-winter cycle: vegetables with 73.1%; for the spring-summer cycle: cereals and vegetables with 76.4%; and in the case of perennial crops: fodders and vegetables as a whole, with 72.8% of the total.



Production value | Autumn-winter 2018 agricultural cycle. Modalities: irrigation and rainfed.

Natural group	Production value (thousands of pesos)
Cereals	137,692.33
Fodder	102,654.09
Vegetables	654,387.40
Dried vegetables	930.59
Total	895,664.41

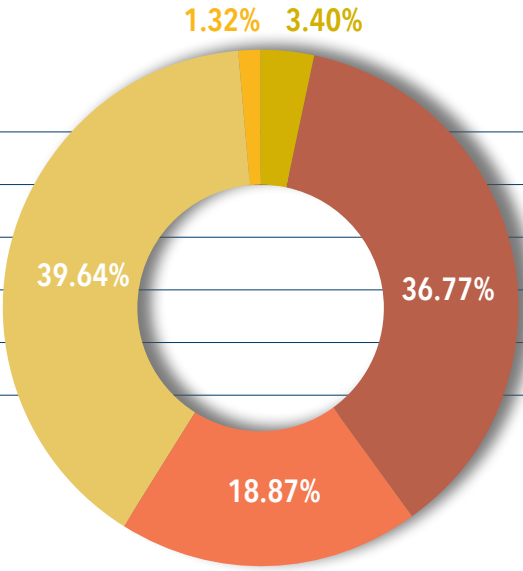
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).



Production value | Agricultural cycle spring-summer 2018. Modalities: irrigation and rainfed.

Large groups	Production value (thousands of pesos)
Cereals	970,169.61
Fodder	497,832.66
Vegetables	1,045,938.23
Dried vegetables	34,793.66
Others	89,835.49
Total	2,638,569.65

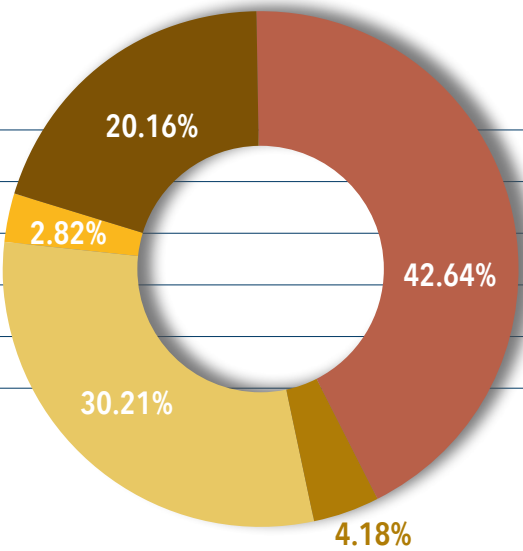
Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: The "others" section includes tubers, oilseeds, spices and medicinals, etc.



Production value | Perennial agricultural cycle 2018. Modalities: irrigation and rainfed.

Culture	Production value (thousands of pesos)
Fodder	373,645.28
Fruit trees	36,624.21
Vegetables	264,692.74
Industrial	24,690.00
Decorative	176,634.27
Total	876,286.50

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).



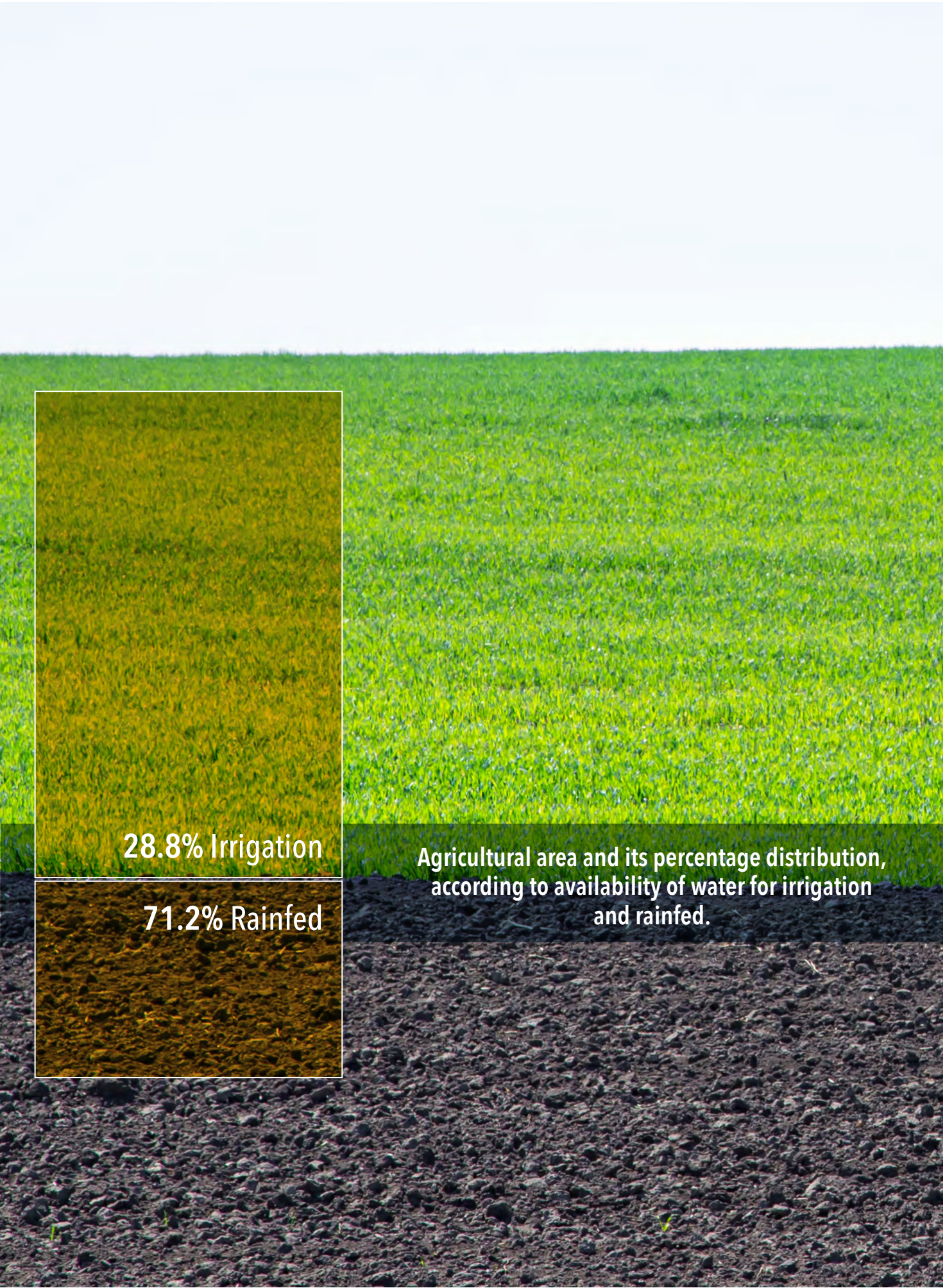
4.1.2. Agricultural resources

Agricultural products require fertile soil, water and the workforce of farmers. It is fundamental to understand these resources are basic for the welfare and productivity of the field.

Field infrastructure

About 70% of the agricultural surface area is rainfed and 30% of it has irrigation. There are 237,000 hectares in the 18 municipalities, which are distributed into the production units as shown in the following table:

Production units with agricultural area and their distribution, according to availability of water for irrigation and rainfed area, by municipality.						
Municipality	Production units	Agricultural area				
		Total (hectares)	Irrigation		Rainfed	
			Production units	Hectares	Production units	Hectares
Amealco de Bonfil	7,198.00	28,893.00	2,635.00	7,948.50	5,440.00	20,944.50
Arroyo Seco	829.00	7,244.80	145.00	606.70	731.00	6,638.00
Cadereyta de Montes	4,244.00	12,874.80	279.00	271.70	4,030.00	12,603.00
Colón	2,421.00	14,407.90	433.00	4,725.30	2,101.00	9,682.60
Corregidora	1,106.00	9,185.20	274.00	2,909.50	914.00	6,275.70
El Marqués	2,848.00	21,805.50	990.00	10,396.70	2,183.00	11,408.80
Ezequiel Montes	835.00	7,576.20	197.00	3,662.40	686.00	3,913.90
Huimilpan	2,042.00	13,824.10	423.00	4,124.00	1,796.00	9,700.10
Jalpan de Serra	1,192.00	15,889.30	81.00	339.90	1,147.00	15,549.40
Landa de Matamoros	1,335.00	12,357.40	2.00	2.80	1,333.00	12,354.60
Pedro Escobedo	2,304.00	14,069.90	1,362.00	10,140.60	1,226.00	3,929.30
Peñamiller	1,313.00	3,971.10	795.00	2,048.40	611.00	1,922.70
Pinal de Amoles	2,172.00	11,448.20	77.00	1,183.90	2,104.00	10,264.30
Querétaro	3,365.00	16,727.70	282.00	2,311.60	3,193.00	14,416.10
San Joaquín	770.00	2,761.00	89.00	75.90	688.00	2,685.10
San Juan del Río	6,084.00	26,110.40	1,803.00	8,835.20	4,767.00	17,275.20
Tequisquiapan	1,847.00	11,487.00	654.00	5,918.70	1,421.00	5,568.30
Tolimán	1,270.00	6,398.10	701.00	2,758.20	634.00	3,639.90
Total	43,175	237,031.60	11,222.00	68,260	35,005.00	168,771.50



Source: Statistical Yearbook of the Rural Sector 2015. Ministry of Agricultural Development of the Executive Power of the State. National Statistics and Geography Institute. Agricultural Census, 2007 and VIII Agricultural, Livestock and Forestry Census. Aguascalientes, Ags., 2009. Consulted in 2020.

Land under communal regime and communities

There are 380 land plots under communal regime and communities distributed in the 18 municipalities of the state, according to the National Agrarian Registry (RAN). From that total, 56.0% of them are located in the municipalities of San Juan del Río, Colón, Querétaro, El Marqués and Cadereyta de Montes. Altogether they cover an area of 535,493 hectares.

Municipality	Land under communal regime and communities	Municipality	Total area (hectares)
San Juan del Río	52	Cadereyta de Montes	102,821.53
El Marqués	43	San Juan del Río	53,071.89
Colón	41	Colón	49,665.90
Querétaro	40	Peñamiller	46,420.73
Cadereyta de Montes	37	Arroyo Seco	44,544.37
Amealco de Bonfil	24	Amealco de Bonfil	36,630.20
Pedro Escobedo	19	El Marqués	35,363.09
Pinal de Amoles	19	Querétaro	30,824.73
Corregidora	17	Pinal de Amoles	22,167.71
Peñamiller	16	Pedro Escobedo	21,932.11
Huimilpan	15	Tequisquiapan	17,317.91
Arroyo Seco	13	Huimilpan	14,825.69
Tequisquiapan	12	Tolimán	14,825.00
Tolimán	10	Jalpan de Serra	11,715.70
Ezequiel Montes	8	Corregidora	11,092.34
Jalpan de Serra	6	San Joaquín	10,968.14
Landa de Matamoros	4	Ezequiel Montes	7,667.42
San Joaquín	4	Landa de Matamoros	3,638.92
Total		380	535,493.39

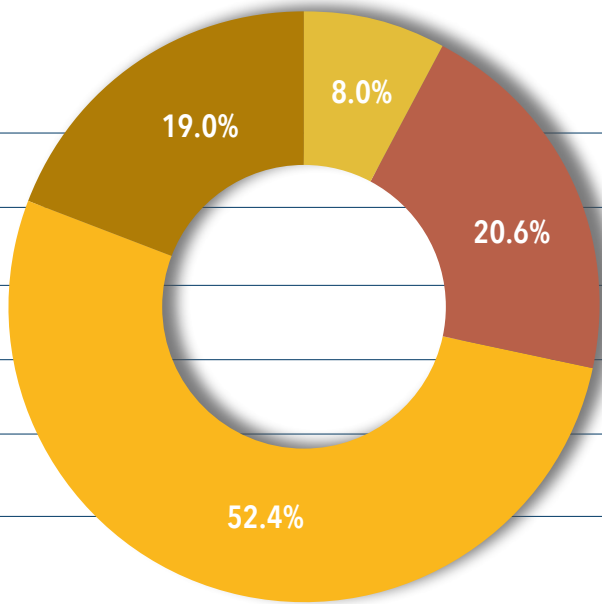
Source: Open Data. National Agrarian Registry (RAN) - Rural Cadastre, 2020.



The Ministry of Agricultural Development of the State of Querétaro (SEDEA for its acronym in Spanish, Secretaría de Desarrollo Agropecuario) reports that in 2019 the technified agricultural area was 1,669.26 hectares, benefiting 387 producers. The most used irrigation method is the drip irrigation method. The following table details the information:

Technified agricultural area of the state of Querétaro, 2019.

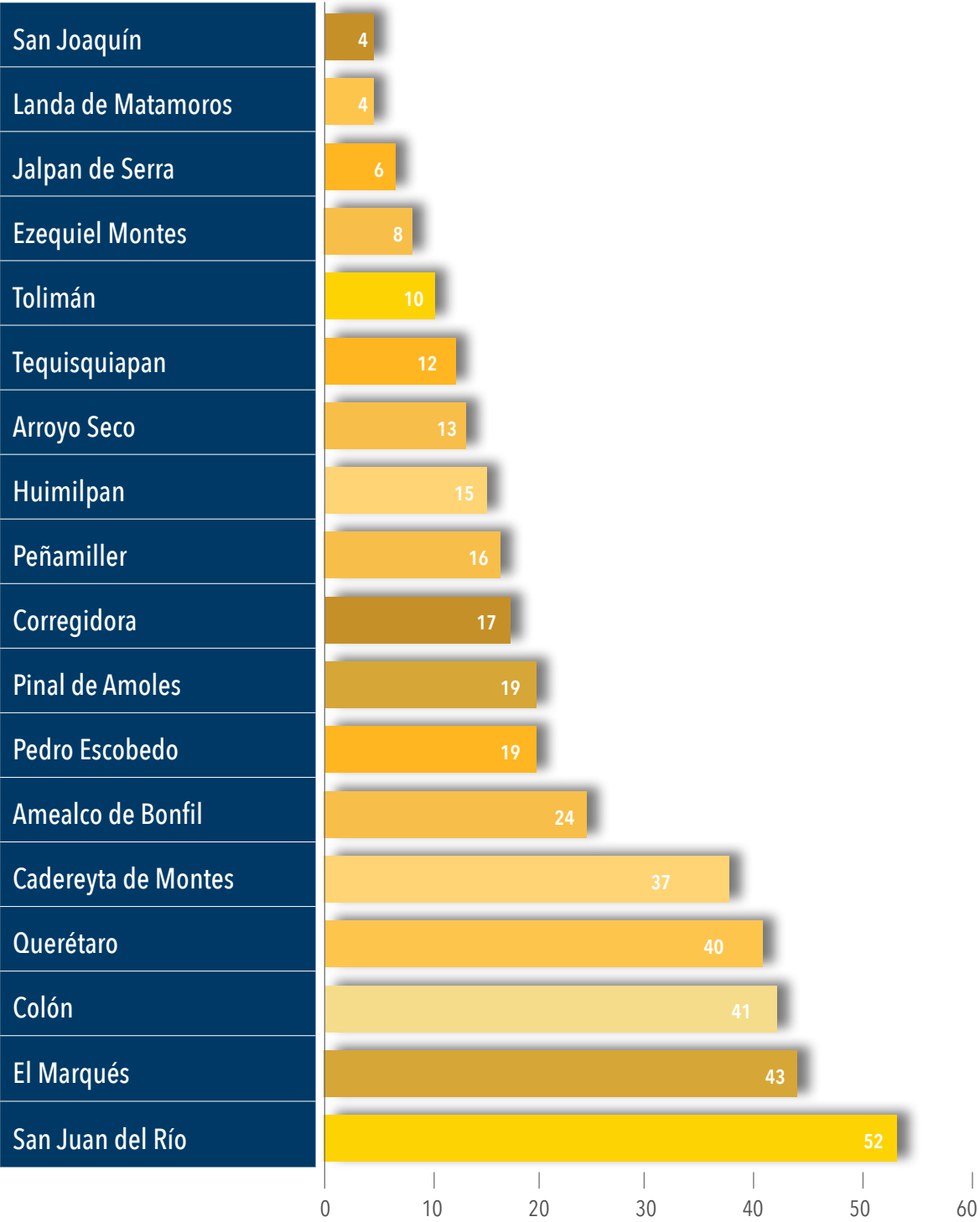
Irrigation method	Producers benefited	Technified agricultural irrigated area (hectares)
Aspersion	47	133.10
Center pivot	59	344.17
Drip	143	874.99
Water mains	138	317.00
Total	387	1,669.26



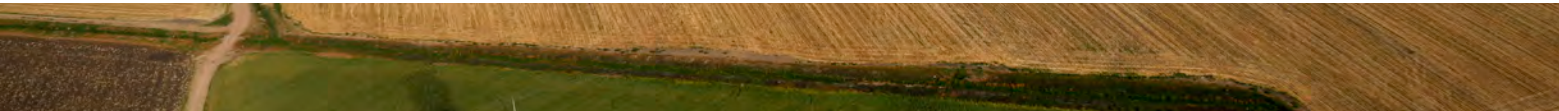
Source: Ministry of Agricultural Development. Directorate of Hydro-agricultural Infrastructure, 2020.



Land under communal regime and communities

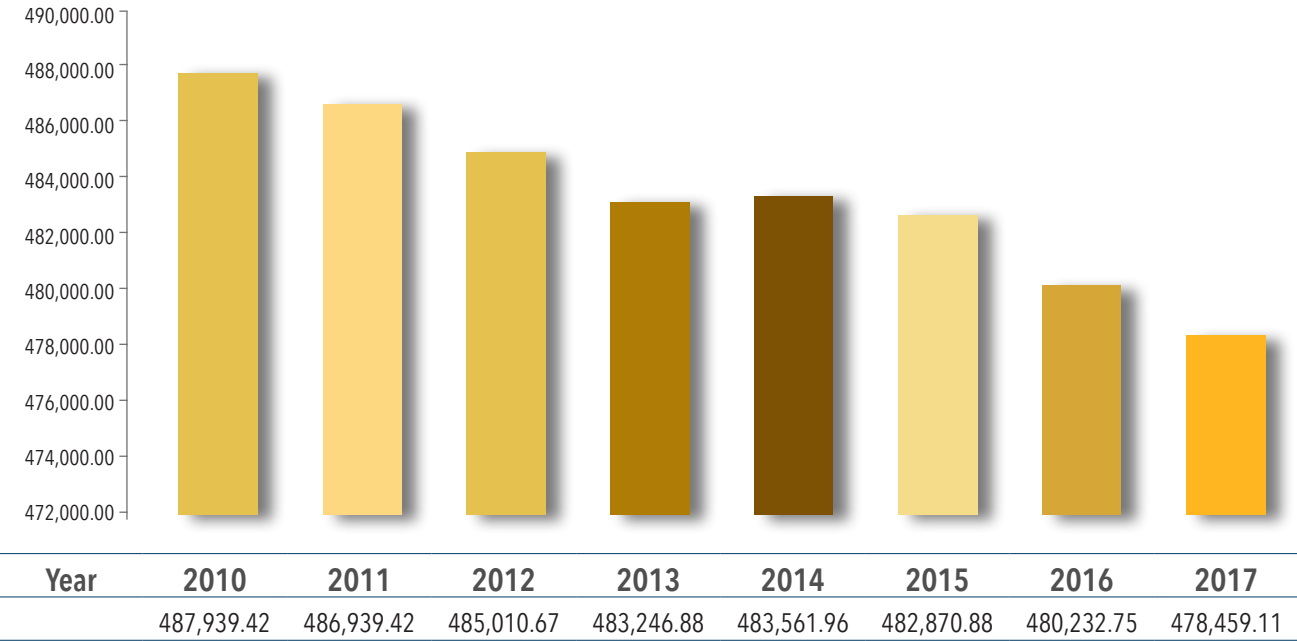


Source: Open Data. National Agrarian Registry (RAN) - Rural Cadastre, 2020.



The surface area of land under communal regime registered by the RAN has decreased since 2010, when there were more than 487,939.42 hectares. In contrast, the 2017 registry shows 478,459.11 hectares, an amount that indicates a decrease in 9,480 hectares.

Surface area of land under communal regime registered in the state of Querétaro (hectares).



Source: Open Data. National Agrarian Registry (RAN) - Rural Cadastre, 2020

The following table shows the number of individuals in Querétaro by agricultural capacity:

Individuals by agrarian capacity in the state of Querétaro.

	Women	Men	Total
Ejidatarios	6,842	16,881	23,723
Copropietor	930	2,174	3,104
Possessors	5,481	13,069	18,550
Neighborhood	691	1,776	2,467
Total			47,844

Source: Open Data. National Agrarian Registry (RAN) - Rural Cadastre, 2020.



Price of agricultural supplies

According to the Mercado de Abastos de Querétaro (Supply Market of Querétaro), the prices per ton of the main agricultural supplies during 2019 were the following:

Price of agricultural supplies by commercial presentation, Querétaro.
Records from the second half of December 2019.

Product	Concentration	Presentation	Source	Municipality	Frequent price
Potassium chloride	00-00-60	Ton	Producer	Querétaro	7,359.30
Triple 17 npk complex	17-17-17	Ton	Producer	Querétaro	8,019.75
Stamina		Ton	Producer	Querétaro	6,321.45
Diammonium phosphate	18-46-00	Ton	Producer	Querétaro	8,302.80
Ammonium sulphate	20.5-00-00	Ton	Producer	Querétaro	4,040.00
Simple superphosphate	00-20-00	Ton	Producer	Querétaro	3,190.00
Urea	46-00-00	Ton	Producer	Querétaro	6,604.50

Source: National System of Information and Integration of Markets (SNIIM). Ministry of Economy.

Price of agricultural products

The average price of the main agricultural products sold in the Mercado de Abastos de Querétaro according to their presentation, was as follows:

Average wholesale price of basic grains, in the Mercado de Abastos de Querétaro, during December 2019.

Basic grains

Product	Monthly average ¹
Sinaloa rice	12.62
Morelos type rice	18.9
Bean Flor de Junio	22.6
Bean Flor de Mayo	21.9
Black bean	17.6
Imported Black Beans	22.1
Peruvian bean	31.3
Big chickpea	16.7
Bean	63
Lentil	14.6
White corn	5

Source: National System of Information and Integration of Markets (SNIIM). Ministry of Economy.
¹Average price per kilogram marketed in a 50 kg package.
²Monthly average of frequent prices reported from the first business day to the last of the month.





Average price of wholesale agricultural products in the Mercado de Abastos de Querétaro, during December 2019.

Agricultural supplieess

Seasonal Fruits

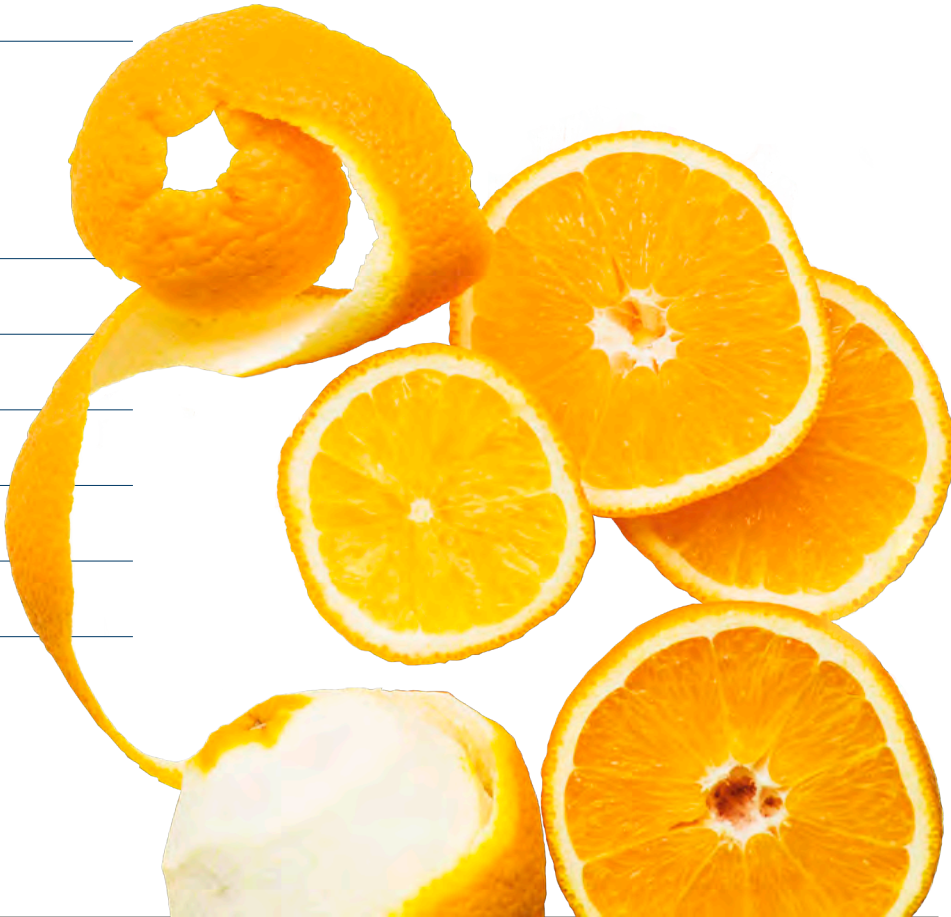
Product	Presentation	Monthly average ¹
Sugar cane	Per piece	6.38
Guava	Per kilogram	11.12
Kiwi	Per kilogram	58.12
Lime	Per kilogram	15.13
Mandarine	Per kilogram	10.68
D'anjou Pear # 100	Per kilogram	34.33
Grape	Per kilogram	66
Superior Grape	Per kilogram	88.94

Fruits

Product	Presentation	Monthly average ¹
Avocado	Per kilogram	38.2
Strawberry	Per kilogram	64.7
Lemon w / seed # 5	Per kilogram	9.72
Golden Delicious Apple	Per kilogram	30.71
Red Delicious Apple	Per kilogram	32.56
Large Valencia Orange	Per kilogram	5.32
Papaya Maradol	Per kilogram	15.1
Medium pineapple	Per kilogram	16
Dominican Banana	Per kilogram	12.84
Plantain	Per kilogram	18.89
Banana	Per kilogram	7.91
Grapefruit	Per kilogram	9.09

Dried chilies

Ancho Chili	Per kilogram	98.5
Dry Chile de Arbol	Per kilogram	101.71
Guajillo Chili	Per kilogram	75.32
Pasilla Chili	Per kilogram	99.6
Dry Chile Puya	Per kilogram	78.64



Source: National System of Information and Integration of Markets (SNIIM). Ministry of Economy.
¹ Monthly average of frequent prices reported from the first business day to the last of the month.

Average price of wholesale agricultural products in the Mercado de Abastos de Querétaro, during December 2019.

Agricultural suppliess

Vegetables

Product	Presentation	Monthly average ¹
Purple garlic	Per kilogram	65.56
Celery	Per piece	18.24
Beetroot	Per kilogram	6.24
Broccoli	Per kilogram	7.37
Peanut	Per kilogram	58.4
Italian zucchini	Per kilogram	9.36
Squash	Per kilogram	10.75
Sweet potato	Per kilogram	12.22
Onion	Per kilogram	15.06
Coriander	Per bunch	21.06
Medium cabbage	Per piece	13.3
Large cauliflower	Per piece	14.34
Mushroom	Per kilogram	59.41
Chayote without thorns	Per kilogram	5.92
Pea	Per kilogram	38.4
Jalapeño Chili	Per kilogram	15.11
Bell pepper	Per kilogram	22.78

Product	Presentation	Monthly average ¹
Poblano Chili	Per kilogram	23.02
Serrano Chili	Per kilogram	14.79
Green bean	Per kilogram	21.95
Big corn	Per piece	3.15
Epazote	Per bunch	75.25
Spinach	Per bunch	36.58
Jicama	Per kilogram	6.38
Large romaine lettuce	Per piece	8.5
Cantaloupe melon unsorted	Per kilogram	16.34
Big nopal	Per kilogram	22.16
Alpha potato	Per kilogram	10.51
Cucumber	Per kilogram	15.19
Radish	Per bunch	13.28
Watermelon	Per kilogram	8.76
Tomato	Per kilogram	20.49
Green tomato	Per kilogram	10.56
Medium carrot	Per kilogram	6.17



Source: National System of Information and Integration of Markets (SNIIM). Ministry of Economy.
¹Monthly average of frequent prices reported from the first business day to the last of the month.

4.2. Livestock

4.2.1. Livestock production

The livestock or cattle subsector is the most relevant within the primary activities of Querétaro. The high quality of its products has made it stand out and achieve national prestige as one of the best in the region.

Productive diversity

Querétaro offers a wide variety of livestock products. Some of them are the following: meat such as poultry, beef, pork, ovine, caprine, turkey and rabbits; bovine and caprine milk; eggs, honey and beeswax.

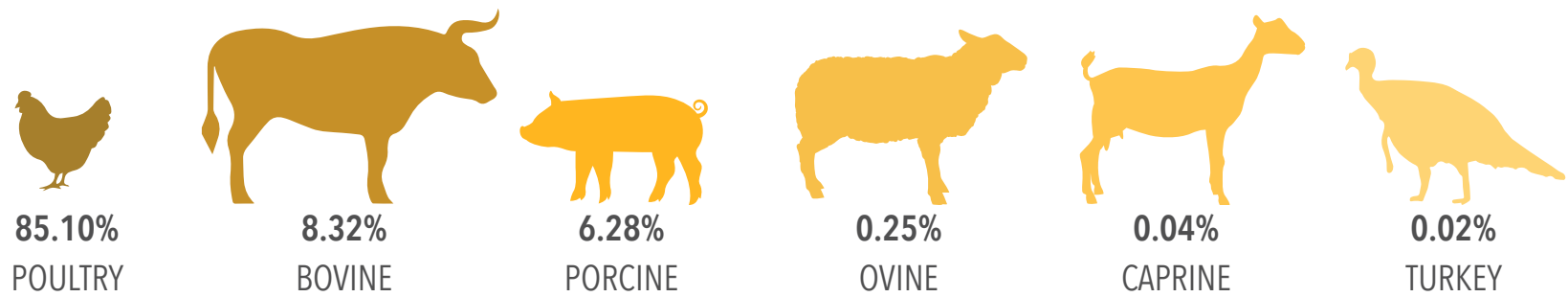
Each municipality of the state offers a diversity of livestock products according to its own characteristics, capacities, infrastructure and resources.

Production volume

The volume and value of livestock production is divided into three groups: carcass meat, milk and other products.

The municipality of Ezequiel Montes is the leading state in carcass meat production with 21.3% of the total; Tequisquiapan follows with 17.9%; Colón contributes with 17.6%; and 30.7% corresponds to the rest of the municipalities. The three main producers accumulate 60.21% of the poultry carcass meat production, leaving 37.79% to the remaining 15 municipalities.

The following graphs and tables detail the percentage and volume of carcass meat production according to the species and the municipality of origin:



Volume of carcass meat production by municipality, by species, 2018 (tons).

Municipality	Poultry	Turkey	Bovine	Caprine	Ovine	Porcine	Total
Amealco de Bonfil	24,316.32	38.15	728.02		195.47	593.02	25,870.98
Arroyo Seco	50.27	0.84	180.55	1.32	4.49	67.23	304.69
Cadereyta de Montes	12,361.70	3.01	961.53	6.11	27.84	571.81	13,931.99
Colón	69,937.13	1.29	712.41	6.28	13.02	976.55	71,646.68
Corregidora	3,485.49	0.50	2,128.24	1.89	65.51	765.24	6,446.86
El Marqués	46,015.09	3.93	417.33	25.39	86.34	4,017.92	50,565.99
Ezequiel Montes	69,359.90	0.85	15,974.15	23.45	76.60	1,173.20	86,608.16
Huimilpan	13,580.72	0.77	784.61	2.51	61.57	2,618.47	17,048.65
Jalpan de Serra	245.80	0.58	285.59	2.48	6.54	167.15	708.13
Landa de Matamoros	56.80	0.65	249.12	1.78	4.96	88.48	401.77
Pedro Escobedo	8,940.01	1.35	757.70	10.12	33.00	1,009.40	10,751.58
Peñamiller	23.83	2.37	158.54	17.74	5.09	128.79	336.36
Pinal de Amoles	86.17	1.08	165.01	4.08	5.83	57.58	319.75
Querétaro	7,949.52	4.75	5,887.64	3.46	252.81	7,935.01	22,033.18
San Joaquín	4.45	1.83	127.45	1.96	9.32	79.26	224.26
San Juan del Río	5,723.67	3.97	3,357.34	31.20	91.81	2,056.83	11,264.81
Tequisquiapan	69,109.04	3.05	719.23	14.03	56.55	3,079.73	72,981.63
Tolimán	14,902.01	1.71	229.80	8.15	11.20	166.06	15,318.92
Total	346,147.92	70.65	33,824.24	161.94	1,007.92	25,551.72	406,764.39

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: Due to rounding of figures, the partial numbers may or may not equal the total.

Eggs represent 99.4% of the total production of other livestock groups. The following table provides detailed information:

Production volume of other livestock groups by municipality, 2018 (tons).			
Municipality	Eggs	Honey	Beeswax
Amealco de Bonfil	0.00	0.00	0.00
Arroyo Seco	10.13	4.15	0.12
Cadereyta de Montes	99.43	0.32	0.00
Colón	699.96	15.82	0.00
Corregidora	31.99	5.58	0.13
El Marqués	29.55	16.10	0.81
Ezequiel Montes	61.75	1.54	0.00
Huimilpan	29.26	8.64	0.15
Jalpan de Serra	12.63	4.89	0.13
Landa de Matamoros	9.71	1.03	0.07
Pedro Escobedo	0.00	0.99	0.00
Peñamiller	8.25	0.00	0.00
Pinal de Amoles	9.92	0.69	0.04
Querétaro	12,874.29	45.92	1.32
San Joaquín	5.11	0.00	0.00
San Juan del Río	3,861.30	5.94	0.00
Tequisquiapan	0.00	0.00	0.00
Tolimán	14.10	2.43	0.00
Total	17,757.39	114.03	2.77

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: Due to rounding of figures, the partial numbers may or may not equal the total.



Over 400 million liters of milk were produced in the state in 2018, 99.5% of bovine origin and 0.5% of caprine origin. The municipalities of El Marqués, Colón and Pedro Escobedo are leaders in its production. The following table shows the complete information:

Volume of milk production by municipality, 2018 (thousands of liters).			
Municipality	Bovine	Caprine	Total
Amealco de Bonfil	1,611.47	0.00	1,611.47
Arroyo Seco	73.56	0.00	73.56
Cadereyta de Montes	152.61	85.90	238.51
Colón	92,349.85	1,312.10	93,661.94
Corregidora	6,428.16	95.14	6,523.30
El Marqués	137,133.19	150.16	137,283.36
Ezequiel Montes	2,999.63	0.00	2,999.63
Huimilpan	2,291.40	89.60	2,381.00
Jalpan de Serra	164.41	0.00	164.41
Landa de Matamoros	119.69	0.00	119.69
Pedro Escobedo	80,862.60	0.00	80,862.60
Peñamiller	0.00	71.57	71.57
Pinal de Amoles	82.20	0.00	82.20
Querétaro	17,061.32	118.58	17,179.90
San Joaquín	0.00	0.00	0.00
San Juan del Río	12,451.25	218.54	12,669.79
Tequisquiapan	48,488.30	0.00	48,488.30
Tolimán	47.01	48.61	95.62
Total	402,316.64	2,190.20	404,506.84

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: Due to rounding of figures, the partial numbers may or may not equal the total.

Production value

During 2018 the total production of carcass meat exceeded 14,000 million pesos. The production of poultry meat represented 75.9%; meat of bovine origin represented 15.9%; and the remaining 8.2% was from porcine, ovine, caprine and wild turkey origin.

The municipalities of Ezequiel Montes, Tequisquiapan and Colón contribute the most with 23.2%, 16.4% and 15.9% respectively. The following table shows the behavior throughout the entity:

Carcass meat production value by municipality, by species, 2018 (thousands of pesos).

Municipality	Poultry	Turkey	Bovine	Caprine	Ovine	Porcine	Total
Amealco de Bonfil	763,289.19	1,537.36	51,354.44	0.00	16,502.62	24,824.84	857,508.44
Arroyo Seco	1,889.69	42.06	12,718.12	109.34	440.06	3,209.67	18,408.94
Cadereyta de Montes	410,037.59	131.42	65,738.56	428.58	2,391.99	23,333.60	502,061.74
Colón	2,265,263.64	56.13	49,772.44	449.00	1,134.36	42,878.64	2,359,554.21
Corregidora	125,159.50	22.46	154,023.08	156.67	5,802.76	32,924.26	318,088.72
El Marqués	1,485,367.07	158.38	29,645.67	1,514.45	7,648.19	176,589.50	1,700,923.26
Ezequiel Montes	2,279,860.01	37.05	1,115,649.17	1,421.59	6,599.07	51,386.86	3,454,953.76
Huimilpan	421,002.44	33.88	56,282.87	214.15	5,428.38	112,908.43	595,870.15
Jalpan de Serra	9,381.46	29.00	20,278.00	211.69	631.31	7,836.71	38,368.17
Landa de Matamoros	2,136.74	32.75	17,373.73	151.01	480.45	4,150.20	24,324.87
Pedro Escobedo	301,713.23	62.28	50,965.80	616.11	3,025.02	41,807.17	398,189.61
Peñamiller	925.61	102.84	11,047.34	1,241.09	437.77	5,727.10	19,481.74
Pinal de Amoles	3,172.38	55.22	11,296.98	305.63	563.01	2,593.27	17,986.48
Querétaro	276,055.31	190.89	420,688.12	273.01	22,076.36	347,608.41	1,066,892.10
San Joaquín	172.09	80.19	8,937.47	135.09	809.72	3,586.97	13,721.52
San Juan del Río	216,606.64	147.09	229,853.69	1,784.33	8,006.59	90,440.92	546,839.26
Tequisquiapan	2,246,149.42	111.02	46,910.62	833.10	4,821.14	136,466.14	2,435,291.44
Tolimán	490,872.08	75.99	16,035.92	564.41	967.29	7,117.07	515,632.75
Total	11,299,054.08	2,906.01	2,368,571.99	10,409.24	87,766.09	1,115,389.74	14,884,097.14

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
Note: Due to rounding of figures, the partial numbers may or may not equal the total.



In 2018, the value of the livestock group that produces eggs, honey and beeswax, exceeded 360 million pesos; egg alone had a value of 363 million pesos, leaving honey and beeswax behind. Querétaro and San Juan del Río were the most productive municipalities, generating 72.1% and 20.8% of this production respectively.

The dairy industry in Querétaro generated the highest production value in El Marqués, a municipality that participated with 32.5%, followed by Colón with 24%.

Production value of other products farmers by municipality, 2018 (thousands of pesos).				
Municipality	Eggs	Honey	Beeswax	Total
Amealco de Bonfil	0.00	0.00	0.00	0.00
Arroyo Seco	244.16	208.00	9.72	461.88
Cadereyta de Montes	2,254.08	16.36	0.00	2,270.44
Colón	15,826.14	717.17	0.00	16,543.31
Corregidora	699.84	232.77	11.20	943.81
El Marqués	683.44	666.54	62.50	1,412.48
Ezequiel Montes	1,402.96	77.97	0.00	1,480.93
Huimilpan	642.83	358.69	13.01	1,014.53
Jalpan de Serra	305.87	245.87	10.63	562.37
Landa de Matamoros	243.51	52.09	5.46	301.06
Pedro Escobedo	0.00	43.99	0.00	43.99
Peñamiller	219.22	0.00	0.00	219.22
Pinal de Amoles	254.20	34.74	2.71	291.65
Querétaro	264,051.69	1,906.93	117.59	266,076.21
San Joaquín	136.73	0.00	0.00	136.73
San Juan del Río	76,337.90	245.68	0.00	76,583.58
Tequisquiapan	0.00	0.00	0.00	0.00
Tolimán	338.63	110.73	0.00	449.36
Total	363,641.20	4,917.51	232.83	368,791.54

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).

Note: Due to rounding of figures, the partial numbers may or may not equal the total.

Value of milk production by municipality, 2018 (thousands of pesos).			
Municipality	Bovine	Caprine	Total
Amealco de Bonfil	9,728.22	0	9,728.22
Arroyo Seco	682.78	0	682.78
Cadereyta de Montes	1,320.32	660.33	1,980.64
Colón	619,653.07	8,864.02	628,517.09
Corregidora	38,065.90	610.71	38,676.60
El Marqués	848,882.77	977.29	849,860.06
Ezequiel Montes	18,493.81	0	18,493.81
Huimilpan	13,840.32	582.4	14,422.72
Jalpan de Serra	1,583.66	0	1,583.66
Landa de Matamoros	1,115.23	0	1,115.23
Pedro Escobedo	520,980.12	0	520,980.12
Peñamiller	0	483.69	483.69
Pinal de Amoles	744.95	0	744.95
Querétaro	104,423.56	750.96	105,174.52
San Joaquín	0	0	0
San Juan del Río	85,866.03	1,486.71	87,352.74
Tequisquiapan	334,184.47	0	334,184.47
Tolimán	360.11	333.11	693.22
Total	2,599,925.29	14,749.20	2,614,674.50

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).

Note: Due to rounding of figures, the partial numbers may or may not equal the total.

The total value of the livestock production of Querétaro amounted to 17,867,563,000 pesos during 2018. Ezequiel Montes, Colón and Tequisquiapan are the leading municipalities in the sector:

Value of livestock production by municipality, 2018 (thousands of pesos).

Municipality	Total
Amealco de Bonfil	867,236.67
Arroyo Seco	19,553.60
Cadereyta de Montes	506,312.83
Colón	3,004,614.61
Corregidora	357,709.15
El Marqués	2,552,195.80
Ezequiel Montes	3,474,928.49
Huimilpan	611,307.40
Jalpan de Serra	40,514.20
Landa de Matamoros	25,741.17
Pedro Escobedo	919,213.72
Peñamiller	20,184.66
Pinal de Amoles	19,023.09
Querétaro	1,438,142.83
San Joaquín	13,858.26
San Juan del Río	710,775.58
Tequisquiapan	2,769,475.91
Tolimán	516,775.34
Total	17,867,563.31

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
 Note: Due to rounding of figures, the partial numbers may or may not equal the total.

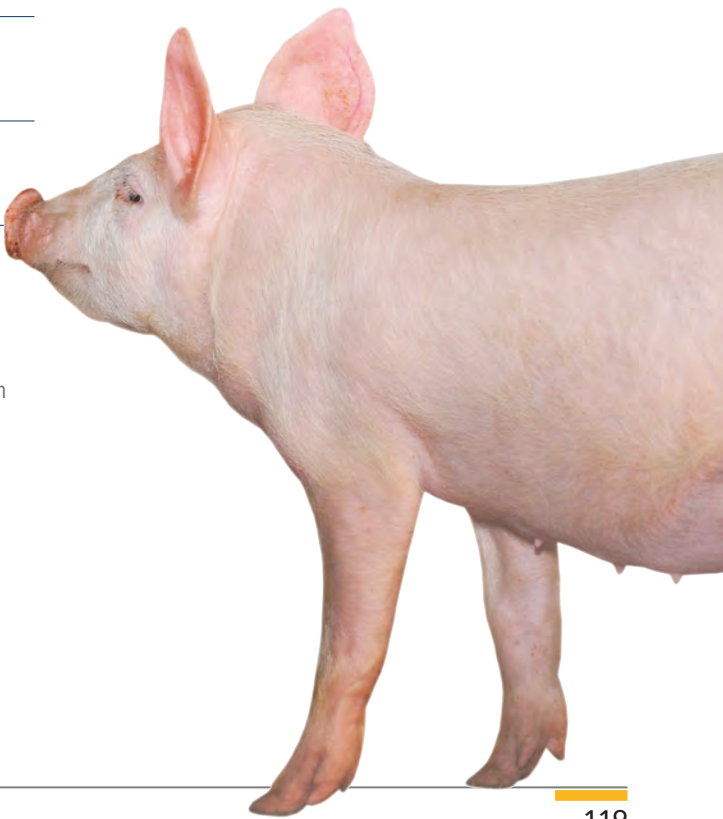
Livestock inventory

In the last registered year, porcine was the livestock that increased the most with a 6.9% increase, meaning there were 21,933 more pigs than in 2017. The other species showed mostly decreasing variations.

Livestock inventory of the state of Querétaro.

Species-product	Inventory by number of heads or hives			
	2015	2016	2017	2018
Bee ¹	5,208	2,028	5,475	5,329
Poultry-meat	32,966,766	35,026,027	41,160,908	40,405,765
Poultry-egg	705,962	1,752,292	1,767,730	1,499,327
Bovine-meat	217,164	224,767	216,189	224,779
Bovine-milk	107,659	111,906	112,940	115,660
Caprine	99,408	99,021	102,033	98,124
Turkey	20,114	20,467	20,146	20,194
Ovine	158,185	154,576	158,726	145,908
Porcine	311,699	308,458	319,260	341,193

Source: Agrifood and Fishing Information Service (SIAP). Ministry of Agriculture and Rural Development (SADER). Consultation Agrifood Information System (SIACON).
¹The unit of measurement for bees is hives.



4.3. Aquaculture and Fishing

4.3.1. Aquaculture and fishing production

The activity registered within the main bodies of water in Querétaro, both natural and artificial, is considered of medium-scale.

The aquaculture and fishing productive sector's activity is based mainly on species such as catfish, carp, tilapia and trout.

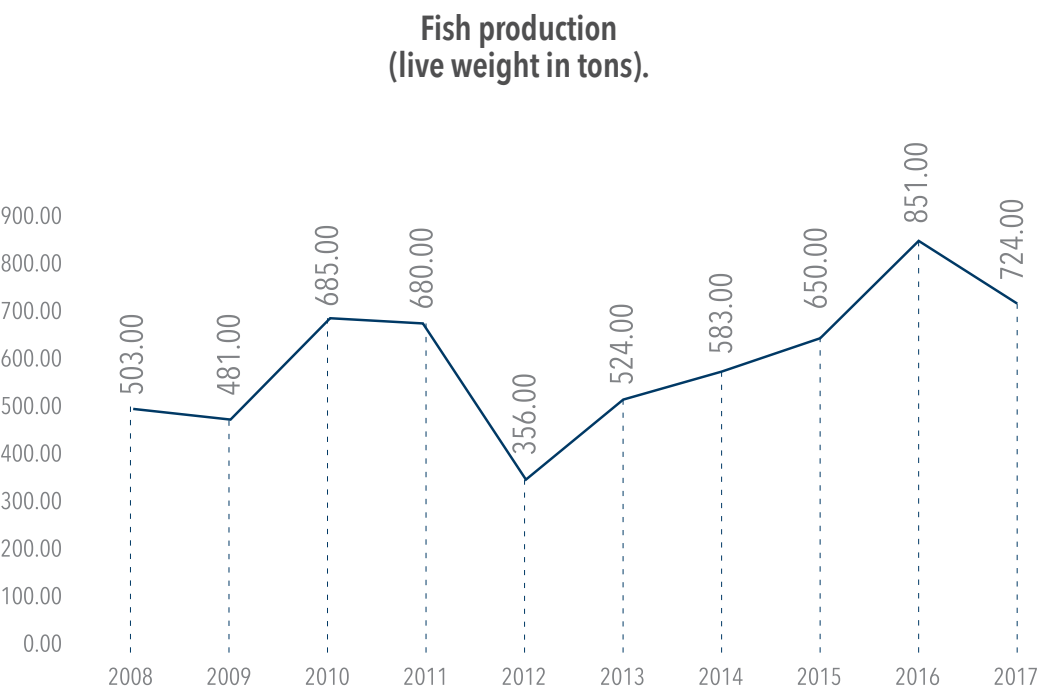
Production volume

In 2017 fishing activities produced a total of 724 tons. The two captured species with the highest percentage value were mojarra and carp, with 61.9% and 20.4% respectively. The rest corresponds to catfish, trout, bass and other species, which together add up to 17.7%.

Volume of fishing production by species (live weight in tons).			
Species	2015	2016	2017
Mojarra	343.38	563.45	447.95
Carp	191.44	180.52	147.52
Catfish	64.94	60.02	61.56
Trout	28.53	20.31	24.02
Bass	14.10	12.00	12.91
Shrimp	0.00	0.00	0.11
Other species	7.68	14.89	29.75
Total	650.07	851.19	723.82

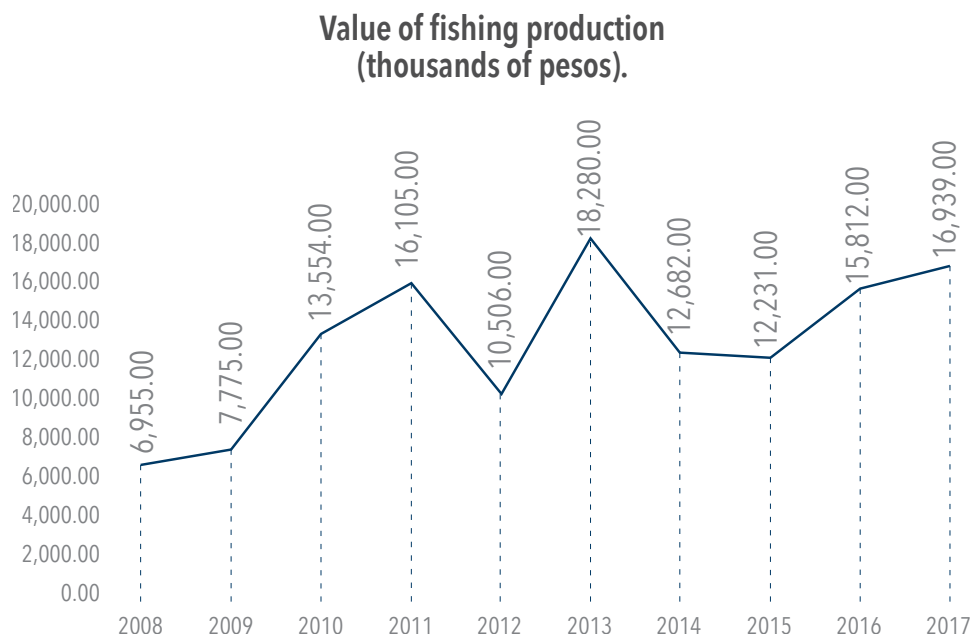
Source: Agrifood and Fishing Information Service (SIAP), with data from CONAPESCA.
Note: State where the production is obtained from aquaculture.

The following graph shows the different variations in the outcome of fish production within the 2008-2017 period.



Source: Aquaculture and Fishing Statistical Yearbook 2017 of the National Aquaculture and Fishing Commission.

Regarding aquaculture planting and repopulation, the Ministry of Rural Development registered a production of 91,000 offspring of the tilapia species in 2019.



Source: Aquaculture and Fishing Statistical Yearbook 2017 of the National Aquaculture and Fishing Commission.

Production value

Fish production in 2017 amounted to almost 17 million pesos. The mojarra, carp and trout species as a group represented 83.3% of the state total.

Value of fishing production by species (thousands of pesos).			
Species	2015	2016	2017
Mojarra	5,810	10,309	10,287
Carp	1,807	1,755	1,944
Trout	2,144	1,540	1,883
Catfish	1,068	1,271	1,227
Other species	991	604	1,215
Bass	411	334	374
Shrimp	0	0	9
Total	12,231	15,812	16,939

Source: Agrifood and Fishing Information Service (SIAP), with data from CONAPESCA.
Note: State whose production is aquaculture.

4.3.2. Fishing aquaculture resources

The state of Querétaro, being an inland entity, carries out its fishing activity in the main water storage facilities of the 18 municipalities of the entity. This activity is becoming ever more important, and this benefits the population.

Fishing companies



The data of the 2017 Statistical Yearbook of Aquaculture and Fishing indicates that there are 158 companies in Querétaro dedicated to fishing activities in the different sectors. 57 of these are dedicated to commercialization, 82 to aquaculture, 18 to capture and one to industrialization.

The sector groups 1,705 fishermen, 476 active riverine vessels, 63 production units and one fishing plant, as shown in the following table:

Fishing companies registered by type of activity in Querétaro, 2017.

Capture	Aquaculture ¹	Industrialization	Commercialization ²	Total
18	82	1	57	158

Source: National Commission of Aquaculture and Fishing. National Registry of Fishing and Aquaculture.
¹Economic units registered in the National Registry of Aquaculture and Fishing (RNP).
²INEGI, National Statistical Directory of Economic Units 2016.

				
Population of fishermen	Active vessels	Fishery plants	Active riverine vessels	fishing production units
1,705	0	1	476	63

Source: Statistical Yearbook of Aquaculture and Fishing 2017 of the National Commission of Aquaculture and Fishing.

Sport and recreational fishing tournaments

In 2019, 13 sport and recreational fishing tournaments were held, mostly in the municipality of Cadereyta. The total number of participants amounted to 1,453:

Tournament	Municipality	Reservoir	Species	Number of participants
Calentona	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	96
Big Bass	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	132
IX Tournament of boys and ladies	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	98
7th fishing for a decent life	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	138
Bass Open	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	125
Copa Corona	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	136
Largemouth Bass Anniversary	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	130
VI Tournament 4 Pounds	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	110
Fall Fishing Championship	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	125
Bass Open 2	Cadereyta	Fernando Hiriart Balderrama (Zimapan)	Bass	118
20 th Largemouth Bass Sport Fishing Tournament	Jalpan de Serra	Presa Jalpan	Bass	102
3 rd Carp Sport Fishing Tournament	Jalpan de Serra	Presa Jalpan	Carp	68
17 th San Pedro Sport Fishing Tournament	Huimilpan	Presa Corregidor Miguel Domínguez (San Pedro)	Carp	75
Total				1,453.00

Source: Ministry of Agricultural Development of the Executive Power of the State.



4.4. Value of agricultural and fishing production

In 2018, the total value of agricultural production was 22,278.084 thousand pesos. The last record of 2017 corresponding to the value of fishing production was 16,939 thousand pesos.

Value of agricultural and fishing production 2018
(thousands of pesos).

	Agricultural	Livestock	Fishing ¹
Querétaro	4,410,521	17,867,563	16,939

Source: Agrifood and Fishing Information Service (SIAP), consultation date 2020.
¹Corresponds to the year 2017.



4.5. Forest

4.5.1. Forest production

In Querétaro, the forestry and fishing subsectors conduct primary activities that are still in the process of growth. State authorities who promote, encourage and boost investment in the sector understand this.

The Sierra Gorda queretana is a setting that provides the necessary resources for entire communities to dedicate themselves to logging and timber production.

Productive diversity

The state’s forest production is divided into two groups:

Timber: generates round, carved wood, firewood and charcoal derived from pine and oak.

Non-timber: It produces damiana, oregano and greasewood leaves.

Volume and value of timber production

In 2018, the Ministry of the Environment and Natural Resources (SEMARNAT) reported 7,174 m3 of timber production in Querétaro with oak being the main species with a percentage participation of 96.54% of the total.

Grainwood stand out within the product groups, representing 68.5% of the volume of timber production and 76.1% of the production value.

Volume and value of non-timber production

The volume of non-timber production during 2018 was 21.8 tons. The damiana leaf had the highest production volume with 61%, and 53.9% of the value of non-timber production.

Volume of timber forest production in the state of Querétaro, according to species group, 2018.			
		(cubic meter roll)	(thousands of pesos)
Conifers	Pine tree	207.68	\$ 246.13
	Sacred fir	0.00	\$ -
	Other	30.74	\$ 15.38
Broadleaf	Oak	6,925.99	\$ 4,400.49
	Other	9.64	\$ 2.89
Total		7,174.05	\$ 4,664.89

Source: SEMARNAT, state delegation. Subdelegation of Management for Environmental Protection and Natural Resources; Department of Forest and Soil Services, 2019.

Volume of timber forest production in the state of Querétaro by product group, 2018		
	(cubic meter roll)	(thousands of pesos)
Coal	1,256.65	\$ 816.82
Cellulosics	0.00	\$ -
Lock and plywood	0.00	\$ -
Sleeperwood	0.00	\$ -
Grainwood	4,914.11	\$ 3,548.66
Firewood	1,003.29	\$ 299.41
Posts, piles and andirons	0.00	\$ -
Total	7,174.05	\$ 4,664.89

Source: SEMARNAT, state delegation. Subdelegation of Management for Environmental Protection and Natural Resources; Department of Forest and Soil Services, 2019.

Authorizations and authorized volume of exploitation

In 2018, a total of 25,887,380 m3 were authorized for use, and there were 10 authorizations for timber harvesting in force at the end of the year.

At the end of the year, the current authorizations for non-timber exploitation amounted to 12, which made it possible to reach a volume of 1,501,486 tons in the state.



Volume of non-timber forest production in the state of Querétaro, by product group, 2018.		
	(tons)	(thousands of pesos)
Dried oregano leaf	4	108
Dried damiana leaf	13.3	532
Dried Greasewood Leaf	2	22
Pinus cembroides seed	2.5	325
Total	21.8	987

Source: SEMARNAT, state delegation. Subdelegation of Management for Environmental Protection and Natural Resources; Department of Forest and Soil Services, 2019.

4.6. Mining



4.6.1. Mineral extraction

According to archaeological studies, mining activities in the Sierra Gorda of Querétaro date back to the 10th century. Since those early days, underground mining was carried out to produce cinnabar, also known as mercury and, starting in the 13th century, open pit exploitation was conducted.

Unlike other entities, Querétaro has a strategy to regulate its reserves and mining potential. This has led to prudence in the authorization of mining exploitation in the sector, particularly with foreign producers.

Diversity of minerals

Gold, silver, copper, lead and zinc are among the metallic minerals that are extracted in the entity. Among the non-metallic ones, stone aggregates, sand and gravel for construction, calcium carbonate, limestone, quarry, kaolin, dimensional rocks and tepetate stand out.

Production volume

According to data from the 2018 Mexican Mining Statistical Yearbook in its 2019 edition, Querétaro registered a mineral production volume of 788.44 kg of gold, 33,515 kg of silver, 11,627 tons of copper, lead and zinc. Of the volume of non-metallic minerals, 62% of it was basalt, 29% stone aggregates and the rest included construction gravel, dimensional rocks, kaolin, calcite, and sand, among others.

Volume of mining production, 2015-2018
Querétaro (tons).

Production	2015	2016	2017	2018p/
Metallic minerals				
Gold (kilogram)	556.80	458.00	444.70	788.44
Silver (kilogram)	115,465.00	37,558.68	20,159.00	33,515.50
Copper	287.00	2,049.00	1,052.00	3,789.25
Tin	0.00	0.04	0.00	0.00
iron	0.00	2.00	0.00	0.00
Manganese	0.00	6.00	0.00	0.00
Lead	699.00	1,911.07	5,603.00	787.47
Zinc	537.00	5,909.89	6,148.00	7,050.33
Subtotal metallic minerals	1,639.02	9,916.02	12,823.60	11,661.35
Non-metallic minerals				
Stone aggregates	7,168,280.00	6,989,389.96	7,885,916.38	7,424,180.38
Sand ¹	272,730.00	25,079.39	37,939.00	7,939.00
Basalt	30,209,300.00	27,236,220.00	16,070,010.00	16,070,010.00
Calcite ²	477,000.00	370,000.00	370,000.00	370,000.00
Limestone	1,330,000.00	1,400,000.00	6,466,070.00	1,270,000.00
Quarry	0.00	0.00	0.00	0.00
Kaolin	130,000.00	120,000.00	70,500.00	120,000.00
Gravel ³	105,000.00	30,105.00	150,090.00	0.00
Precious and semi-precious stones	0.00	326.56	75.28	100.29
Rocks	157,018.00	593,160.00	563,470.00	562,670.00
Tepetate	40,000.00	0.00	0.00	0.00
Non-metallic minerals subtotal	39,889,328.00	36,764,280.91	31,614,070.66	25,824,899.67
Total	39,890,967.02	36,774,196.93	31,626,894.26	25,836,561.02

Source: Statistical Yearbook of Mexican Mining 2018; Edition 2019.

¹Mineral for construction.

²Calcium carbonate.

³Figures calculated based on cement consumption.

p / Preliminary figures.

Production value

Querétaro ranks nineteenth nationally in the production of minerals. The exploitation of silver, copper, gold, lead, kaolin and zinc, gave it its position. In 2018, the mining-metallurgical sector in the entity generated 10,677 jobs. The following table details this information:

Employment in the mining-metallurgical industry, Querétaro, December 2018.

Carbon, graphite and other non-metallic minerals	886
Metallic minerals	1,013.00
Non-metallic mineral products	4,792.00
Basic metal industries	3,986.00
Total	10,677.00
Participation	3.04%

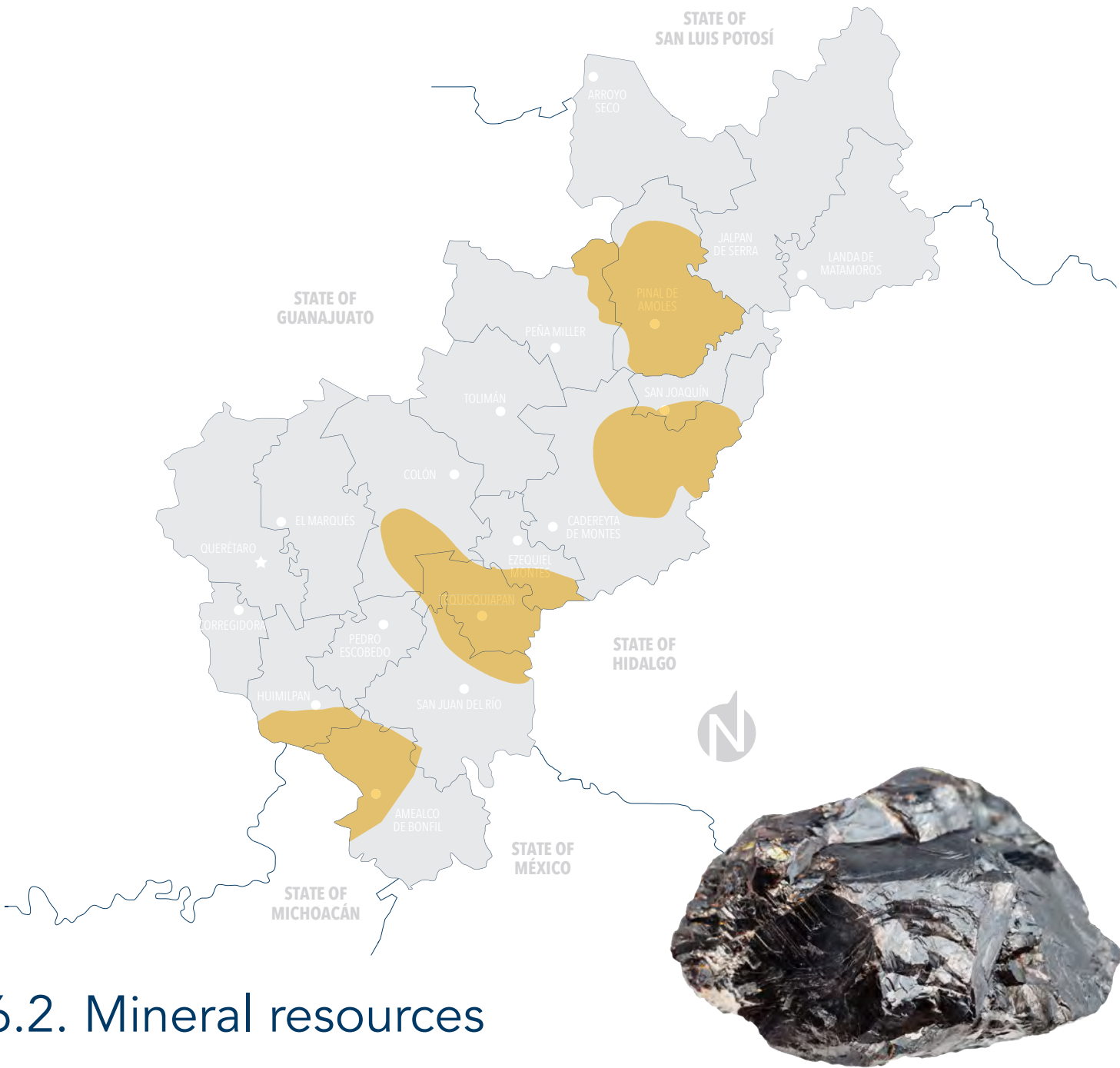
Source: Statistical Yearbook of Mexican Mining, 2018; Edition 2019 with data from the Annual Report, 2019; Mining Chamber of México, CAMIMEX; with contribution from Coordination of Affiliation and Validity, IMSS.



Value of mining production in the state of Querétaro 2015-2018 (current pesos).

Production	2015	2016	2017	2018p/
Metallic minerals				
Gold	328,783,264.48	343,381,267.12	340,631,419.57	619,214,296.76
Silver	921,906,218.73	385,911,005.48	210,263,624.71	325,810,019.11
Copper	24,915,187.80	186,117,108.64	122,416,634.71	476,978,994.39
Tin	0.00	8,442.40	0.00	0.00
iron	0.00	1,401.54	0.00	0.00
Manganese	0.00	22,535.73	0.00	0.00
Lead	19,710,290.02	66,965,321.37	245,588,308.23	34,046,678.94
Zinc	16,373,178.38	235,053,580.58	336,166,123.01	402,677,337.90
Subtotal metallic minerals	1,311,688,139.41	1,217,460,662.86	1,255,066,110.23	1,858,727,327.10
Non-metallic minerals				
Stone aggregates	863,965,791.17	870,709,651.76	1,048,903,409.40	1,035,183,712.74
Sand	23,980,363.11	2,496,612.82	4,032,453.33	884,575.40
Barita	0.00	68,017.84	0.00	0.00
Basalt	7,873,547,215.29	7,337,178,896.93	4,622,188,625.46	4,845,440,336.07
Calcite	145,724,857.69	116,795,557.45	124,702,616.69	80,168,270.00
Limestone	103,461,524.58	112,566,138.74	585,917,666.74	275,172,170.00
Quarry	0.00	0.00	0.00	0.00
Kaolin	296,405,298.47	161,343,060.71	228,388,555.80	412,225,297.50
Feldspar	0.00	15.84	0.00	0.00
Phosphorite	0.00	238.48	0.00	0.00
Gravel	5,905,591.68	1,750,109.61	12,910,187.30	0.00
Rocks	188,421,600.21	735,708,210.50	722,855,893.02	723,432,857.14
Tepetate	1,785,865.58	0.00	0	0.00
Non-metallic minerals subtotal	9,503,198,107.78	9,338,616,510.68	7,349,899,407.74	7,372,507,218.85
Total	10,814,886,247.19	10,556,077,173.54	8,604,965,517.97	9,231,234,545.95

Source: Statistical Yearbook of Mexican Mining 2018; Edition 2019.
p / Preliminary figures.



4.6.2. Mineral resources

The resources of this subsector are made up of minerals with a controlled use. Due to the limited amount of resources, Querétaro regulates its exploitation capacity.

Mineral regions

The entity has four metallic minerals regions: Pinal de Amoles, San Joaquín, Bernal and Querétaro. There are also five regions of non-metallic minerals: Cadereyta, Bernal, Colón, Querétaro and Amealco de Bonfil.

The mining regions are grouped according to their area, type of mineral and type of deposit:

Regions of minerals of the state of Querétaro.

Metallic			
Region	Zone or district	Mineral	Type of deposit
I. Pinal de Amoles	1. Ánimas	Gold, silver, lead, zinc, mercury and antimony	Mantles, chimneys, skarn zones and veins
	2. Río Blanco		
	3. El Soyatal		
	4. Plazuela		
	5. Bucareli		
II. San Joaquín	6. Maconí	Gold, silver, lead, zinc, copper and mercury	Chimneys, skarn and scattered mantles
	7. Santo Entierro		
	8. San Juan Nepomuceno		
	9. Calabacillas		
III. Bernal	10. San Martín 11. San Antonio	Gold and silver	Chimneys, veins and mantles
IV. Querétaro	12. San Pedrito	Gold and silver	Vein deposits and massive

Non-metallic		
Region	Zone or District	Substance
V. Cadereyta	1. Marbles: Vizarrón	Marble, calcium carbonate
VI. Bernal	2. Dimensional rocks.	Limestone
VII. Colón	3. Opal: Tequisquiapan	Opal, kaolin, ashlar
	4. Kaolin: Ezequiel Montes	
VIII. Querétaro	5. Ornamental materials	Quarries
	6. La Cañada	
IX. Amealco	7. Amealco	Resizable rock and ashlar.

Source: Mining Panorama of the State of Querétaro, December 2018, Mexican Geological Survey.

Major mining companies

Information about the main mining companies in Querétaro is shown in the following table:



Main mines in operation.					
Metallic					
No.	Mine	Company	Municipality	Production t / day	Substance
1	San Martín	Compañía Peña de Bernal, S.A. de C.V. (Starcore International Mines LTD)	Colón	850	Gold and silver
2	La Negra	Minera La Negra	Cadereyta de Montes	2,000	Silver, lead and zinc
3	Mina Grande	Minerales Sierra Gorda, S.A. de C.V.	Pinal de Amoles	-	Gold, Silver and Lead
Not metallic					
1	Charco Frío	Caleras de Bernal, S. A. de C.V	Tolimán	825	Limestone
2		Abraham González Contreras	El Marqués	450	Stone Aggregates
3		Cal Los Arcos, S.A. de C.V.	Tolimán	250	Limestone
4		Técnica Omya, S.A. de C.V.	Tequisquiapan	220	CaCO3
5		Cal San Antonio, S.A. de C.V.	Tolimán	Inactiva (125)	Limestone
6		Ledsa Industrial, S.A. de C.V.	Cadereyta de Montes	110	CaCO3
7		Química ATSA, S.A. de C.V	Cadereyta de Montes	105	CaCO3
8		Carbonatos de Calcio Cadereyta, S.A. de C.V.	Cadereyta de Montes	110	CaCO3
9		Calcimexicana, S.A. de C.V.	Cadereyta de Montes	85	Limestone
10		Lajas y Granitos Cadereyta, S.A. de C.V.	Cadereyta de Montes	55	CaCO3
11		Agregados y Derivados del Centro, S.A. de C.V.	Querétaro	700 m³	Stone Aggregates
12		Trituraciones La Trinidad, S.A. de C.V.	El Marqués	150 m³	Stone Aggregates
13		Trimcav, S.A. de C.V.	Vizarrón	165 m³	CaCO3
14		Materiales y Triturados Hércules, S.A. de C.V.	El Marqués	120 m³	Stone Aggregates
15		Sociedad Cooperativa Artesanal Escolástica	Pedro Escobedo	40 m³	Tuff
16		Ejidatarios de Colón	Colón	20 m³ bloques	Ashlar
17		Sillar Reséndiz	Colón	20 bloques	Ashlar
18		Triturados Técnicos Cadereyta, S.A. de C.V.	Cadereyta de Montes	10 m³	CaCO3
19		Sociedad Cooperativa Industrial Marmolera. El Doctor.	Vizarrón	18 m²	Marble
20		Unidad Económica de Explotación de Mármol. El Doctor.	Vizarrón	10 m²	Marble
21		Erasmó Román González	Vizarrón	1.5 m³	Marmolina and Laja
22		Mardive	Vizarrón	1.5 m²	Marble
23		Lapidaria Martínez, S.A. de C.V.	San Juan del Río		Opal

Source: Mining Panorama of the State of Querétaro, December 2018, Mexican Geological Survey.

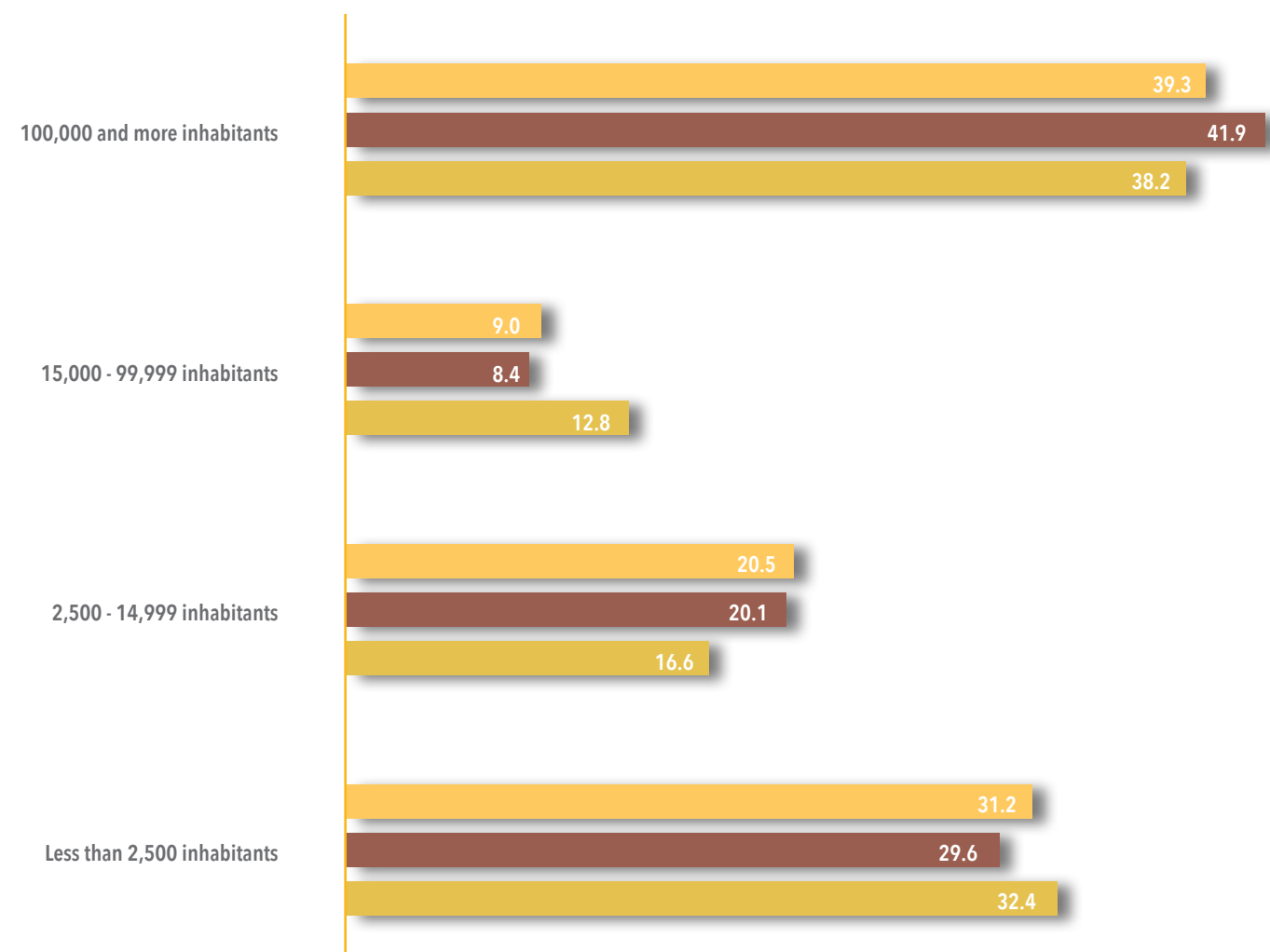
4.7. Inhabitants in rural areas

According to information from the 2015 INEGI Intercensal Survey, Querétaro is an increasingly urbanized state. Currently, 48.3% of its inhabitants live in localities with 15,000 or more inhabitants. However, the territorial distribution of its population is concentrated in few areas, and its dispersion in numerous localities with less than 2,500 inhabitants; 31.2% of the population is concentrated in these localities.

From the population of children between 3 and 5 years of age who live in localities with less than 2,500 inhabitants, 63.1% attend school, and from children between 6 and 14 years of age, 96.5% attend school.

The following shows the distribution of the population according to the size of the locality:

Percentage distribution of the population by size of locality, 2000, 2010 y 2015.



Source: National Statistics and Geography Institute. XII General Census of Population and Housing 2000. Population and Housing Census 2010. Intercensal Survey 2015.

Employment in the primary sector

According to the National Survey of Occupation and Employment, for the fourth quarter of 2019, there were 6,909,819 people employed in the primary sector nationwide, of which 6,173,808 work in the lower urban and rural areas.

For the fourth quarter of 2019, 75.9% of the state's population over 15 years of age was economically active. 4.3% was dedicated to activities in the primary sector, mainly agriculture.

Of the people employed in the primary sector, 46% are over 50 years of age and 60.1%, that is, 23,054 people, have incomplete or complete elementary school studies, and 25.1%, that is, 9,623 people have complete junior high school studies. This low level of education represents a challenge when it comes to implementing skill development programs that promote access to technology transfer and high productivity projects.

To detonate the great potential that it has, Querétaro can generate transversal public policies and dynamics that can be applied to its entire population. Eventually these actions will create inertia and social movement so that its inhabitants can have an even more complete and dignified way of life.





05

Secondary sector

The secondary sector is the part of the economy that transforms different raw materials obtained from the primary sector into articles for consumption. It is integrated by all those enterprises involved in this type of activity, whether they are the so-called "micro" enterprises or very big ones. Its dynamism and high returns encourages investments, has a positive economic impact and creates more and better employment opportunities, thus increasing competitiveness.

Economic Indicators

THIRD NATIONAL RANKING
ACCORDING TO THE ANNUAL AVERAGE OF THE
QUARTERLY INDICATOR OF STATE
ECONOMIC ACTIVITY IN 2019

2.4% GROWTH IN THE VALUE
OF MANUFACTURING OUTPUTS
DURING 2019

INDUSTRIAL PARKS
AND ZONES

57



11,957.65 MILLION PESOS
ABOVE THE GROSS DOMESTIC PRODUCT
RECORDED IN 2017

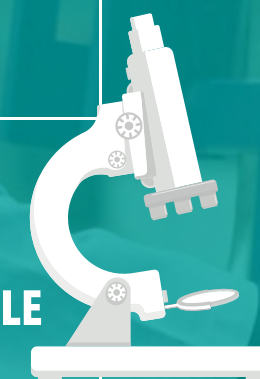
MOODY'S RATES THE ENTITY WITH
Aa 1.mx ON A NATIONAL SCALE
Baa 1 ON A GLOBAL SCALE

52 RESEARCH AND
TECHNOLOGICAL
DEVELOPMENT CENTERS

239,841 PESOS
GDP PER CAPITA

S&P RATES QUERÉTARO WITH
"BBB" ON A GLOBAL SCALE
mxAA+ ON A NATIONAL SCALE

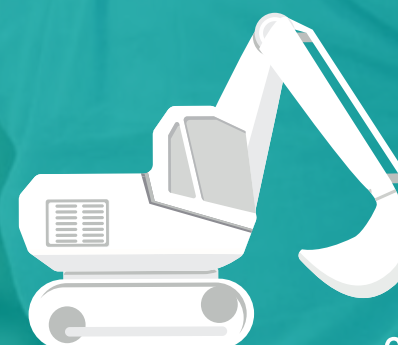
3,095
RESEARCHERS



888,116
ECONOMICALLY ACTIVE
POPULATION
IN THE FOURTH QUARTER OF 2019



12,504
JOBS CREATED



BETWEEN
2013 AND 2019

PHYSICAL VOLUME INDEX OF THE
CONSTRUCTION INDUSTRY
INCREASED 21.1%

2019 INDUSTRIAL EXPO
350 EXHIBITORS
7,559 VISITORS

**FOREIGN DIRECT
INVESTMENT 53%**
OF THE TOTAL REGISTERED IN 2019

5.1.Economicdevelopment

5.1.1. Economic dynamics

The state of Querétaro is one of the most dynamic in México and its economic growth is higher than the national average. The high level of development that it holds has allowed it to consolidate its position as a competitive entity that attracts and retains talent and investments.

Economic growth

The Quarterly Indicator of State Economic Activity (ITAE for its Spanish acronym), generated by the INEGI follows, in general terms, the same accounting principles and rules used for the annual calculation of the GDP by state. It provides accurate and timely short-term information regarding the development and the economic situation of the country's states.

In 2019, Querétaro ranked third in the national Economic Activity Index with 129.7 points.

In 2018, the state GDP rose to 413,808.12 million constant pesos, an amount that outperformed by 11,957.65 million the amount reported in 2017.

Out of the sectors that integrate the economic activity, the tertiary sector is the one that contributes the most to Querétaro's total GDP with 57.6%; followed by the secondary sector with 40%; and, finally, by the primary sector that contributes the remaining 2.4%.

Since 2017 economic indicators, such as the GDP by state or the ITAE, established the year 2013 as their new base year. This change allowed for an update of the states' dynamics and their participation in the national GDP.

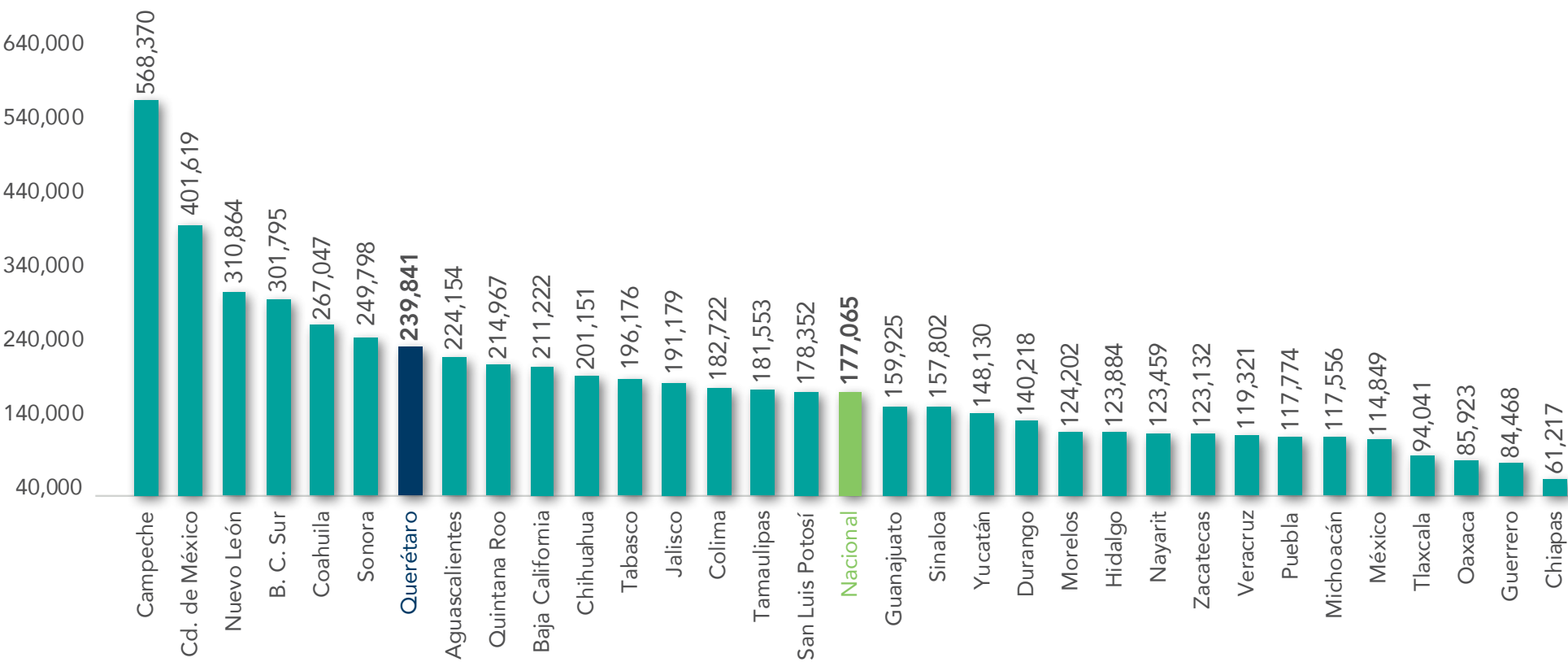
Gross Domestic Product per Capita

The GDP per capita is a macroeconomic indicator of productivity and economic development used to provide an overview of the performance and the socio-economic conditions of a region. It takes into account both real growth and the workforce.

This indicator shows the relationship between the income of a country or an entity, and the number of inhabitants in the corresponding demarcation. It is an indicator used to estimate the economic affluence of an entity and it is directly linked to the quality of life of its citizens.

In the year 2018, the GDP per capita in Querétaro reached a total of 239,841 pesos. This figure, compared to the 177,065 pesos of the national GDP per capita, outperformed the country's average by 35.5%. This number continues to increase in the entity despite the constant flow of interstate immigration and without having any oil-related activity in the entity, like other states such as Campeche or Nuevo León do, just to name a few.

GDP per capita by state, 2018
(current pesos).



Source: Ministry of Sustainable Development, with information from the National Statistics and Geography Institute and the National Population Council, 2020.



Economically Active Population (PEA) and Non-economically Active Population (PNEA)

The Economically Active Population, or PEA for its Spanish acronym, of the entity is comprised by inhabitants of working age who currently hold a job or are looking for one. The fraction of the PEA that is searching for employment represents the unemployment rate.

On the other hand, the Non-economically Active Population, or PNEA for its Spanish acronym, refers to individuals aged 15 years and older who are neither employed nor searching for employment. Within the PNEA the individuals are divided into not available and available, the latter referring to individuals who are not actively searching for employment but would be interested in one if they were offered an opportunity.

According to the National Survey of Occupation and Employment (ENOE for its Spanish acronym) conducted by the INEGI, during the 4th quarter of 2019 the state of Querétaro has a PEA that amounted to 888,116 individuals; in other words, 26,991 (3.1%) more than that same period in 2018. From that figure, 38% of them were women and 62% were men, and only 4.7% was unemployed.

The PNEA amounts to 728,479 individuals, and it is important to point out that 91.8% is integrated by the population that is not available and 8.2% are individuals who would take the opportunity of an employment (PNEA that is available).

The sum of the PEA and the PNEA gives a total of 1,616,595 individuals, a number that represents the working-age population where the PEA stands out with 42% of the total population of the state.

The following table contains information regarding the PEA and the PNEA:

Economically Active Population (PEA) and Non-economically Active Population (PNEA) of Querétaro for the 4 th quarter of 2018 y 2019.						
Indicator	2018			2019		
	Total	Men	Women	Total	Men	Women
1. Total population	2,102,539	1,017,809	1,084,730	2,130,558	1,016,881	1,113,677
2. Population aged 15 years and older	1,584,617	754,384	830,233	1,616,595	765,082	851,513
Economically Active Population (PEA)	861,125	530,238	330,887	888,116	547,679	340,437
Employed	829,255	510,008	319,247	845,960	516,082	329,878
Unemployed	31,870	20,230	11,640	42,156	31,597	10,559
Non-economically Active Population (PNEA)	723,492	224,146	499,346	728,479	217,403	511,076
Available	65,708	21,180	44,528	59,374	22,083	37,291
Not available	657,784	202,966	454,818	669,105	195,320	473,785

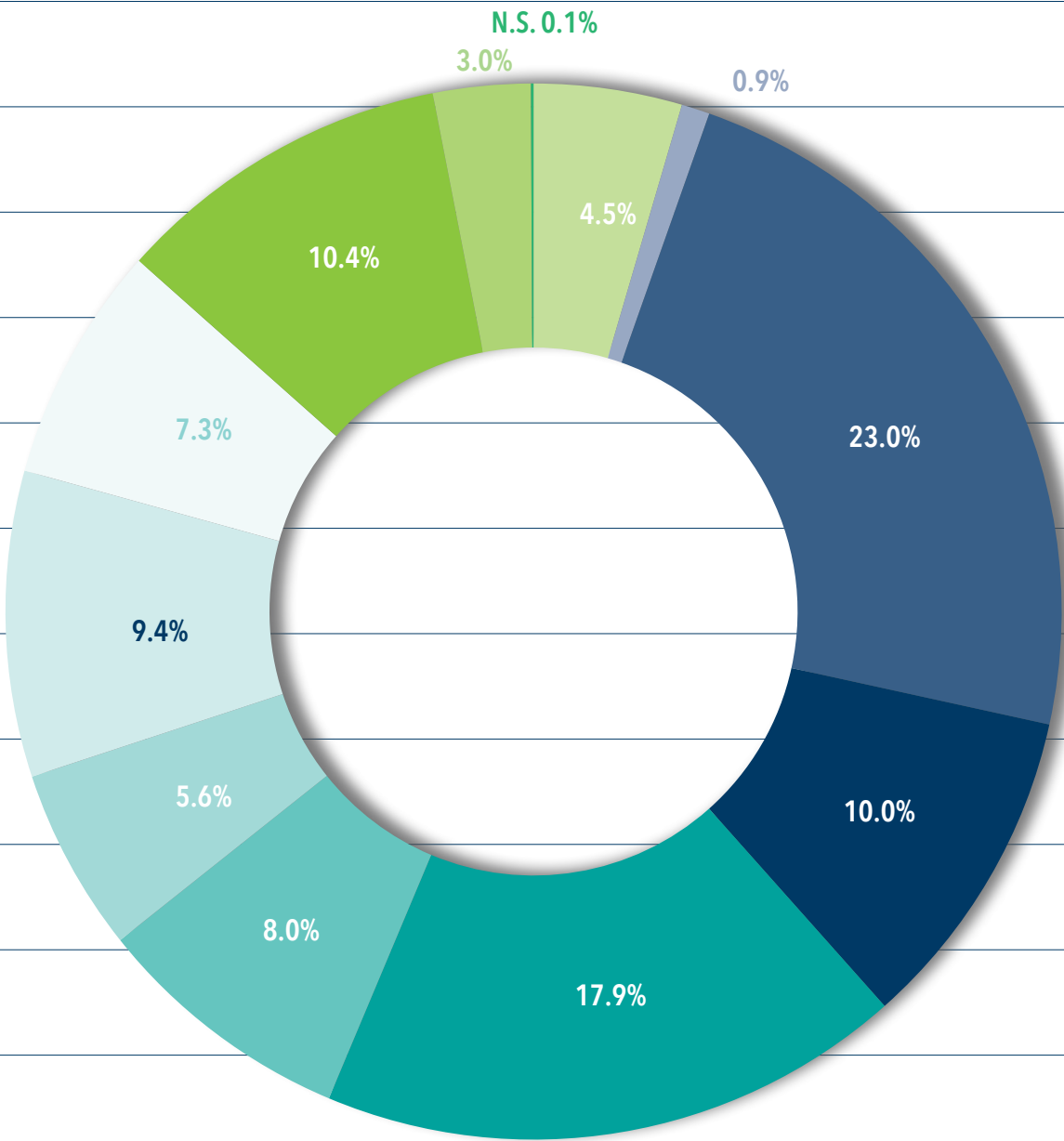
Source: National Survey of Occupation and Employment (ENOE), INEGI 2020.

The distribution of the PEA that is employed, according to the sector of activity in which it worked, was registered as follows:

Employed population according to the sector of economic activity, 2017 - 2019.

Sector	2017	2018	2019	Absolute variation compared to 2018	Percentage participation 2019
Primary	48,147	36,229	38,374	2,145	4.5
Extractive and electric power industries	7,073	4,702	7,318	2,616	0.9
Manufacturing industry	176,905	190,932	194,846	3,914	23.0
Construction	86,350	85,377	84,519	-858	10.0
Commerce	138,999	133,767	151,494	17,727	17.9
Restaurants and accommodation services	57,004	56,088	67,473	11,385	8.0
Transportation, communications, mail and storage	43,393	44,080	47,626	3,546	5.6
Professional, financial and corporate services	68,530	88,196	79,195	-9,001	9.4
Social services	59,037	72,120	61,468	-10,652	7.3
Various services	79,856	87,634	87,764	130	10.4
Government and international organizations	31,165	28,694	25,220	-3,474	3.0
Not specified	2,288	1,436	663	-773	0.1
Total	798,747	829,255	845,960	16,705	100.0

Employed population by sector, 2019.



Source: National Survey of Occupation and Employment (ENOE), INEGI 2020.
Note: The values correspond to the fourth quarter of the years 2017, 2018 y 2019.

Source: National Survey of Occupation and Employment (ENOE), INEGI 2020.
N.S.: Not specified

Employment by sector of economic activity

There were 607,919 workers insured by the Mexican Institute of Social Security in Querétaro in December 2019. For the same period of 2018 the figure reported was 576,858, which indicates there were 31,061 jobs created during the year under study.

The participation by economic sector was the following: 3.5% in the primary sector, 45.9% in the secondary sector and 50.6% in the tertiary sector. The industries related to transformation and services for enterprises, individuals and households were the ones that offered more job openings for insured workers and, to a lesser extent, the extractive and electric power industries.

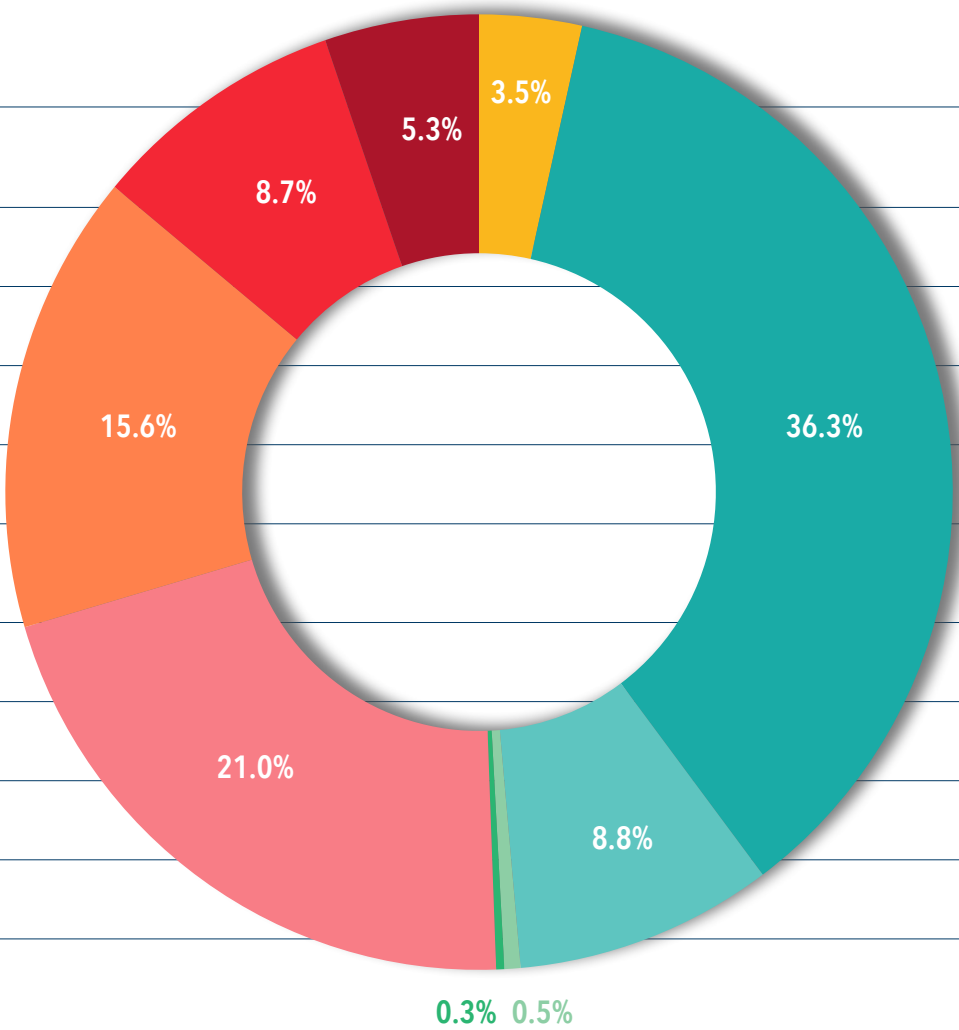
Every sector, according to its strength, is fundamental for the economic dynamism of Querétaro: the primary sector because of the importance of its activities, the secondary sector because of its productive structure, and the tertiary sector because of its percentage participation.



Number of insured workers by economic activity in the state of Querétaro, 2017-2019.

Sector	Activity	Dec. 2017	Dec. 2018	Dec. 2019	Annual growth		Percentage participation 2019
					Absolute	Relative	
PRIMARY	Agriculture, livestock, forestry, fishing and hunting.	18,095	18,560	21,255	2,695	14.5	3.5
	Transformation industries	195,785	207,319	220,558	13,239	6.4	36.3
SECONDARY	Construction	51,817	54,094	53,623	-471	-0.9	8.8
	Electric power industry	3,319	3,313	3,342	29	0.9	0.5
	Extractive industries	2,381	1,976	1,683	-293	-14.8	0.3
TERTIARY	Services for enterprises, individuals and households	116,957	122,927	127,732	4,805	3.9	21.0
	Commerce	84,142	88,740	94,801	6,061	6.8	15.6
	Social and community services	49,938	51,037	52,936	1,899	3.7	8.7
	Transportation and communications	27,247	28,892	31,989	3,097	10.7	5.3
Total		549,681	576,858	607,919	31,061	5.4	100.0

Percentage ratio of insured workers by economic activity in the state of Querétaro, 2019.



Source: Ministry of Sustainable Development of the State with public information from the IMSS (<http://datos.imss.gob.mx/dataset/asg-2019>), 2020.

5.2. Industrial sector

During 2019, the secondary sector of Querétaro was one of the most dynamic in the country, surpassing the national average by 33.94 points. The industry grew by 13.6% compared to 2015, a figure that contrasts with the national average of -1.2% that was reported according to information from the ITAEE of the National Statistics and Geography Institute.

5.2.1. Productive structure of the industry

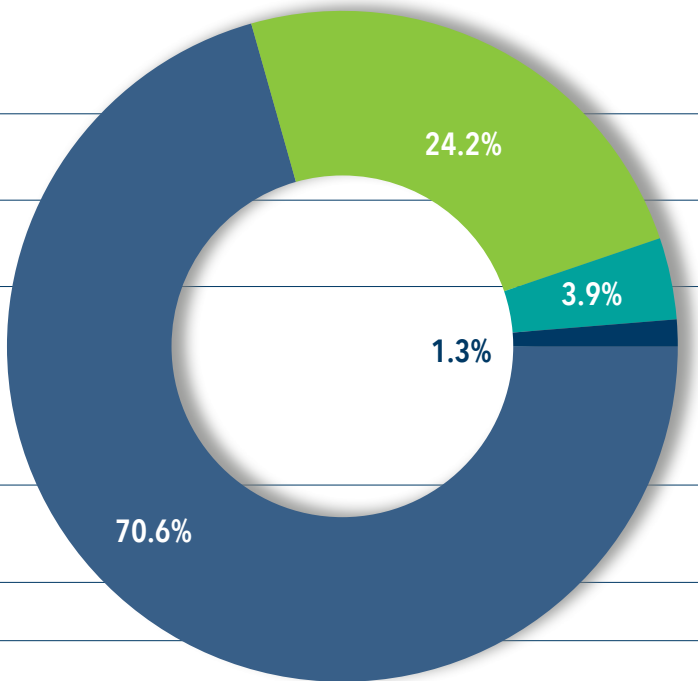
In 2018, Querétaro generated a total Gross Domestic Product of 413,808.12 million constant pesos out of which the secondary sector contributed approximately 40% with the following sums per economic activity.

Within the secondary sector, manufacturing industries play an important role in the state, contributing with a share of 70.6% to the GDP.

Gross Domestic Product generated by the secondary sector in the state of Querétaro, 2018.

Type of industry	GDP in millions of constant pesos
Manufacturing industries	116,845.13
Construction	39,974.33
Generation, transmission and distribution of electricity, water and gas to the end consumer through ducts	6,515.35
Mining	2,124.72
Total	165,459.53

Percentage distribution of the secondary sector's GDP in the state of Querétaro, 2018



Source: Ministry of Sustainable Development, with information from the National Statistics and Geography Institute, 2020.



5.2.2. Foreign Direct Investment (FDI)

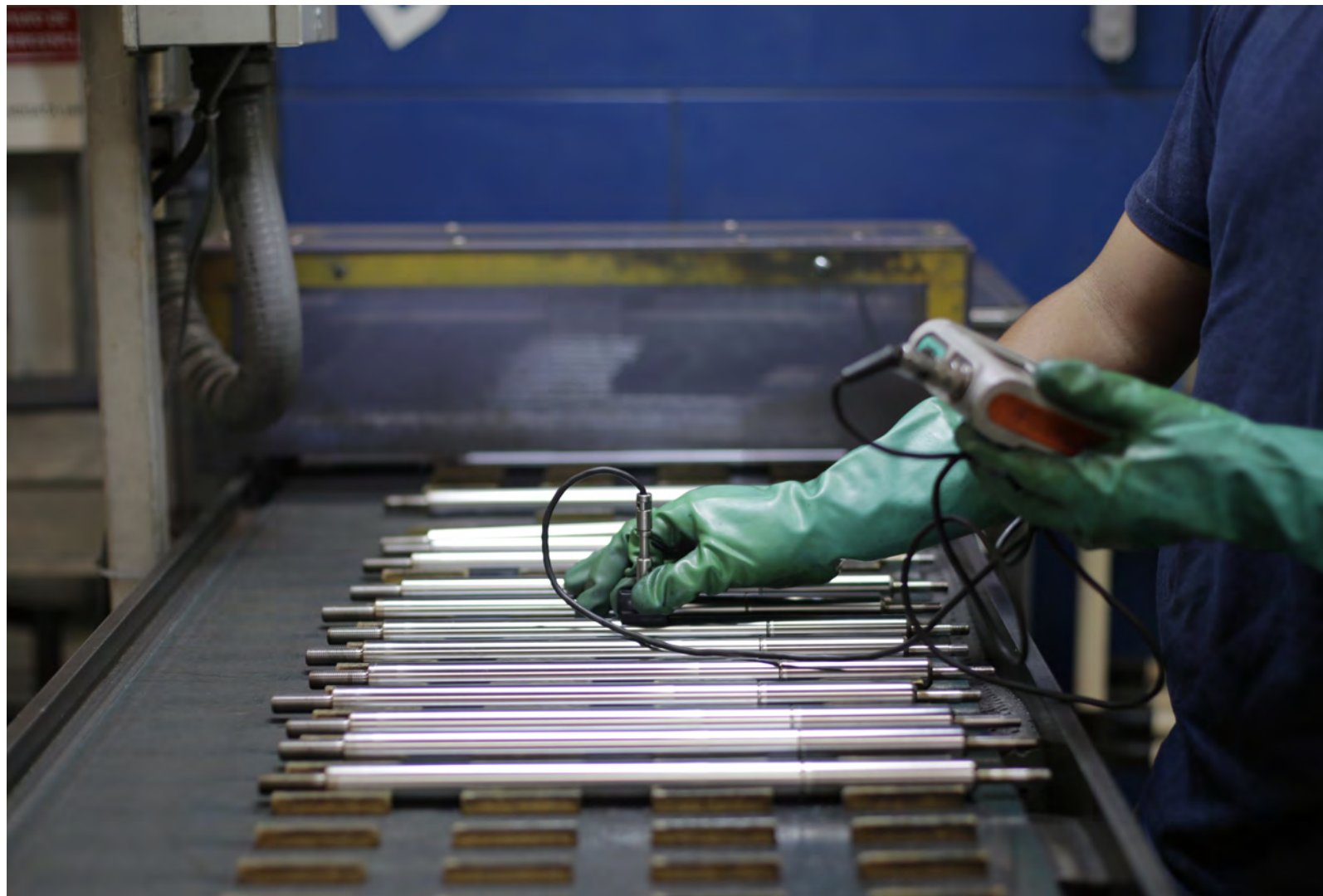
The FDI in the entity's secondary sector amounted to 621.2 million dollars, a sum that represented 53% of the total reported in 2019 without taking mining activity into consideration given its contribution is presented as confidential. The manufacturing industry had the biggest share with 619.5 million dollars.

The following table shows the distribution according to the type of industry:

Foreign Direct Investment in the secondary sector of the state of Querétaro, 2019.

Type of industry	Millions of dollars	Percentage participation
Manufacturing industries	619.5	99.7
Construction	-9.2	-1.5
Generation, transmission and distribution of electric power, water and gas through ducts	11.0	1.8
Mining	C	C
Total	621.2	100.0

Source: Ministry of Economy, General Management of Foreign Investment, 2020.
Note: "C" (confidential), the statistic of this cell is not shown because it corresponds to one or two companies.



5.2.3. Manufacturing industry

The secondary sector transforms goods and products that come from the primary sector, or sometimes even from the secondary sector itself, into new or different products.

The main purpose of the manufacturing industry, which is a fundamental part of this sector, is to manufacture finished products for their distribution and consumption.

According to information from the INEGI, the value of the manufacturing industry's output in Querétaro increased by 2.4% in 2019.

Employment in the manufacturing industry

According to information from the IMSS, insured workers in the manufacturing or transformation industry were distributed as follows:

Insured workers in the state of Querétaro by type of industry, December 2019.

Industry ¹	Number of insured Workers	Percentage participation
Food industry	20,102	9.1
Beverage and tobacco industry	4,049	1.8
Manufacturing of garments	6,665	3.0
Textile industry	3,639	1.6
Paper industry	5,705	2.6
Printing and related industries	4,877	2.2
Chemical industry	10,346	4.7
Plastics and rubber industry	27,773	12.6
Manufacturing of non-metallic mineral products	5,044	2.3
Manufacturing of metallic products	25,498	11.6
Manufacturing of machinery and equipment	6,492	2.9
Basic metal industries	4,372	2.0
Manufacturing and assembly of machinery, equipment, appliances, accessories and electrical, electronic items and their parts	29,231	13.3
Manufacturing of transportation equipment	55,216	25.0
Other subsectors	11,549	5.2
Total	220,558	100.0

Source: Ministry of Sustainable Development of the State with public information from the IMSS (<http://datos.imss.gob.mx/dataset/asg-2019>), 2020.

¹Note: the IMSS has a different classification which is why the classification closer to SCIAN was chosen.

Output value by type of industry

During 2019, the industries that presented a larger percentage participation in manufacturing outputs were the ones related with: transportation equipment, 25%; accessories, electric appliances and electric power generation equipment, 13.1%; food industry, 12.5%; and chemical industry, 11.2%.



Manufacturing production of the state of Querétaro by type of industry, 2019.

Type of industry	Production value (thousands of current pesos)	Annual growth (%)	Percentage participation
Food industry	43,633,920.0	4.10	12.5
Beverage and tobacco industry	15,955,905.0	10.28	4.6
Manufacturing of textile products, except garments	654,268.0	-18.03	0.2
Manufacturing of garments	1,490,544.0	3.53	0.4
Wood industry	736,548.0	26.27	0.2
Paper industry	25,442,662.0	-0.52	7.3
Printing and related industries	3,400,431.0	2.39	1.0
Chemical industry	38,949,863.0	0.92	11.2
Plastics and rubber industry	28,399,160.0	-0.74	8.2
Manufacturing of non-metallic mineral products	8,365,975.0	1.58	2.4
Basic metal industries	2,488,511.0	-6.01	0.7
Manufacturing of metallic products	13,576,160.0	-3.15	3.9
Manufacturing of machinery and equipment	15,101,742.0	-5.79	4.3
Manufacturing of computer, communication, measurement and other equipment, components and electronic accessories	11,715,092.0	7.47	3.4
Manufacturing of accessories, electric appliances and electric power generation equipment	45,722,397.0	3.17	13.1
Manufacturing of transportation equipment	87,202,257.0	5.42	25.0
Other subsectors	5,588,174.0	-8.41	1.6
Total	348,423,609.0	2.40	100.0

Source: Ministry of Sustainable Development, with information from the National Statistics and Geography Institute. Monthly Survey of Manufacturing Industry (EMIM), 2020.

5.2.4. Construction industry

Construction is another key player in the secondary sector. It is fundamental for the entity's development, and it provides public and domestic infrastructure that contributes to the wellbeing of society. This industry is the reason why there are roads, bridges, roadways, buildings and recreational or health spaces, among many others.

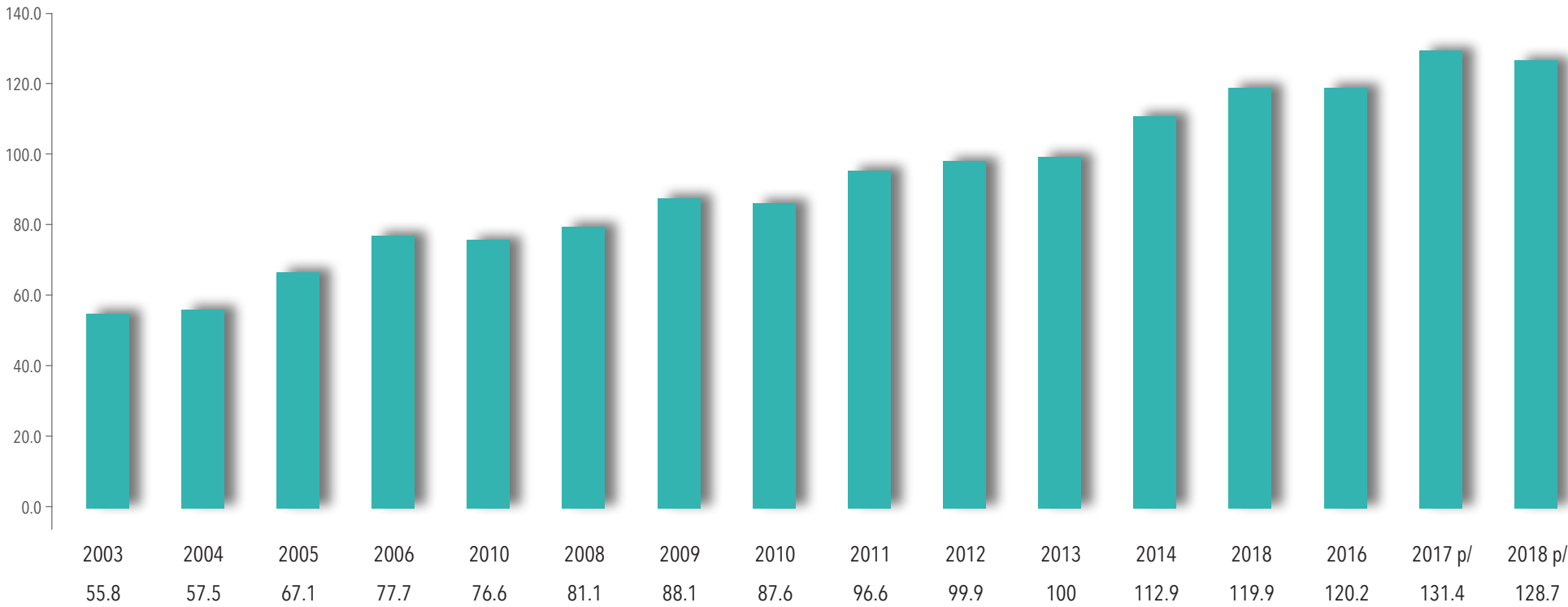
Given its usage of raw materials and products generated by other industrial sectors, construction is one the main drivers of both the state and country economies. Its activity and development benefits other segments of the production chain.

From 2015 to 2018, this industry's GDP grew 37% and its physical volume index increased 28.7% compared to the base year, 2013. This indicator shows a positive trend since 2003. On the other hand, the average ITAEE for 2019 shows that, from the entities that do not have oil-related activities, Querétaro ranked within the 10 entities that report the largest growth in this sector.

Private enterprises generate the highest production value each year in the construction sector; on average the private sector's contribution is 86% and the public sector's is 28%.

By the end of 2018, the construction industry reported 53,623 insured workers, a figure that represented 8.8% of the entity's total amount.

GDP Index for the construction sector in Querétaro, 2003 - 2018.



Source: National Statistics and Geography Institute (INEGI), 2020.
Note: Preliminary figures (p/) from 2018 and forward and reviewed figures (r/) from 2017 and backward.
Base index 2013=100

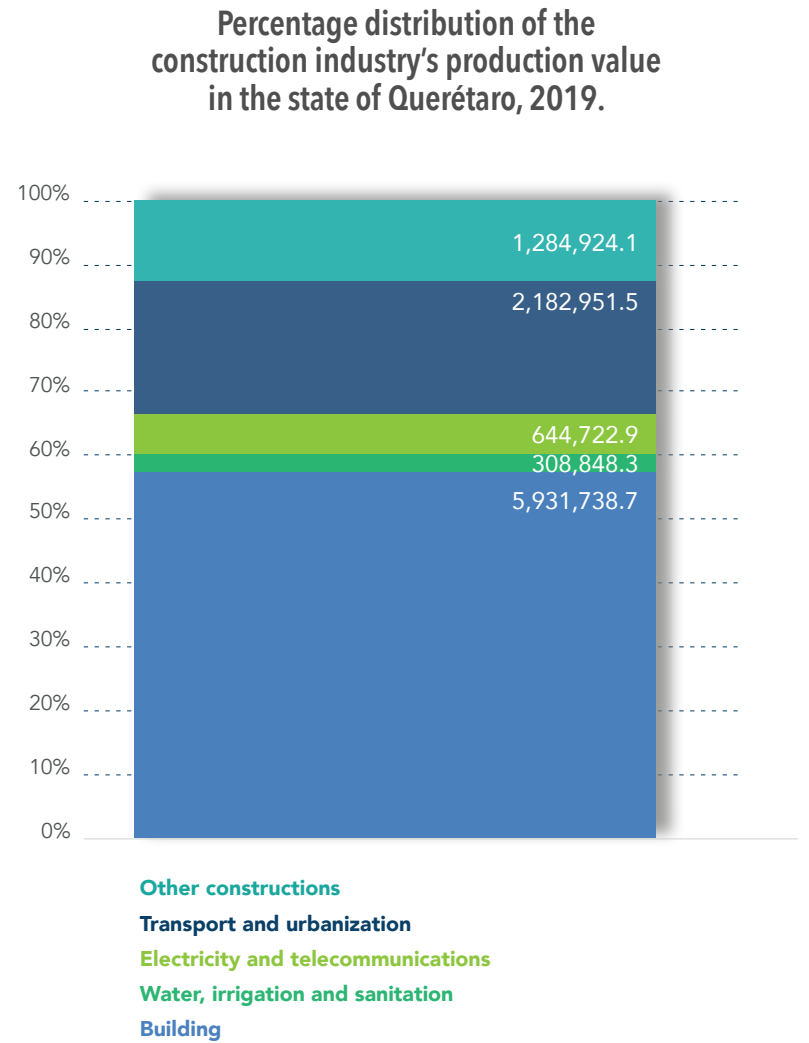


Output value per sector

According to information obtained from the Monthly Survey of Construction Companies of the INEGI, the output value generated in the entity during 2019 amounted to 10,353 million constant pesos. From that sum, 81.6% was generated by companies established in the entity, and it represented 8,451.66 million constant pesos.

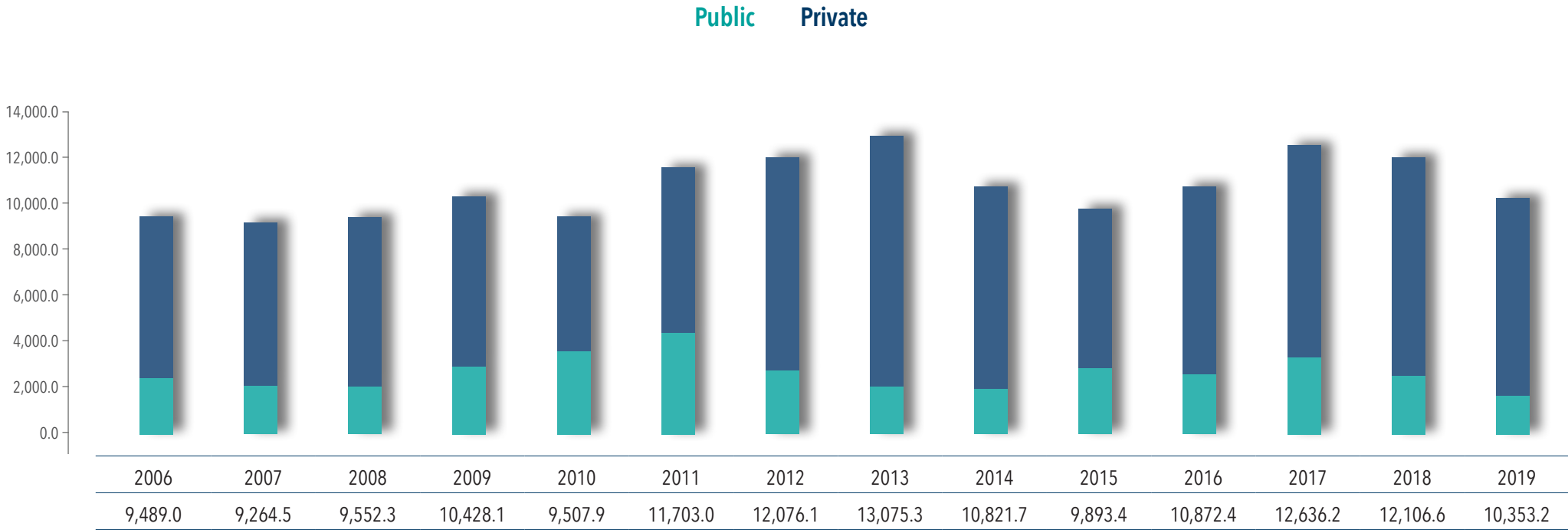
Out of the total value of constructions, 77.3% of it was built by the entity's companies. This percentage represents 4,587.60 million constant pesos.

The following table shows the sums produced by type of construction:



Source: Ministry of Sustainable Development, with information from the National Statistics and Geography Institute, 2020.

Production value generated in the entity by sector, 2006 - 2019 (millions of constant pesos).



Source: National Statistics and Geography Institute (INEGI). National Survey of Construction Companies, 2020.

Production value of the construction industry in the state of Querétaro, 2012 to 2019 (thousands of constant pesos).

Year	Building	Water, irrigation and sanitation	Electricity and telecommunications	Transport and urbanization	Oil and petrochemical	Other constructions	Total
2012	7,509,444.7	299,643.4	285,902.6	2,574,060.2	0.0	1,407,085.0	12,076,135.9
2013	6,381,903.8	205,456.1	1,867,522.4	2,094,860.1	0.0	2,525,600.0	13,075,342.5
2014	5,811,765.1	273,471.9	256,913.9	2,656,566.7	20,085.0	1,802,923.8	10,821,726.4
2015	5,499,737.8	249,910.5	262,522.8	2,671,149.4	0.0	1,210,072.7	9,893,393.3
2016	5,947,848.6	639,271.6	414,060.2	2,775,035.3	817.2	1,095,330.0	10,872,362.8
2017	6,978,647.2	464,370.9	320,495.3	3,329,421.2	0.0	1,543,252.7	12,636,187.3
2018	7,531,507.0	169,325.9	288,357.5	2,676,413.4	0.0	1,440,968.4	12,106,572.2
2019	5,931,738.7	308,848.3	644,722.9	2,182,951.5	0.0	1,284,924.1	10,353,185.5

Source: Ministry of Sustainable Development, with information from the National Statistics and Geography Institute, 2020.

5.3. Industrial Expo 2019

Querétaro is the venue for this event that brings together manufacturing companies, distributors and service providers mainly, although not exclusively, from the aerospace, automotive, electronics and appliance sectors.

In addition to making products and services available for businessmen from Querétaro and the region, the main objective is to foster local, regional, national and international trade and supply chains, thus increasing and enriching economic activity.

The Industrial Expo seeks to increase business opportunities by giving supplier companies the opportunity to showcase their products and services to as many potential buyers as possible.

On September 4,5 and 6, 2019, the 2019 edition of the Industrial and Commercial Gathering Expo (Expo Encuentro Industrial y Comercial) was held at the Querétaro Congress Center. In coordination with the National Chamber of the Transformation Industry (CANACINTRA for its Spanish acronym) and the National Chamber of Commerce, Services and Tourism of Querétaro (CANACO-Servytur for its Spanish acronym), it was possible to gather 350 exhibitors: 49 in the commercial pavilion, 250 in the industrial pavilion, and 51 in the technological pavilion. The event reached a total attendance of 7,559 visitors.

Through the coordination with the Automotive Cluster and the Centro de Competitividad de México, A.C. (CCMX for its Spanish acronym), meaning México's Center for Competitiveness, 71 buying companies and 701 supplying companies were brought together, and 3,500 business appointments were generated, resulting in an economic impact of 3,000 million pesos.



5.4. Triple Helix

According to what is provided in the State Development Plan 2016-2021, strategy I.2 "Strengthening of the access and quality of educational services in the State", specifically in the line of action "to foster the connection between educational institutions and the productive sector", the current administration has worked intensely to consolidate the Triple Helix model. This model focuses on creating a link between educational institutions, government authorities, and Querétaro's industry.

Through the so-called clusters and chamber organizations (a cluster is a group of interrelated companies from the same sector), the State Government has been able to detect the industry's specific needs. At the same time, academic institutions have developed the human capital that the market requires. As a result of the coordinated efforts between these three sectors, the industry has made great progress.



5.4.1. Higher Education

This type of education is taught in universities, technological institutes and teacher training institutions. Its structure has four levels of schooling: the undergraduate bachelor degree, and three postgraduate studies which are: specialization, master, and doctorate.

During the 2019-2020 school year, the registered enrollment in institutions offering undergraduate programs was of 82,718 students in 732 programs, and 9,122 teachers. The number of students enrolled in superior university technician (TSU for its Spanish acronym) programs is 7,025. Additionally, there are 6,075 students from various postgraduate courses, adding up to a total of 95,818 students of higher education.

Out of the total number of students studying bachelor degrees, 69.5% study in universities, 15.2% in technological institutes, and 2.2% in teacher training institutions; altogether, they make up 86.8% of the enrollment in formal educational institutions. The remaining 13.2% corresponds to universities offering non-school based education.

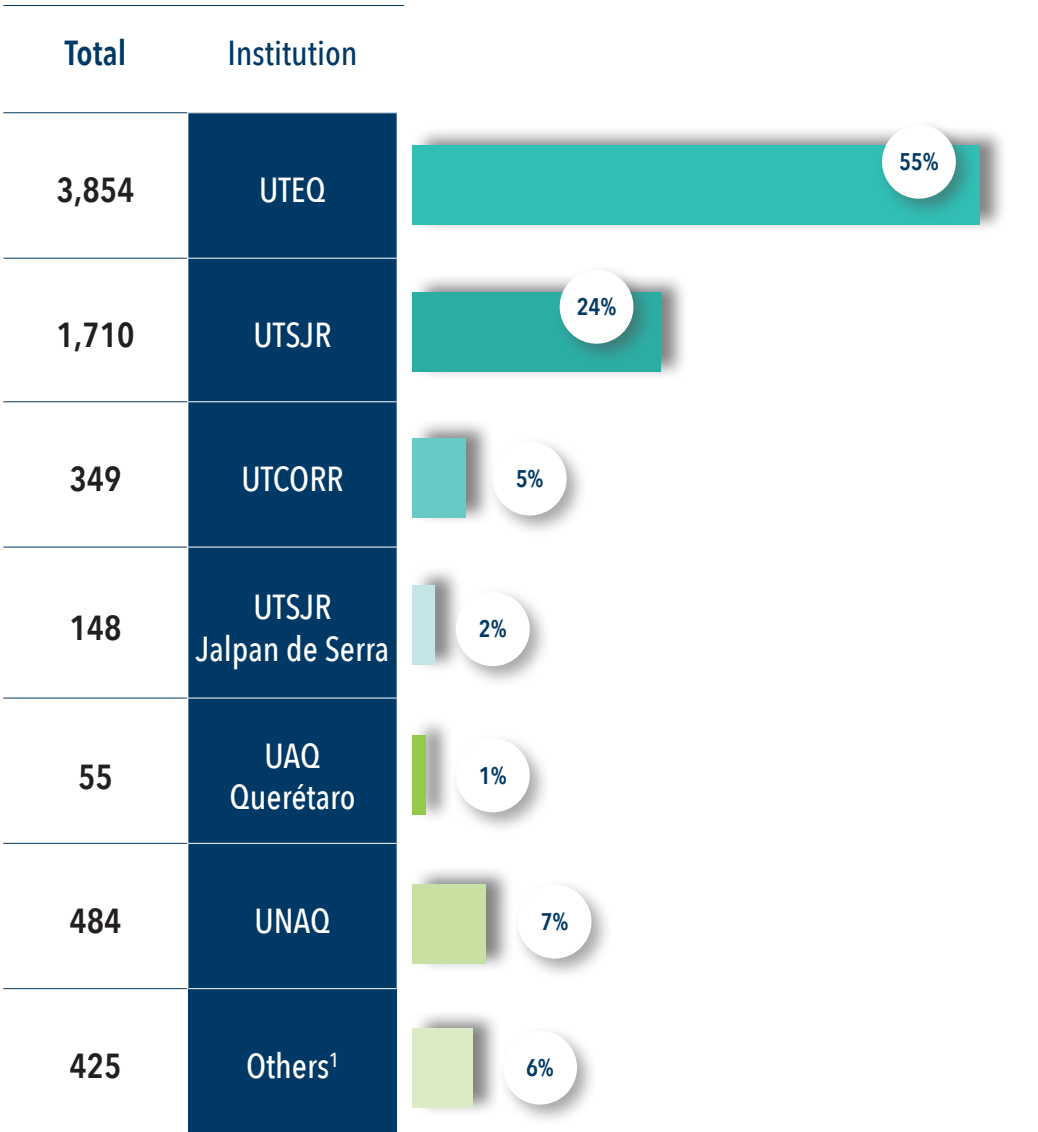
Enrollment in institutions offering undergraduate programs.
School year 2019/2020.

Institutions	Students	Teachers	Programs
Universities	57,502	6,931	493
Technological institutes	12,537	817	46
Teacher training institutes	1,794	200	47
Non-school based education institutes	10,885	1,174	146
Total	82,718	9,122	732

Source: F911 system for the national educational statistical integration of the Ministry of Public Education (SEP for its Spanish abbreviation). Ministry of Education of the State Government. Basic Education Services Unit in the State of Querétaro. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department.

Students enrolled in Superior University Technician (TSU) programs are distributed among the following institutions: Universidad Tecnológica de Querétaro (UTEQ, Technological University of Querétaro), 54.9%; Universidad Tecnológica de San Juan del Río (UTSJR, Technological University of San Juan del Río), 24.3%; Universidad Aeronáutica en Querétaro (UNAQ, Aeronautical University in Querétaro), 6.9%; Universidad Tecnológica de Corregidora (UTC, Technological University of Corregidora), 5%; and the remaining 8.9% is distributed between the Universidad Autónoma de

Enrollment and programs for superior university technicians.
School year 2019/2020.

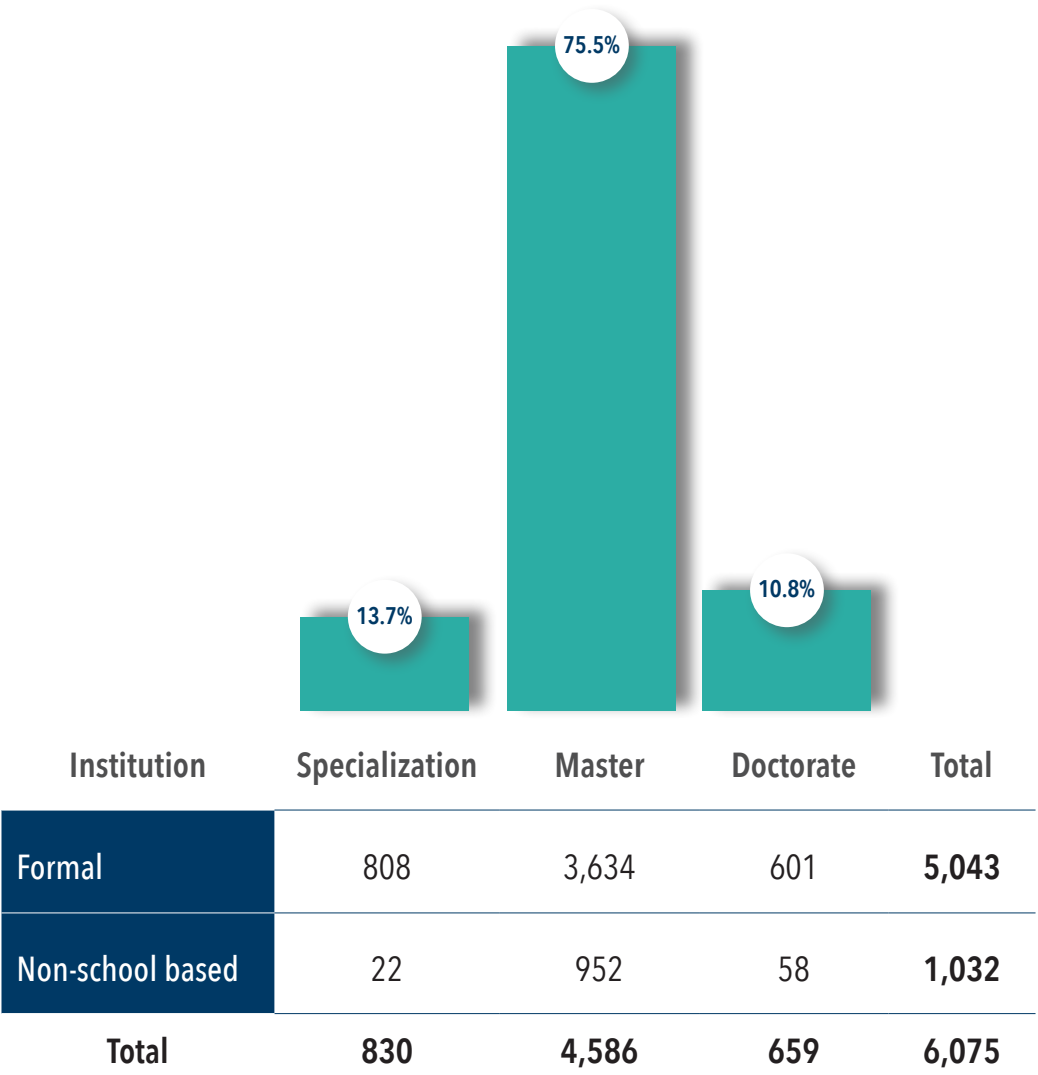


Source: F911 system for the national educational statistical integration of the Ministry of Public Education (SEP for its Spanish abbreviation). Ministry of Education of the State Government. Basic Education Services Unit in the State of Querétaro. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department.
¹Others: Academia de Estudios Superiores Constantino (Constantino Higher Education Academy)/ Atenas, Estudios Superiores (Atenas, Higher Education) / Instituto del Servicio Profesional de Carrera (Professional Career Service Institute) / Universidad del Valle de México / Centro Universitario CEICKOR (CEICKOR University Center) / Music City College / Universidad Cuauhtémoc, A. C. / Escuela de Podología Nuevo Siglo (Nuevo Siglo Pedicure School) / Instituto de Rehabilitación de Querétaro (Rehabilitation Institute of Querétaro) / Instituto Universitario del Río.

Querétaro (UAQ, Autonomous University of Querétaro), the Unidad Académica de Jalpan (UTSJR-Jalpan de Serra, Academic Unit of Jalpan de Serra) and others.

Out of 6,075 students in postgraduate programs, 75.5% are studying master degrees, 13.7% study specializations, and 10.8% study doctorate programs.

Enrolment of students in institutions offering postgraduate programs.
School year 2019/2020.



Source: F911 system for the national educational statistical integration of the Ministry of Public Education (SEP for its Spanish abbreviation). Ministry of Education of the State Government. Basic Education Services Unit in the State of Querétaro. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department.

• **Department of Social Sciences and Law, Administration and Business, SEDEQ**

- For the 2019-2020 school year, there are 35,602 students registered in undergraduate and TSU programs, and 3,167 students in postgraduate programs.
- The number of graduates of undergraduate and TSU programs for the 2019-2020 school year is 7,023 students, which equals 43% of the total; for postgraduate programs the percentage of graduates is 62%, which equals 1,558 students.
- There are 348 undergraduate and TSU programs; on the other hand, there are 116 specializations in postgraduate programs.

• **Department of engineering, manufacturing and construction, SEDEQ.**

- There are 95,818 students enrolled in higher education studies, including postgraduate programs, for the 2019-2020 cycle; 55.1% of them study in public institutions and 44.9% in private ones.
- 802 undergraduate or TSU programs are taught; from those, 201 belong to the department of engineering, manufacturing, construction and information and communication technologies (TIC for its Spanish acronym), which equals 25.1%.
- The study programs that stand out because they are more widely offered are the following: industrial engineering or industrial processes engineering; engineering in information and communication technologies (TIC); engineering in different specializations of the aeronautical sector; mechatronic or automatization engineering; engineering in manufacturing; environmental or renewable energy engineering, and chemical engineering.
- From the total number of students enrolled in undergraduate and TSU programs (89,743), it is 36% that study programs in the field of engineering, manufacturing, construction and information technologies. Regarding graduates (16,348) at the end of the school year 2018-2019, 36.5% (5,967) of them graduated from programs in the fields of engineering, manufacturing, construction and TIC; from those students, 78.3% of them graduated from publicly funded institutions (4,673) and only 21.7% from privately funded institutions (1,294).

Field of knowledge	Undergraduate and TSU programs			Postgraduate		
	Students	Graduates	Programs	Students	Graduates	Programs
Management and business	22,220	4,578	220	1,908	939	53
Agronomy and Veterinary Medicine	944	117	7	27	14	2
Arts and humanities	4,421	577	60	238	76	19
Health sciences	8,415	1,013	48	644	241	31
Natural sciences, mathematics and statistics	2,217	379	17	298	109	10
Social sciences and law	13,382	2,445	128	1,259	619	63
Education	5,542	976	96	860	198	37
Engineering, manufacturing and construction	26,270	5,105	153	727	264	36
Services	1,849	296	25	41	2	2
Information and communication technologies	4,483	862	48	73	43	8
Total	89,743	16,348	802	6,075	2,505	261

Source: Ministry of Education of the Executive Power of the State of Querétaro, 2020 (Educational statistics for the beginning of the school cycle 2019-2020 and the end of the cycle 2018-2019, integrated by the USEBEQ through Formats 911 and formalized by the SEP).



Aeronautical University in Querétaro

It is located 45 kilometers from the state capital, on the state highway 200 Querétaro-Tequisquiapan, next to the International Airport of Querétaro (AIQ for its Spanish acronym). Its mission is to train professionals and researchers for the aeronautical sector with values, knowledge, skills and national and international recognition.

The UNAQ is inspired by an open, flexible, relevant and connected educational model for the social, economic and cultural development of the country.

One of the strategic objectives of the UNAQ is to be an institution that is closely connected to the social and productive sectors so that they can guide, provide feedback and enrich the substantive functions of the university. That is why it collaborates extensively with enterprises and institutions, among which the following stand out: Federal Civil Aviation Agency (AFAC for its Spanish acronym), Mexican Space Agency (AEM for its Spanish acronym), Mexican Air Force (FAM for its Spanish acronym), Polytechnic University of Madrid (UPM for its Spanish acronym), Polytechnic University of Querétaro (UPQ for its Spanish acronym), Autonomous University of Querétaro (UAQ for its Spanish acronym), University of Toulouse, University of Kansas, among others.

At the end of 2019, there were 1,398 students enrolled in programs at the UNAQ and, since 2006 there have been 6,407 graduates from the Training for Work (EPT for its Spanish acronym) programs. In the department of continuous education, over 81,000 hours of training have been given to 18,681 students

Infrastructure

The UNAQ has specific infrastructure for the practical training of its students and teachers. It has workshops, laboratories, aircrafts, equipment and tools. This allows students to develop their technical skills and to obtain specialized knowledge with recognition from the Mexican and European aeronautical authorities, for the applicable programs.

Among its facilities, the following stand out:

- 18,000 m² of premises for administrative areas, workshops and an information center
- Two academic buildings with classrooms, laboratories, an auditorium and an information center.
- Franco-Mexican Campus with 15 laboratories, workshops, an intervention area, a documentary area and a teachers' lounge.
- Laboratory of Aeronautical Teachings-Hangar. It is integrated by an intervention area, maneuvering yard, laboratories and workshops.
- Eleven specialized workshops and laboratories.
- Laboratory of Aeronautical Competences-PLM (Product Lifecycle Management Center).
- Center for Innovation on Composite Materials Training.
- NC Tech® Additive Manufacturing and Reverse Engineering Laboratory.
- Conditioned spaces for postgraduate activities.
- Three information centers.
- Areas for culture and sports.



• Franco-Mexican Campus

It was born in 2008 from an official agreement between México and France.

There were some educational missions in France carried out by experts in 2009 with the sole purpose of generating the concept on which the current Franco-Mexican Campus is based. Around the middle of the year 2010, several institutions such as the Ministry of Public Education (SEP for its Spanish acronym), the Ministry of National Education of France (MEF for its French acronym), the Ministry of Communications and Transport (SCT for its Spanish acronym), the General Management of the National School for Technical Professional Education (CONALEP), and representatives from companies of the SAFRAN and Airbus Helicopters groups, signed a collaboration agreement. This model resulted in a specialized infrastructure, both in laboratories and workshops.

Laboratories of the Franco-Mexican Campus:

- Coordinates measurement machine
- Avionics
- Resistance of materials
- Thermal machines
- Chemical treatments
- Aerodynamics
- Electronics
- Non-destructive testing
- Virtual maintenance
- Metallography

Workshops of the Franco-Mexican Campus:

- Aircraft systems
- Electricity and batteries
- Engines
- Thermal processes and welding
- Penetrating liquids
- Surface treatments
- Modelling and prototypes
- Metrology

• Laboratory of Aeronautical Teachings (Hangar)

The Hangar is a space where the students can apply what they have learned in the classroom in a practical by performing different maintenance procedures on an aircraft. With this practice they strengthen their skills and dive deeper into an aeronautical environment that is closer to real-life experience. This gives them a competitive advantage when entering the workforce.

• Laboratory of Aeronautical Competences-PLM (Product Lifecycle Management)

The PLM laboratory allows students, teachers and researchers to increase their development and skills by guiding them towards collaborative work and innovation. This laboratory provides the tools they need to achieve their professional goals and, through cutting-edge technology, it brings teamwork and project management skills, both for the public and private sectors, within reach.

• Center for Innovation on Composite Materials Training

It has a surface of 480 m² and a construction of 800 m² that house 4 multi-purpose classrooms, a meeting room, offices, a warehouse for dies and equipment, a laboratory (clean room), a weaving workshop, Autoclave equipment, cutting area for composite materials and sandblasting, and an area for teachers. Its facilities have the following equipment:

1. Computerized Jacquard Loom

Various fabrics with fibers and aeronautical, automotive and petrochemical materials can be designed with it. It supports three-dimensional weaving with materials such as fiberglass and aramid, and has a capacity to weave materials with a thickness of up to 22 cm. There are only three such looms in the world: one in France, one in the United States and one in the UNAQ, a situation that places the institution at the forefront of education in the sector.

2. Autoclave

It is a device with which different types of tissues are designed by curing composite materials at high pressure and temperatures. It has a capacity of 14 kg per cm² and 427° C in temperature. It has a computer and software for its control, three safety systems and a patented H-type indoor air circulation system.

3. Epoxy resin injector

It is a matrix injector equipped with storage tanks for consumables, with an automatic dispensing, and programmable temperature and pressure, as required. It has a hot plate press designed for curing products with variable pressure and temperatures.



• NC Tech® Additive Manufacturing and Reverse Engineering Laboratory

It brings the world’s most globally referenced engineering technology and the industry’s international digital certifications closer to the community of teachers and students. It contributes towards a comprehensive training program that is based on projects ranging from the digital engineering and manufacturing stage, to the factories of the future related to the industrial internet of things. The NC Tech® laboratory has the following equipment:

- 3D Printer ONYX Model for parts that are 100% functional (onyx printing).
- 3D Printer Standard Model for parts that are 100% functional.
- Two dry boxes.
- Printing management software.
- Two Sense Scanners
- Integrated Sense scanner software.

Aircraft and engine inventory UNAQ.

Aircrafts	Alternative engines	Gas turbine engine
1 Boeing 737-217	1 Lycoming IO-360-A1A	Allison J33
1 Boeing 737-291	1 Jabiru 2200A	SNECMA ATAR 9C
1 CRJ 200	1 Rotax 582	Pratt & Whitney JT8D-7B
1 Learjet 25B	1 Lycoming IGSO-540-B1A	CFM International CFM56-3B.
1 Cessna 337 Skymaster	1 Continental GTSIO.520	Honeywell TPE-331
1 Beechcraft Bonanza F33		2 Pratt & Whitney Canada PT6A-34
1 Bell 206B Jet Ranger		General Electric J79
1 Cessna TU 206 G		3 Allison T63 Turbine Engine 250-C20F
1 IAI 201 Arava		2 Allison Turbine Engine 250-C20B.
1 Lockheed T-33		
1 Helicopter Bolkow BO-105 CB-5		
1 Falcon 20E		
1 Valmet L90 Redigo		
1 Cessna 402 Business Liner		

Source: Aeronautical University of Querétaro (UNAQ)
Note: Additionally, there are auxiliary power units (APUs) that are also gas turbine engines but they don't generate thrust and are used as an electrical and auxiliary pneumatic power source in case of engine failure during flight or when the aircraft is on the ground and but there is a specific need to not start the engines to provide the power. 1. Honeywell GTCP30-92C. and 2. Honeywell GTCP85-129E.

Educational Offer

– Superior University Technician (TSU)

The TSU programs offered at the UNAQ are based on a system that is 70% practical and 30% theoretical, and they are the following:

- TSU in Aeronautical Maintenance, Glider and Engine Area.
- TSU in Aeronautical Maintenance, Avionics Area.
- TSU in Aeronautical Manufacturing, Precision Machining Area.

The TSU in Maintenance programs are authorized by the Federal Civil Aviation Agency (AFAC for its Spanish acronym), which used to be the General Management for Civil Aeronautics (DGAC), which allows students to obtain a license as Class I Maintenance Technician skilled in Engines and Gliders, or a license as Class II Maintenance Technician skilled in Electronic Systems of the Aircrafts, upon graduation.

– Engineering

- Aeronautical Engineering in Manufacturing (IAM for its Spanish acronym).
- Engineering in Aeronautical Mechanical Design (IDMA for its Spanish acronym).
- Electronic Engineering and Aircraft Systems Control (IECSA for its Spanish acronym).

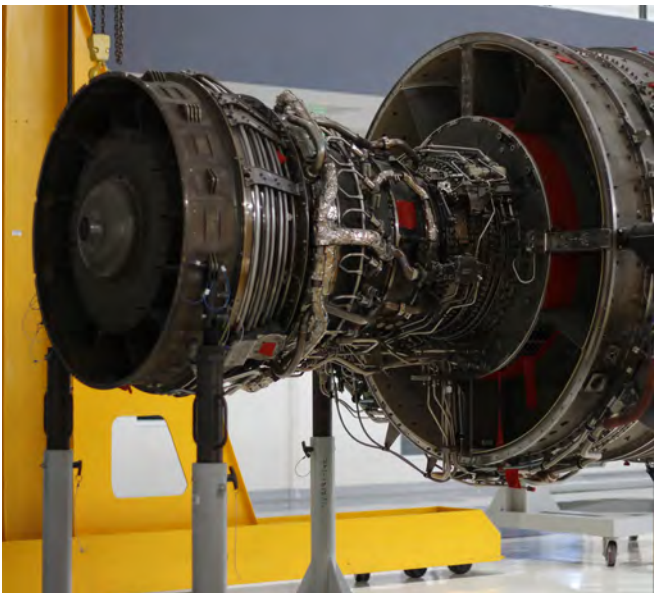
There is also one Postgraduate program: Master in Aerospace Engineering (MIA for its Spanish acronym).

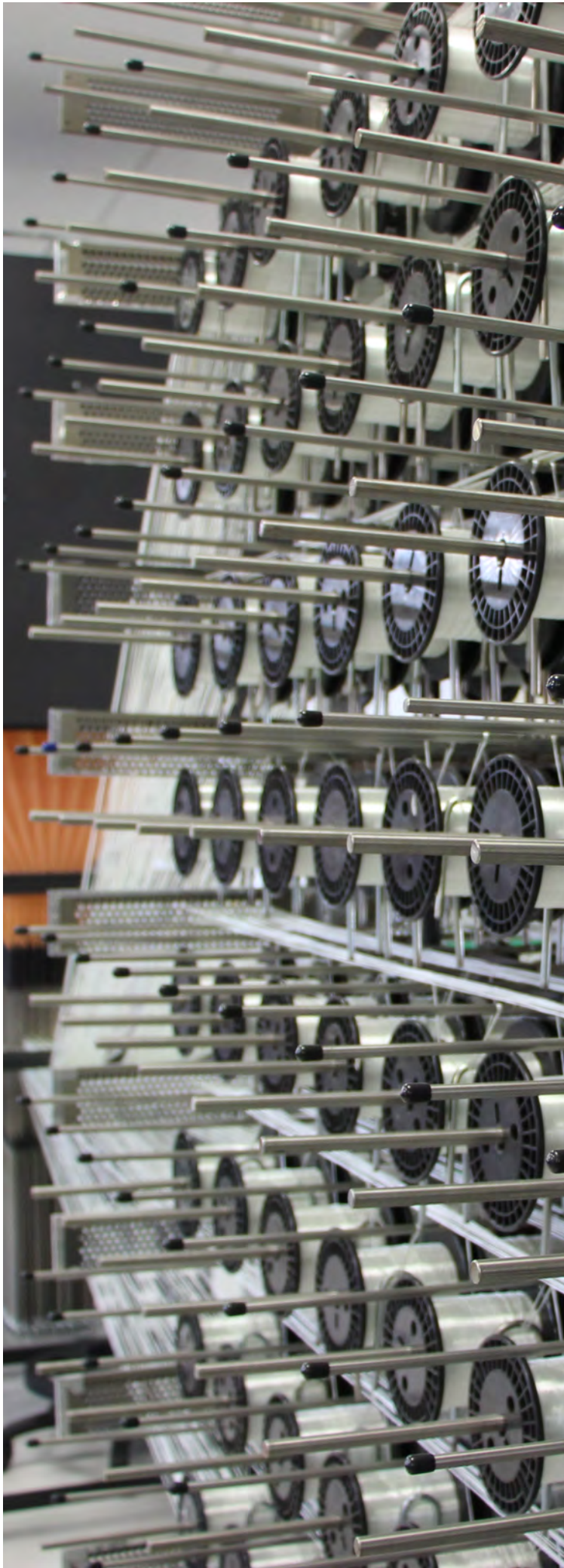
Catering the industry

• Training for Work (EPT for its Spanish acronym)

It teaches and trains candidates to work in the different companies through specialized courses that are tailored to the needs of such companies. Study programs and entry profiles are aligned with the needs of the aeronautical industry, and they have a duration of 5 to 14 weeks in the following specializations:

- Structural assemblies
- Assembly of electrical harnesses
- Sheet forming
- Manufacture of composite materials
- CNC machining
- Treatments





The companies with which the ETP courses interact are the following:
Airbus Helicopters, Aernnova Componentes, Aernnova Aerospace, Bombardier Aerospace, Safran Aircraft Engines, Safran Landing Systems, Safran Sames Rep, Safran Snecma America Engine Services, PCC, among others.

• **Continuous Education**
Specific courses offered to fulfill the particular needs of each company.

Continuous education offer for companies in the Aeronautical University in Querétaro, 2019.

Refresher, training, specialization or skill development courses:	Diploma courses:
R&D (Engineering, Design and Development)	Diploma of Initiation to the Aeronautical Industry.
Manufacturing	Diploma in Airport Management.
Systems and Engines	Project Development.
Structural Repairs	Preparation for Certifications.
Avaionics	Quality systems:
Appearance	Special Processes (NADCAP).
Aeronautical Fundamentals	NDT.
Professional Development	Manufacturing.
Flight Attendant Course	Welding.
Training Course for Operational Security Auditors (SMS).	Superficial/Chemical Treatments.
Training Course for Aeronautical Operations Officer	Products (BASA).
Seminars.	

Source: Aeronautical University of Querétaro (UNAQ).

• **Technological Development**
Its objective is to design and develop specific scientific and technological products according to the customer’s needs.

Services:

- Conduct engineering and technological development projects.
- Technical consultancy for solutions of industrial problems.
- Engineering and manufacture of new products.
- Grant counseling on industrial property.

Technological Allies:

- Mexican Air Force.
- Oaxaca Aerospace.
- MXSPACE.
- TechOps.
- Eurotranciatura.
- Horizontec.
- Adman Leku.
- Ingeniería Eléctrica y de Control.
- Green and Blue.





Technological University of Querétaro (UTEQ)

During 2019, the UTEQ maintained its strategy of strengthening and modernizing the key sectors in Querétaro through the newest techniques. This led to the implementation and continuation of the following projects and programs, working in strategic alliances with various leading companies in the field:

• **Assessment and Certification Center CONOCER.**

Seven years of experience support this program that credits the competences of those individuals interested in obtaining a certification in some special field of knowledge, given it has official validity before the SEP. Some of the standards offered are:

- **EC0217** Teaching of in-class courses.
- **EC0391** Verification of safety and hygiene conditions in the workplace.
- **EC0477** Tutoring in vocational secondary education and higher education.
- **EC0108** Use of digital spreadsheet
- **EC0305** Provision of customer service.
- **EC050** Design of training courses to be taught online.
- **EC0684** Management of security strategies for citizen cohabitation.
- **EC081** Hygienic handling of foods.
- **EC038** Catering.

• **UTEQ-SIEMENS Training Center (Ingenuity Lab).**

This partnership’s goal is to train individuals who are specialized in industrial software for product life management, or PLM, through a technological co-investment collaboration between the UTEQ and the company SIEMENS PLM.

The platforms NX, Teamcenter, Tecnomatix, Solidedge and Nastran are available at this center and they have been used to train 81 individuals, both company employees and UTEQ teachers.

In 2020, a support agreement was made with Siemens to train and certify teachers and students under the company’s industrial software platforms. To continue with this strategy, a private UTEQ cloud has been created which expands the capacity of remote training, using light equipment that is accessible in regular university laboratories and also for personal use.

There is a hardware-for-industry 4.0 Showroom that provides training for students in subjects like automatization, software applied to PLC (Programmable Logic Controller) for energy efficiency, factory simulation, industrial communication and digital control systems. There is an undergoing collaboration with the company’s managers so this space can be offered as a training and certification center in industrial hardware.

• **Creativity and Innovation Center 4.0 (CIC 4.0 for its Spanish acronym)**

The Creativity and Innovation Center 4.0 (CIC 4.0) was created as the platform that drives the participation of the UTEQ in Industry 4.0 in response to the major changes in context, validity and relevance of the educational offer. Its objective is to enhance the capacity of the UTEQ Innovation Ecosystem through the integration of trained human capital and students in a space of multidisciplinary, transdisciplinary and organizational convergence that integrates programs with other organizations, advanced technologies and creates connections with the productive, private and social sectors.

It is a center of smart solutions for the region’s productive sector, specifically aimed at small and medium enterprises, as well as technology-based entrepreneurs. Through the identification of needs, support and connection with technology-leading companies, it contributes towards the strengthening of capacities, growth, competitiveness and development of innovation of the local and regional manufacturing industry.

With this strategy, the CIC 4.0 is integrated as a HUB-type triple helix center, in which organizations participate in a collaborative way: public and private research and technological development centers, public and private universities, enterprise clusters, chambers and non-governmental organizations.

• **Center for Productivity and Innovation for Industry 4.0 (CEPRODI 4.0 for its Spanish acronym).**

The integration and implementation of CEPRODI 4.0 seeks to accelerate the adoption of advanced intelligent manufacturing technologies and Industry 4.0 characteristics in Mexican companies, especially in small and medium enterprises (SMEs), to enhance their development and competitiveness.

CEPRODI 4.0 is an organization that seeks to promote engineering and manufacturing through training and optimization of processes, use and technological development by providing access to additive manufacturing infrastructure, as well as high-performance computing resources, and modeling and simulation tools.

The center offers education and training in subjects such as innovation, technological development, simulation, reverse engineering, outreach activities in Industry 4.0 and services in accelerated prototyping, 3D scanning, additive (3D printing) and extractive (CNC) manufacturing, Industry 4.0 demonstration projects in smart manufacturing, Smart KPI s, predictive maintenance, Big Data and Analytics for manufacturing.

• **PEUGEOT National Training Center (CFN for its Spanish acronym)**

For the past 17 years, the UTEQ has provided, through this partnership, technical training for personnel assigned to the 45 concessionaires that are distributed throughout the country, with the purpose of guaranteeing the training of the after-sales network members and keeping information regarding the technical and methodological areas of the brand up-to-date.

As part of the collaboration agreement, in September of 2004 the UTEQ created the Educational Program in Business Development for Automotive After-Sales Service. This program is incorporated into the institutional educational offer, which combines the development of competencies in both the administrative and technical fields of the automobile, taking advantage of the facilities used for the operation of the CFN. With this purpose, the study program for Superior University Technician in Automotive Mechanics was created in January 2018.

There are currently two teachers of the UTEQ assigned to the CFN who are completely up-to-date regarding Peugeot’s newest technologies, and who are responsible for training the national network’s technical advisors.



• **Language Center**

The UTEQ has been offering foreign language courses to society for 22 years. The languages it currently offers are English, French and German, taught through a system that develops four fundamental skills: reading, writing, conversation and oral comprehension. During the period reported, there were 1,400 students attending the external language courses quarterly.

• **Polymers Training Center - UTEQ**

In 2012 the UTEQ started developing a dedicated area providing specialization to students with an inclination for this sector, responding to the industry's demand for experts.

In views of strengthening this project, collaboration partnerships have been conducted with a total of 53 companies. There are currently loan agreements for the temporary ownership of equipment and plastic injection peripherals, which facilitate practice and training of teachers and personnel from participating companies. These activities contribute towards the development and strengthening of human capital in the specialized field of plastic injection.

In addition to the strategic business partnerships mentioned before, the UTEQ also participates in different business chambers, clusters and academic associations. This is done with the objective of creating connections to the university's activities, seeking to maintain the relevance of its programs, as well as that of its training services and technological development to suit existing needs. In this sense, the UTEQ is at the forefront in some fields, such as with Industry 4.0.

• **ERICSSON Training Center for Graduates**

Entered into since July 12, 2012, the collaboration agreement of Ericsson with the UTEQ has the objective of contributing towards the training of recently graduated professionals from the educational programs related to information technologies and telecommunications, graduated from the UTEQ as well as from other higher education institutions from all around the Mexican Republic. The goal is to develop their competencies and skills, within two-month periods, so that they can be hired by the company.

As of today, 603 students have been trained and 92% of them have been hired. Ericsson and the UTEQ are currently defining new collaboration agreements which seek to benefit the university's community and the company's employees.

• **Cisco Regional Academy (CA)**

The UTEQ has been actively participating in the Cisco Networking Academy program for 19 years as the academy in charge of teaching the Cisco Network Associate (CCNA) curricula to students (Discovery, Exploration, Routing & Switching), and since 2012 it serves as Support Center (ASC) and Instructor Training Center (ITC), therefore being a CISCO Regional Academy.

The Technological University of Querétaro has a special internship program to prepare those students interested in obtaining the Network Associate Certification endorsed by Cisco (CCNA). For this purpose, it has two teachers who are certified as instructor trainers and that are able to provide preparation to teachers from other academies that need instruction in order to teach this subject to their students.

The UTEQ currently provides the ASC and ITC services to different universities in the state and the region.

• **Innovation Lab (ILNet) Laboratory with INTEL**

It was inaugurated on November 28, 2016 with sponsorship from the company Intel inside the Creativity and Innovation Center 4.0 building of the UTEQ. The infrastructure belongs to the national network that is integrated by 12 laboratories promoted by Intel to foster collaboration and creativity in high tech innovation and development projects.

In the years 2018 and 2019, the ILNET laboratory collaborated in more than 10 projects with both public and private institutions. Students from the UTEQ and the Querétaro Anáhuac University participated in them along with vocational secondary education students from the CE-CYTEQ and CBTIS.

One of the objectives of the laboratory is to bring children and young people closer to new technologies. With this goal in sight, there have been talks and workshops throughout the state, reaching over 500 interested people.

• **Embedded Systems Laboratory**

The UTEQ, along with the companies Mabe, CIDECE, Aptiv and General Electric and the Ministry of Sustainable Development (SEDESU for its Spanish acronym), implemented the Embedded Systems Innovation and Development Center with the objective of training experts in embedded software development for the automotive, electrical appliance and aeronautical sectors. As an initial stage, a diploma course was created to train personnel from the companies involved; micro, small and medium enterprises; and university teachers. The total human capital trained in 2019 was of 90 specialists distributed in three groups of 30 participants each.



Polytechnic University of Querétaro (UPQ)

It has the objective of educating professionals that are responsive to changes and challenges in the national productive context, and who are able to contribute towards the scientific and technological development of the country and to transmit the knowledge generated.

It was founded in October 25th, 2005, starting with only three educational programs: Engineering in Computer Systems, Advanced Manufacturing Processes and Mechatronics. In the years after, the following programs were offered: Bachelor in International Business (2008); Engineering in Telematics (2009); Bachelor in Small and Medium Enterprise Administration and Management (2010); and Engineering in Automotive Technology (2016). In January 2020, the first generation was enrolled in the UPQ's Master in Engineering in Productive Systems and Industry 4.0 Master Program.

In March 20th, 2018, the institution became the first Automotive University in México recognized by the General Coordination of Technological and Polytechnic Universities with the inauguration of its facilities for the Automotive Innovation and Development Center alongside the German company Brose.

The automotive field has reoriented the educational offer towards the most dynamic sector of the local economy, and the most predominant in the state as well, allowing students to venture into training under the German dual model.

The UPQ is one of three institutions of the subsystem of Polytechnic Universities, and the only higher education institution in the state with 100% of the evaluable matriculation numbers enrolled in programs that have a quality recognition, actions that can be sustained because of the academic capacity of its teachers: 49% of them have postgraduate level education.

All full-time teachers have postgraduate studies and 30% of them have doctorate degrees. There are 9 members of the National System of Researchers collaborating in the Institution, which makes it possible to provide a top-quality education.

In the state of Querétaro, the Institution has become the third with the largest demand and enrollment. The enrollment rate shows a growth rate of 30.42% from 2015 to 2019, and until 2018 it ranked seventh place among the higher education institutions (both public and private) with the largest number of students.

In September 2019 it attained an enrollment of 3,666 students and since 2009 there have been 3,084 graduates from their engineering and bachelor programs. On February 28th, 2019, the UPQ validated the first electronic professional degree process before the Administrative Office for Professions, making the UPQ part of the 16 educational institutions that can print and process expedited electronic professional degrees with respect to the 150 existing educational institutions.

It currently has 7 buildings, 3 of them dedicated to classroom teaching with a total of 49 classrooms for 1,557 students, 12 computer labs with a capacity to serve 289 students simultaneously, a library, cafeteria and two areas for labs and workshops specialized in:

- Electronics
- Hydraulics
- Pneumatics
- Measurement and design
- Chemistry
- Automotive premises (CIDEA)

• **Automotive premises (CIDEA for its Spanish acronym)**

The Automotive Innovation and Design Center was inaugurated on March 20th, 2018. This space contains equipment from companies like Brose and Mitsubishi that carry out processes for product innovation and process implementation, and production lines, creating in this way the school-industry connection proposed in triple helix.

This laboratory was created to develop in the students the competencies needed for the design, development and implementation of products in the automotive sector. It has traditional milling machines; braking system simulators and multipoint injection system for fuel engine and air conditioning; study modules for automobile positioning, automotive multiplexing system and steering wheel angle; as well as simulators for automotive lighting systems and secondary injection of a fuel engine.

• **Self-Learning Language Center (CAAL for its Spanish acronym)**

The department of Foreign Language has designed several strategies to ensure the students' competency in the English language, and they are carried out in the CAAL. This learning space has 6 areas that provide support the development of the four fundamental skills.

• **Industry 4.0 Certifications**

The UPQ entered into a partnership with the company NCTech en which, through the XpertCAD platform, students from the Industrial Engineering Programs Division have the possibility to access 16 certifications in Industry 4.0.

• **Certification in the NMX-R-025-SCFI-2015 for Equal Employment and Non-Discrimination**

In December 2019 the UPQ obtained the certification in the Mexican Standard NMX-R-025-SCFI-2015 for Equal Employment and Non-Discrimination, satisfactorily meeting 92 out of its 100 criteria. Additionally, due to the high level of compliance with various aspects, the institution received the "bronze" level within the compliance scale of the aforementioned standard.

The certification acknowledges the UPQ as a work center that favors the integral development of its personnel.

SUSTAINABLE QUERÉTARO

INFRASTRUCTURE AND EQUIPMENT

QUALITY OF LIFE

PRIMARY SECTOR

SECONDARY SECTOR

TERTIARY SECTOR

TOURISM AND CULTURE

GOVERNMENT SERVICES

Polytechnic University of Santa Rosa Jáuregui (UPSRJ)

It is a public institution of higher education established as a decentralized public entity that started operations on September 5th, 2011. It is an academic unit that is part of the national polytechnic university network, and the second one created in the state of Querétaro.

Since the month of September 2013, it is turning into the first university in Querétaro, and the second one in the country, to adopt the BIS (for its Spanish acronym meaning Bilingual, International and Sustainable) educational model, which develops competent professionals through relevant educational programs. In 2014 it adopted an inclusion-oriented educational model which has allowed it to serve 31 handicapped individuals to the present day.

The UPSJR has 122 signed agreements with national organizations among which the agreements for field projects, internships and social service in 2019 stand out. International mobility agreements were also signed as part of the BIS educational model.

Infrastructure

The facilities of the UPSJR's Campus are spread throughout 207,948.37 m² and they have an infrastructure that is oriented towards the development of citizens and professionals, highlighting:

- Two buildings for classroom teaching that have classrooms, laboratories, rooms and cubicles for academic personnel, as well as other work spaces.
- Learning Center Building (Library). It is made up by classrooms, laboratories (Internet of Things, Audio and Cinema, Computers), reading and consultation area, facilities and cubicles for teachers and administrative personnel. It also has a space called Coworking for collaborative work.
- MetraCenter Building. It was inaugurated in February 2020 and has premises for the Engineering in Automotive Systems program, a room (Innovation Room) and three cubicles for administrative personnel, in addition to 10 specialized laboratories:

- Dimensional Laboratory
- Electrical Metrology Laboratory
- Computer aided design laboratory
- Prototype Laboratory
- Optics Laboratory
- Thermometry Laboratory
- Mixed Reality and Motion Capture Laboratory
- Propulsion Systems Laboratory
- Manufacture Laboratory
- Mechanical Metrology Laboratory

- Cultural and sports infrastructure. There are currently three sports fields: one for five a side soccer and 2 for basketball. Extracurricular workshops are also taught there, both for cultural and physical activities.
- Sustainability infrastructure. The UPSRJ has a wastewater treatment plant; a photovoltaic system that is interconnected to the electricity grid; a nursery for the production of endemic plant species; a worm compost production unit; an ecological conservation zone; a restoration area with soil and water conservation works (CONSA) and berms to infiltrate rainwater and recharge groundwater.
- Other educational infrastructure. As a complement to the academic activities, it has an automotive workshop with two working areas and the Maker Space area.

Educational offer (engineering and bachelor's degree)

- Engineering in Automotive Systems (ISA for its Spanish acronym).
- Software Engineering (ISW for its Spanish acronym).
- Bachelor in Physical Therapy (LTF for its Spanish acronym).

All three programs were created in 2011, the same year as when the UPSRJ started its operations. The next year the program of Engineering in Industrial Metrology (IMI for its Spanish acronym) was initiated. In 2014 the program of Engineering in Animation and Visual Effects (IAEV for its Spanish acronym) was inaugurated.

Postgraduate

The Master in Science Teaching (MEC for its Spanish acronym) program was started in 2020 and it currently has 10 pre-enrolled individuals.

Continuous education

There are English courses taught on Saturdays by university teachers and offered to the community as part of the BIS educational model and, additionally, there are periodic classes taught by foreign teachers. The knowledge levels of the language are aligned to the Common European Framework of Reference.

There are also diploma courses, courses and workshops available according to the specific requirements and needs of the industry, the productive sector and the graduating students.

Services for the Productive sector

With the aim of increasing the educational value for the industry and its related institutions, the UPSRJ, as a certification entity and an evaluator of the CONOCER system since 2017, offers the following:

1. **EC0076** CONOCER system evaluator training.
2. **EC0085** Provision of services as an interpreter from the Mexican sign language to Spanish and vice versa.
3. **EC0110.01** Advising on the marketing of real estate.
4. **EC0217** Teaching of human capital training courses to groups in classroom attendance modality.
5. **EC0305** Provision of customer services.
6. **EC0307** Basic pre-hospital care.
7. **EC0391.01** Verification of safety and hygiene conditions in the workplace.
8. **EC0477** Tutoring in vocational secondary education and higher education.
9. **EC1029** External audit of the operation and performance of SASISO-PA (for its acronym in Spanish meaning Industrial Safety, Operational Safety and Environmental Protection Administration System) in the hydrocarbons sector.
10. **EC1031** Evaluation of the SASISOPA conformation and implementation program.

5.4.2. Occupational training

At the end of the school year 2018-2019 there were 104 registered occupational training centers distributed in 10 of the 18 municipalities of the entity. The municipality of Querétaro has 74% of them; San Juan del Río 14.4%; Cadereyta 2.9%; and the remaining 8.7% are distributed among the municipalities of Amealco de Bonfil, Corregidora, El Marqués, Ezequiel Montes, Jalpan de Serra, San Joaquín and Tequisquiapan.

There were 41,582 people enrolled in these centers from which 54.7% were women and 45.3% men.

Enrollment in occupational training centers.
End of school year 2018-2019.

Municipality	Total enrollment			Centers
	Men	Women	Total	
Amealco de Bonfil	0	7	7	1
Cadereyta de Montes	712	987	1,699	3
Corregidora	905	1,129	2,034	2
El Marqués	2,464	915	3,379	1
Ezequiel Montes	328	1,048	1,376	1
Jalpan de Serra	499	1,271	1,770	1
Querétaro	11,373	13,962	25,335	77
San Joaquín	45	268	313	1
San Juan del Río	2,095	2,404	4,499	15
Tequisquiapan	415	755	1,170	2
Total	18,836	22,746	41,582	104

Source: F911 system for the national educational statistical integration of the SEP. Ministry of Education of the State Government. Basic Education Services Unit in the State of Querétaro. Subcoordination of Administrative Management. Direction of Educational Planning. Statistics Department.



5.4.3. Science and technology

The higher social and economic wellbeing indicators from developed countries show that their progress is proportional to their investment in education, science, technology and innovation.

Enterprises are the main generators of employment and wealth. It is of vital importance that they continue increase their competitiveness to meet the market’s demands. Innovating their production processes constantly requires the development of technology that adds value to the goods they produce.

This development is not exclusive of enterprises. There are other agents such as research centers, public and private institutions, and individuals, among others, that also conduct scientific and technological research activities that generate processes and products of a technological base.

Research centers and researchers

According to the registries of 2019, Querétaro has 52 research and technological development centers in which 3,095 researchers participate. Another 49 researchers affiliated to different institutions, to government and to universities, have also been recognized in the National System of Researchers (SNI for its Spanish acronym), which gives a total of 3,144 individuals dedicated to this activity.

In the Autonomous University of Querétaro alone there are 14 schools and departments that develop research lines, accommodating a total of 461 researchers. Members of the SNI are distinguished in three levels:

First level candidates are those people who have doctorate degrees and have participated in original high-quality research projects, who have been published in prestigious scientific journals, with arbitration and international impact, or, in books published by publishers with academic recognition. They are also required to teach and direct undergraduate and graduate theses.

To access the second level, the requirements from the first level must be met and, in addition, they must have conducted original, recognized, significant and consistent research, whether individually or in a group. Also, they must be involved in the promotion and dissemination of science.

The third level groups researchers who have met the requirements of the second level and that have made transcendent scientific or technological contributions, and outstanding leadership activities in the national academic community. They must have obtained national and international academic recognition that involves an outstanding work in training teachers and independent researchers.

The 52 research centers in the entity are organized in the following way:

Research centers in the state of Querétaro, 2019.				
No.	Institution	Type	Researchers belonging to the S.N.I. ¹ 2019	Total of researchers 2019
1	Center for Industrial Engineering and Development (CIDESI)	CONACYT	25	95
2	Center for Advanced Technology (CIATEQ, A.C.)	CONACYT	7	166
3	Center for Research and Technological Development in Electrochemistry (CIDETEQ, S.C.)	CONACYT	35	36
4	Interdisciplinary Center for Metropolitan Studies (MET center)	CONACYT	5*	5*
5	National Center for Aeronautical Technologies (CENTA)	CONACYT	9	16
6	Interdisciplinary Center for Research and Teaching in Technical Education (CIIDET)	Federal	7	49
7	National Research Center for Animal Physiology (CENIDFA-INIFAP)	Federal	14*	30*
8	National Metrology Center (CENAM)	Federal	7	152
9	INAH Center, Querétaro	Federal	1	16
10	National Institute of Forestry and Agricultural Research (INIFAP, Querétaro)	Federal	0*	9*
11	Mexican Institute of Transportation (IMT)	Federal	7	114
12	Center for Educational Research and Teacher Training (CIEFD-IMSS)	Federal	1	25
13	CARSO Research and Development Centre, CIDE (CONDUMEX, S.A. de C.V.)	Private	0	79
14	Center for Technology and Development (MABE, S. de R.L. de C.V.)	Private	1	101

CONTINUE>

Research centers in the state of Querétaro, 2019.

No.	Institution	Type	Researchers belonging to the S.N.I. ¹ 2019	Total of researchers 2019
15	Center for Technology and Development (TREMEC, S.A. de C.V.)	Private	0*	16*
16	Center for Advanced Engineering in Turbomachinery (CIAT-GE IQ)	Private	2	1,174
17	Mess Servicios Metrológicos S. de R.L. de C.V.	Private	0	9
18	Centro de Investigación Social Avanzada, A.C. (CISAV)	Private	3	17
19	Centro de Investigación y Desarrollo Tecnológico en Enfermedades Crónicas, A.C. (CINDETEC)	Private	0*	21*
20	Center for Research in Applied Science and Advanced Technology (CICATA-IPN)	Higher education	22	38
21	Center for Research and Advanced Studies (CINVESTAV-IPN, Querétaro Unit)	Higher education	24	25
22	High Technology Unit. Faculty of Engineering of the UNAM (UAT)	Higher education	2	11
23	Institute of Neurobiology of the UNAM, Juriquilla Campus (INB)	Higher education	53	53
24	CIEEN Center for Educational Research (ENEQ)	Higher education	0	5
25	Technological and Higher Education Institute of Monterrey, Querétaro Campus (ITESM-CQ)	Higher education	27	62
26	Technological Institute of Querétaro (ITQ)	Higher education	10	25
27	Center for Applied Physics and Advanced Technology of the UNAM, Juriquilla Campus (CFATA)	Higher education	25	31

No.	Institution	Type	Researchers belonging to the S.N.I. ¹ 2019	Total of researchers 2019
28	Center for Geosciences of the UNAM, Juriquilla Campus	Higher education	48	66
29	Research Laboratory of the Engineering Institute for Advanced Processes in Water Treatment, UNAM Juriquilla Campus - LIPATA	Higher education	6*	11*
30	Technological University of Querétaro (UTEQ)	Higher education	15	51
31	Technological Institute of San Juan del Río (ITSJR)	Higher education	1	16
32	Technological University of San Juan del Río (UTSJR)	Higher education	6	6
33	Polytechnic University of Querétaro (UPO)	Higher education	7	34
34	Teaching and Research Multidisciplinary Unit of the Faculty of Sciences of the UNAM, Juriquilla Campus (UMDI)	Higher education	11	14
35	Aeronautical University of Querétaro (UNAQ)	Higher education	3	32
36	Universidad del Valle de México (UVM)	Higher education	11	14
37	Juriquilla Academic Unit of the UNAM Mathematics Institute, C.J. (IMAT)	Higher education	13	15
38	Center of Teaching, Research and Extension in Animal Production in the Central High Plateau (CEIEPAA). Faculty of Veterinary Medicine and Zootechnics, UNAM	Higher education	0*	25*
Autonomous University of Querétaro (UAQ)		Higher education	345	431
Total			753	3,095

Source: CONCYTEQ with information of the year 2019 provided by the Higher Education Institutions and Research Centers, 2020.
1S.N.I.: The CONACYT's National System of Researchers.
* Data taken from the year 2018 given it has not been updated by the Research Center.



Photograph retrieved from: CICATA Caracterización de Materiales Laboratorio de integración y desarrollos tecnológicos.

Research Centers of the Autonomous University of Querétaro, 2019.

No.	Department/School	Type	Researchers belonging to the S.N.I. ¹ 2019	Total of researchers 2019
39	Natural Sciences	Higher education	65	81
40	Political and Social Sciences	Higher education	19	27
41	Colegio de Bachilleres Norte (North High School)	Vocational secondary education	1	1
42	Accounting and Administration	Higher education	12	24
43	Law	Higher education	13	17
44	Nursing	Higher education	1	6
45	School of Fine Arts	Vocational secondary education	9	14
46	Philosophy	Higher education	23	32
47	Computing	Higher education	7	9
48	Engineering	Higher education	102	129
49	Language and literature	Higher education	12	17
50	Medicine	Higher education	11	15
51	Psychology	Higher education	13	26
52	Chemistry	Higher education	57	63
Total			345	461

Source: CONCYTEQ with information of the year 2019 provided by the Higher Education Institutions and Research Centers, 2020.
¹S.N.I.: The CONACYT's National System of Researchers.



Applications for inventions made by Mexicans by federal entity

According to the Mexican Institute of Industrial Property (IMPI for its Spanish acronym) 1,305 applications for patents were submitted in 2019 by Mexicans in the different states around the country and 438 of them were granted. The fields in which more patents were granted to Mexican holders were those of articles for use and consumption with a total of 179, diverse industrial techniques with 73, and 69 for chemistry and metallurgy.

Applications for inventions made by Mexicans by federal entity, 2019.

Federal Entity	Patents	Industrial designs	Utility models	Total
Aguascalientes	8	26	3	37
Baja California	27	5	14	46
Baja California Sur	7	5	-	12
Campeche	9	-	2	11
Chiapas	9	3	2	14
Chihuahua	42	30	28	100
Ciudad de México	295	289	136	720
Coahuila	88	16	22	126
Colima	4	11	-	15
Durango	6	1	1	8
Estado de México	62	164	79	305
Guanajuato	43	187	14	244
Guerrero	5	-	1	6
Hidalgo	47	9	10	66
Jalisco	208	245	70	523
Michoacán	16	20	4	40
Morelos	27	17	25	69
Nayarit	4	5	4	13
Nuevo León	82	119	55	256
Oaxaca	8	2	7	17
Puebla	71	56	19	146
Querétaro	45	23	29	97
Quintana Roo	3	1	3	7
San Luis Potosí	23	12	6	41
Sinaloa	51	29	9	89
Sonora	36	10	13	59
Tabasco	19	2	5	26
Tamaulipas	18	16	11	45
Tlaxcala	2	-	1	3
Veracruz	15	7	15	37
Yucatán	21	26	9	56
Zacatecas	3	12	6	21
Mexicans living abroad	1	-	-	1
Total	1,305	1,348	603	3,256

Source: Mexican Institute of Industrial Property in Numbers (IMPI in number). Retrieved from <https://www.gob.mx/impi/documentos/instituto-mexicano-de-la-propiedad-industrial-en-cifras-impi-en-cifras>
Note: 5 applications must be added in 2019 for integrated circuit layout diagrams for Colima, Guanajuato and Jalisco, which is why the total is 3,261.

5.4.4. Clusters

A cluster is defined as a group of interrelated companies that work within the same sector and that also collaborate strategically to obtain common benefits.

Querétaro has several different clusters that foster the growth and development of the companies that integrate them. Some of the most prominent ones are those of the aeronautical, automotive, information technologies and medical sectors.

These clusters resulted from the increasing arrival of businesses from the aforementioned sectors and, consequently, due to their need to establish a common work direction to increase productivity and consolidate the economic development of the state.



•Aeronautical Cluster

It was established in November 2012 under the triple helix concept: company-academy-government. Its headquarters are in the National Center for Aeronautical Technologies (CENTA for its Spanish acronym). The Aeroclúster de Querétaro, A.C. (the cluster's registered name) resulted from the integration of seven companies and eleven institutions that represent the sector. In 2019, over 70 members participated in this cluster from which 38 were aerospace companies, 12 were support companies, 10 were public and private educational institutions, 7 were research centers and 3 were public entities: the Ministry of Sustainable Development, the Science and Technology Council of the State of Querétaro and the International Airport of Querétaro.

Querétaro's Aerocluster collaborates with different state and federal authorities including the Mexican Space Agency (AEM); the National Aeronautical Thematic Network (RTNA for its Spanish acronym) and the Space Science and Technology Thematic Network (REDcyTE for its Spanish acronym) of CONACYT; the Federal Civil Aviation Agency (AFAC); the aeronautic clusters of Chihuahua, Nuevo León and Baja California; the Mexican Federation of the Aerospace Industry (FAMEX for its Spanish acronym); the Ministry of National Defense; the Ministry of the Navy; the Heavy Industries and High Technology Management of the Ministry of Economy; among others.

Specialty areas of companies that are part of the aeronautical cluster:

- Advanced manufacturing
 - Aerostructures
 - Systems and equipment
 - Engines
 - Special processes
- Maintenance, repair and operations (MRO)
 - Executive and private aircrafts
 - Passenger aircrafts
 - Landing gears and engines
- Design and Engineering
 - Design of advanced components for engines and aerostructures

Querétaro's Aerocluster reports that there are over 80 companies and support entities registered in the entity that generate approximately 12,000 direct jobs. Direct jobs from the companies belonging to the cluster amount to 9,500.

Exports from the aeronautical companies in the cluster are mainly shipped to North America, France, Spain, Germany and the United Kingdom.

The aeronautical SMEs represent over 55% of the companies that are part of the association, constantly developing first article inspections and new part numbers mainly in the areas of machining, heat treatment and elastomeric and plastic components.

The lines of action developed by the aeronautical cluster are listed below:

1. Supply chain development.
2. Advancement of aerospace SMEs
3. Employment and training of human capital
4. Research and development
5. Certifications

According to the 2018/19 Aerospace Cities of the Future world ranking, Querétaro ranks in the Top Ten Aerospace Cities with Best Performance.

• Medical Cluster

Clúster Médico de Querétaro, A.C. (registered name for the Medical Cluster of Querétaro) is the most recently created cluster, starting its operations in June 2014. Its members meet in the facilities of the Confederation of Employers of the Mexican Republic (COPARMEX Querétaro chapter). Is it currently integrated by eleven hospitals and clinics, seven universities, the SEDESU and the Ministry of Health.



• **Automotive Cluster**

The Automotive Cluster of Querétaro, established in June 2013, has its headquarters in the Technological Park of the Technological and Higher Education Institute of Monterrey, Querétaro Campus (Instituto Tecnológico y de Estudios Superiores de Monterrey). Its integrating parties created specialized human capital, industrial safety, asset security, supplier development, Tier 2 suppliers (TR2), operational excellence and technological development committees with the purpose of detecting the industry’s main needs and finding the corresponding solutions based on the collaborative and connective work schemes of the triple helix.

The cluster is currently integrated by 91 members: 80 companies, 6 universities, 1 occupational training center, 1 technical school, 1 research and development center and 2 government entities, the Ministry of Sustainable Development (SEDESU for its Spanish acronym) and the Science and Technology Council of the State of Querétaro.

It is important to point out that in the state of Querétaro there are more than 300 companies in this sector that, altogether, contribute with over 68,000 direct jobs.

• **Information and Communication Technologies Cluster**

Vórtice IT Querétaro Cluster – Integración Tecnológica de Querétaro, A.C. started operations in March 2006 and it is located in its own technological park: Vórtice ITech Park, in Ciudad Maderas, Querétaro. It is integrated by just over 152 of the sector’s companies of a technological base, 16 strategic allies from other sectors, 3 research centers, 6 state clusters, 18 universities, 4 private school and 6 government entities.

According to the cluster’s information the state has just over 300 companies in the information technologies (IT) sector which participate with over 20,000 direct jobs.

Vórtice is the founder and part of the National Council of Software and IT Clusters which promotes the strengthening of 24 clusters in the sector throughout the country, and brings together over 2,400 companies to attain national and international positioning of technologies developed in México, proposing and promoting national public policies.

All of the associates take part in work groups where experts on each subject work collaboratively (digital transformation, automotive i 4.0, aeronautical i 4.0, innovation and entrepreneurship, infrastructure and Smartcity, human talent, public policy, agrotech and fostering of the sector). Every group has different objectives and projects that aim to benefit all the companies in every sector and the region.

• **Logistics Innovation Cluster (CILQRO for its Spanish acronym)**

It started with 10 founding members in February of 2018 and it is located in Av. Zaragoza 330. It is integrated by 31 companies from the logistics sector related to activities such as transportation lines, customs agents, consulting firms, logistics operators, government institutions, among others.

The CILQRO follows the triple helix guidelines: industry, academy and government. It plans on reaching 40 affiliates in 2020 with the main purpose of potentiating logistics in the state and the Bajío region.

• **Plastics Cluster**

It started operations the 10th of November, 2016 and is located in the neighborhood Desarrollo San Pablo in the city of Querétaro. It is integrated by 50 companies of the plastics sector and 10 from other sectors among which there are 2 research centers and 2 universities.

According to the cluster’s information, the state has approximately 600 micro, small and medium plastics enterprises (MSMEs) and 30 die production and maintenance enterprises, which participate with around 12,000 direct jobs and over 13,500 indirect ones.

Programs:

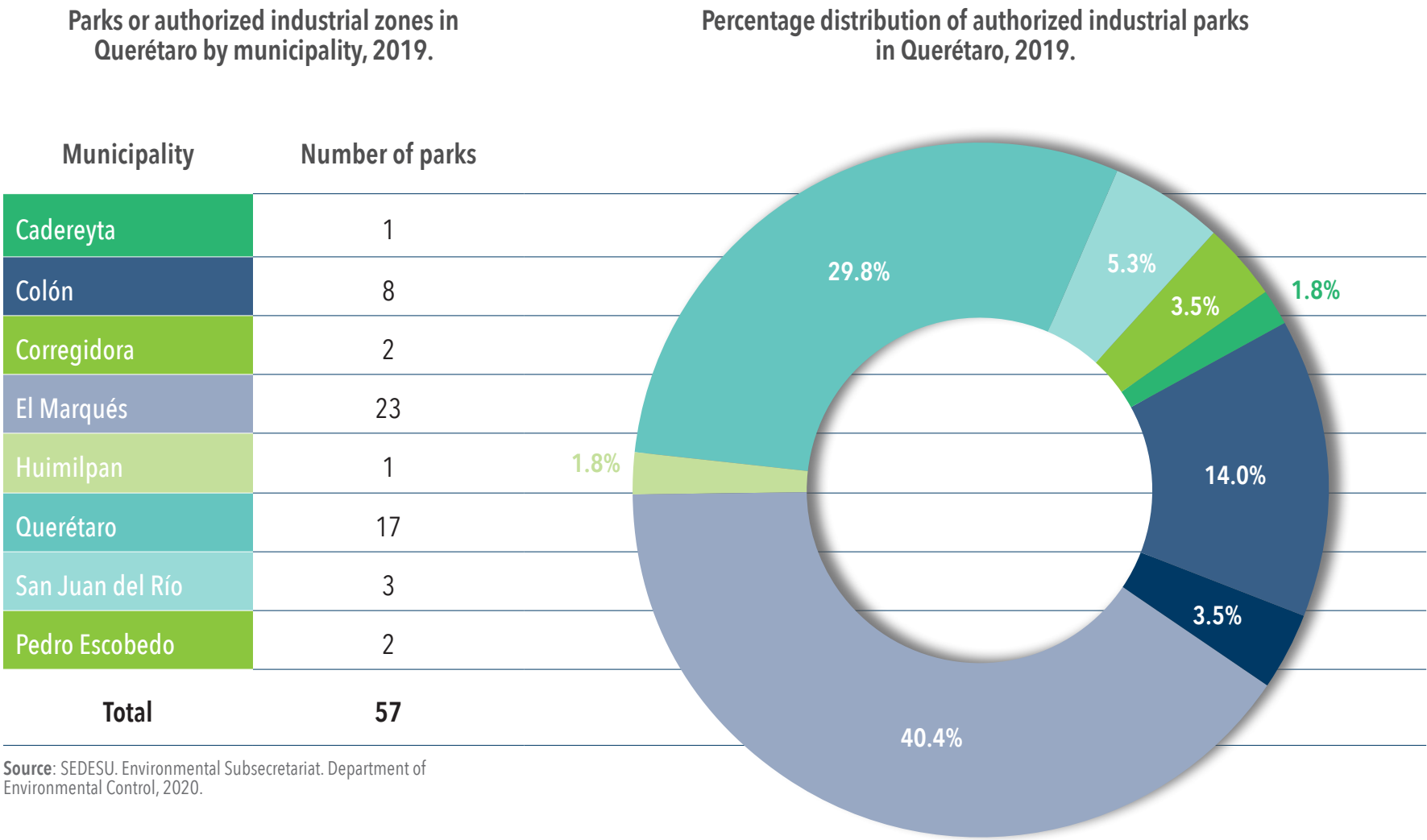
1. It has 4 commissions.
 - a. Certification-education and training.
 - b. Affiliation.
 - c. Social responsibility
 - d. Government projects.
2. Machinery and equipment projects for supplier development, and human resources for personnel development.
3. Supply chain integration and business development.
4. Certifications: companies proud of being plastics and socially responsible companies.
5. Training and diploma courses in die and die-cut design, maintenance, metrology and material quality.
6. Mapping of die and tool maintenance companies and suppliers.

5.5. Parks and industrial zones

According to the information provided by the Department of Environmental Control of SEDESU, there is a registry of 57 parks and authorized industrial zones in Querétaro. As evidenced by complexes that have been operating for a long time, others that are newly created and some more in the process of development, industrial activity in the state is already a tradition that is being constantly renovated.

The municipality of El Marqués has 40.4%; Querétaro has 29.8%; Colón 14%; San Juan del Río 5.3%; and Corregidora, Huimilpan, Cadereyta and Pedro Escobedo combine the remaining 10.5%.

According to the information reported by the municipalities, it is estimated there are at least 1,713 enterprises from which 39 enterprises from the municipality of Colón that are not part of an industrial complex must be added.



Source: SEDESU. Environmental Subsecretariat. Department of Environmental Control, 2020.



Authorized industrial parks in the state of Querétaro, 2019.

No.	Municipality	Park
1	Cadereyta de Montes	Cadereyta Industrial Park
2	Colón	Vesta Park Querétaro
3		Agropark
4		Aerotech Industrial Park
5		Aerospace Park of Querétaro
6		Ferroparque
7		Industrial Point
8		Novotech Airport
9		Airport Industrial Park Querétaro (PIA)
10	Corregidora	Balvanera Industrial Complex
11		El Pueblito Industrial Park

No.	Municipality	Park
12	El Marqués	El Marqués Industrial Park
13		Finsa Querétaro
14		La Noria Industrial Micropark
15		O'Donnell Airport Industrial Park
16		Airport Industrial Park
17		Advance Oro.Industrial Park
18		La Bomba Industrial Park
19		P.K.Co Industrial Group
20		Global Park Querétaro
21		Ciudad Maderas Industrial Park
22		PyME Industrial Park
23		Calamanda Industrial Park
24		Arso Park
25		VYNMSA
26		Villa del Marqués
27		Prime Park Just In Time
28		Quadrum Industrial Park
29		Terra Park Centenario
30		Euro Park
31		Puerta Querétaro
32		FRISA
33		Innovación Querétaro Technological Park
34		Advance Conin Industrial Park
35	Huimilpan	PyME Industrial Park

No.	Municipality	Park
36	Querétaro	Sotavento Industrial Group
37		San Pedrito Peñuelas Industrial Zone
38		Vía Verte Park
39		Industrial Benito Juárez Industrial Subdivision
40		Jurica Industrial Park
41		Querétaro Industrial Park
42		Santa Rosa Business Park
43		San Isidro Industrial Park
44		Micropark P88
45		Miqro1 Park
46		Jofre Park Industrial Micropark
47		NAVEX Park
48		SPM Industrial Estate
49		Buena Vista Business Park
50		Dynamik Park
51		Eqropak
52		Born-Makro Micropark
53	San Juan del Río	Valle de Oro Industrial Subdivision
54		Tierras Coloradas
55		New Industrial Park
56	Pedro Escobedo	Las Palmas Industrial Group
57		Elysium Industrial Park

Source: SEDESU. Environmental Subsecretariat. Department of Environmental Control, 2020.



Industrial settlements

Through the “Induction Form” format, SEDESU, in joint collaboration with municipal, state and federal agencies depending on the case, evaluates and decides on the settlement of new industries, the expansion of the existing ones, or the regularization or relocation of the ones that are already operating, adhering to the criteria established by the Industrial Law of the State of Querétaro and other provisions currently in force.

In the period between January and December 2nd, 2019, 146 applications were reviewed from which 40% were for new companies and expansions. The fact that 37 were new companies, and 22 companies expanded their facilities, generated more employment and profitability in the entity. During that same period, 74 companies were regularized and 13 companies were relocated, with which the industry maintains its operations in optimal conditions regarding environmental care.

Industries with Induction Form, 2019.

Type	Applications
Relocation	13
Regularization	74
Establishment	37
Expansion	22
Total	146

Source: SEDESU, Department of Industrial Development, 2020

Through the single window for applications, 57 requests from 35 established companies, or companies to be established in the state, were answered during the period from January 2nd to December 2nd, 2019. The main support provided was facilitation, management and the bringing together of entrepreneurs and institutions to carry out their application procedures for: permits, licenses, hydraulic infrastructure, electricity, etc.

Single window for applications, 2019.

Agency	Requests
CEA	6
CFE	8
Municipalities	15
Foreign Affairs	9
Roadways	7
Others	12
Tota	57

Source: SEDESU, Department of Industrial Development, 2020

During 2019, 37 projects were completed in different municipalities of the state in the aeronautical, automotive, food and beverage, electrical appliance, TIC, and plastics sectors, among others.

Finished projects 2019.

Municipality	Number of projects
El Marqués	15
Querétaro	10
Colón	8
Pedro Escobedo	2
Corregidora	1
San Juan del Río	1
Total	37

Source: SEDESU, Department of Industrial Development, 2020

5.6. Environmental impact

5.6.1. Evaluation of the environmental impact

The evaluation can be conducted in different modalities: Preventive Report of the Environmental Impact, Manifestation of the Environmental Impact or Induction Form, according to the nature of the application and the criteria established by the Ministry of Sustainable Development.

Its objective is to evaluate and, if applicable, rule out those projects whose realization, suspension, expansion, modification, demolition or dismantling of works or activities may cause ecologic imbalances by surpassing the limits and conditions established in the applicable regulations.

The evaluation is the procedure through which the competent authorities determine the relevance of the execution of works or specific activities, establishing, if applicable, the conditions to which they must adhere to avoid or minimize negative effects on the ecologic balance or the environment.



The following applications where the ones submitted in 2019 regarding environmental matters:

1. Regarding environmental impact, the following were granted:

- 191 authorizations for residential, commercial and services, industrial, state and municipal public works projects.
- 170 permits for extractions from material banks.

It is worth mentioning that starting in May the applications have been evaluated through the online application platform, resulting in a reduction in the average evaluation time, which can be anywhere between 60 and 50 working days.

2. Regarding regulation of the industry, the following were granted:

- 99 environmental permits for the industrial sector to initiate operations or update productive processes.
- 129 authorizations for industrial settlement applications made by filling the Induction Form for new settlements or relocation.
- 85 open-air combustion permits.
- 470 annual reports on emissions and transfer of pollutants (COA for its Spanish acronym) provided by the industrial sector settled in the state. This process has already been done through the online application platform, resulting in a 10% increase in compliance compared with 2018.

5.6.2. National Program for Environmental Auditing (PNAA)

This mechanism is of a voluntary nature and it allows productive and service organizations to get certified and prove, through an audit, that they are in compliance with the environmental legislation.

The PNAA's objective is to improve the environmental performance of participating facilities so that it is above the law's requirements. The companies' compliance with the federal and local environmental legislation in force is verified, and also that they are adopting self-regulatory measures and good operating and engineering practices.

Depending on the economic activity of the company, the PNAA grants three types of certificates:

· **Clean Industry**

For companies that carry out manufacturing and transformation activities.

· **Environmental Quality**

Applicable for companies that carry out commercial and service activities.

· **Touristic Environmental Quality**

For companies that provide touristic services and activities.



During 2019, the state of Querétaro registered 90 companies having a valid certificate of which 58 are Clean Industry certificates, 31 are Environmental Quality certificates and 1 is Touristic Environmental Quality certificate.

The municipalities registered as having companies with a valid certificate in the PNAA are the following:

Municipality	Companies with a valid certificate
Querétaro	46
El Marqués	17
San Juan del Río	16
Colón	4
Corregidora	3
Cadereyta de Montes	1
Ezequiel Montes	1
Pedro Escobedo	1
Tequisquiapan	1
Total	90

Source: The Federal Attorney of Environmental Protection (PROFEPA for its Spanish abbreviation). National Program for Environmental Auditing (PNAA), 2019.

Municipality	Companies in the process of obtaining the certificate
Amealco de Bonfil	1
Cadereyta de Montes	1
Colón	4
Corregidora	1
El Marqués	11
Ezequiel Montes	1
Pedro Escobedo	3
Querétaro	31
San Juan del Río	7
Total	60

Source: The Federal Attorney of Environmental Protection (PROFEPA). National Program for Environmental Auditing (PNAA), 2019.

Similarly, during the same year, the Regional Office of Environmental Audits in the state of Querétaro reported that 60 companies are in the process of obtaining the environmental certificate. The following table lists the companies that are processing it, by municipality.

5.7. Regulatory Improvement

The Federal Commission of Regulatory Improvement is responsible for developing efficient public policies to generate and implement clear regulations, simplified processes and services, and effective institutions to monitor their creation and implementation.

With the aim of strengthening and applying the regulatory framework in environmental matters, and contributing towards the regulatory improvement of the environmental processes of the Executive Power of the State of Querétaro, the following agreements were created and published:

Agreement	Date of publication in the official State newspaper "La Sombra de Arteaga"
List of risky activities that may affect the balance of ecosystems or the environment made by the Ministry of Sustainable Development of the Executive Power.	March 22 nd , 2019
Guide for the preparation of the environmental risk study for companies conducting risky activities made by the Ministry of Sustainable Development of the Executive Power.	March 22 nd , 2019
The specific criteria for evaluation of environmental risk are established.	March 22 nd , 2019
The delivery period for the 2018 annual report of the registry of emissions and pollutant transfer is modified, as well as the submission thereof.	March 29 th , 2019
Criteria regarding the evaluation of environmental impact made by th Ministry of Sustainable Development of the Executive Power.	May 24 th , 2019
Guidelines regarding online applications provided by the Department of Environmental Control of the Ministry of Sustainable Development of the Executive Power of the State of Querétaro.	July 26 th , 2019
Several provisions are amended both in the "Agreement establishing the format for application for an environmental permit for fixed sources of state competence (LA-QRO) and in the general instructions for the filling thereof, and the format of the Annual Report of the Registry of Emissions and Pollutant Transfer and its corresponding filling manual" and the "Agreement amending the delivery period of the 2018 annual report of the registry of emissions and pollutant transfer, as well as the submission thereof".	September 6 th , 2019

Source: SEDESU, Department of Environmental Control, 2020.



5.8. Moody's and S&P credit ratings

Moody's

The evaluator Moody's Investors is an international credit rating agency that analyzes commercial and government entities. It can evaluate the quality of a country's or a financial entity's debt.

In July 2019, the state of Querétaro had a stable rating of its credit profile which implies balanced financial results, very low levels of indebtedness and strong liquidity. Some debt prepayments were made and expenditure is kept under control.

Standard and Poor's (S&P)

Another one of the agencies acting as a high-level evaluator is Standard and Poor's, the American financial services company. It is a division of S&P Global, which publishes reports on financial research and stock and bond analysis.

In October 2019, S&P Global Ratings awarded a global rating showing appropriate protection parameters. It is worth mentioning that this does not rule out the possibility that unfavorable economic conditions may lead to a decline in the capacity to fulfil financial commitments.



06

Tertiary Sector

A large green shipping container is being lifted by a crane at a port. The crane's arm is extended across the top of the container. In the background, there are stacks of other shipping containers in various colors (white, brown, green) and a tall light pole. The sky is blue with white clouds. A red diagonal line runs from the bottom left towards the top right, separating the image from a dark blue background on the right.

It is integrated by the sector of the economy dedicated to providing services to commerce, education, health, banking and financial documents, transportation and communications. It also includes other social and personal services that are not classifiable.

In mature economies, whose industrialization has long been a reality, the tertiary sector grows as the market becomes more complex and diversifies.

The behavior of economic activities allows the elaboration of a map that reflects the branches that acquire greater relevance in each entity of the country.

Querétaro stands out among the states with the greatest economic activity nationwide. Its most dynamic sector is the tertiary sector, where there is an important group of commercial and service companies.

Tertiary sector Indicators

FIFTH NATIONAL PLACE
IN THE TERTIARY SECTOR WITH AN AVERAGE OF
125.5 POINTS
ACCORDING TO THE QUARTERLY INDICATOR
OF ITAAE GENERATED BY INEGI IN 2019



IT REPRESENTS **61.5%** OF THE
EMPLOYED POPULATION IN THE STATE
520,240 PEOPLE

FOREIGN DIRECT INVESTMENT
172.7 MILLION DOLARS
DURING 2019



4TH NATIONAL PLACE
IN CREDIT AGREEMENTS FOR EVERY
10,000 ADULTS

3RD NATIONAL PLACE
IN BRANCH ACCESS FOR EVERY
10,000 ADULTS



IN 2019
15,862
JOBS GENERATED

AT THE END OF 2019
307,458
INSURED WORKERS

SECTOR THAT CONTRIBUTES THE MOST
TO THE STATE GROSS DOMESTIC PRODUCT
57% AND 231,587 MILLION PESOS

12.2% OF GDP IN THE SECTOR
ACCOUNTED FOR TRANSPORT, POST AND
STORAGE SERVICES

5.9% OF GDP
ACCOUNTED FOR FINANCIAL AND
INSURANCE SERVICES

CONTRIBUTION TO GDP IN THE SECTOR
SERVICES 67.1%
TRADE 32.9%



ESTABLISHMENTS CORRESPOND
46.1% TO COMMERCIAL SECTOR
42.2% TO SERVICES

13 FREE TRADE
AGREEMENTS
WITH MARKET ACCESS
WITH 50 NATIONS

32 AGREEMENTS
OR THE RECIPROCAL PROMOTION
AND PROTECTION OF INVESTMENTS
WITH 33 COUNTRIES

282 COMPANIES IN
QUERÉTARO
PART OF THE INDUSTRY, MAQUILADORA
AND EXPORT SERVICES PROGRAM



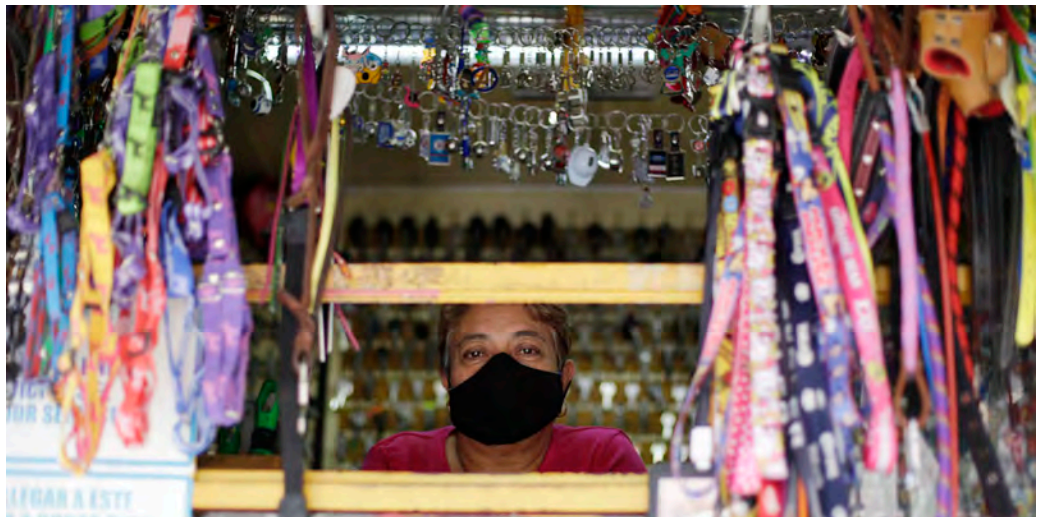
6.1. Trade

In 2018, Querétaro's commercial activity recorded an amount of 80,883.81 million pesos. This amount represents 34% of GDP in the tertiary sector of the state.

6.1.1. Domestic Trade

According to the ITAEE published by the INEGI, in the last quarter of 2019 the internal market and its elements registered a considerable activity. This boosted wholesale and retail sales showing an overall index of 124.2 points.

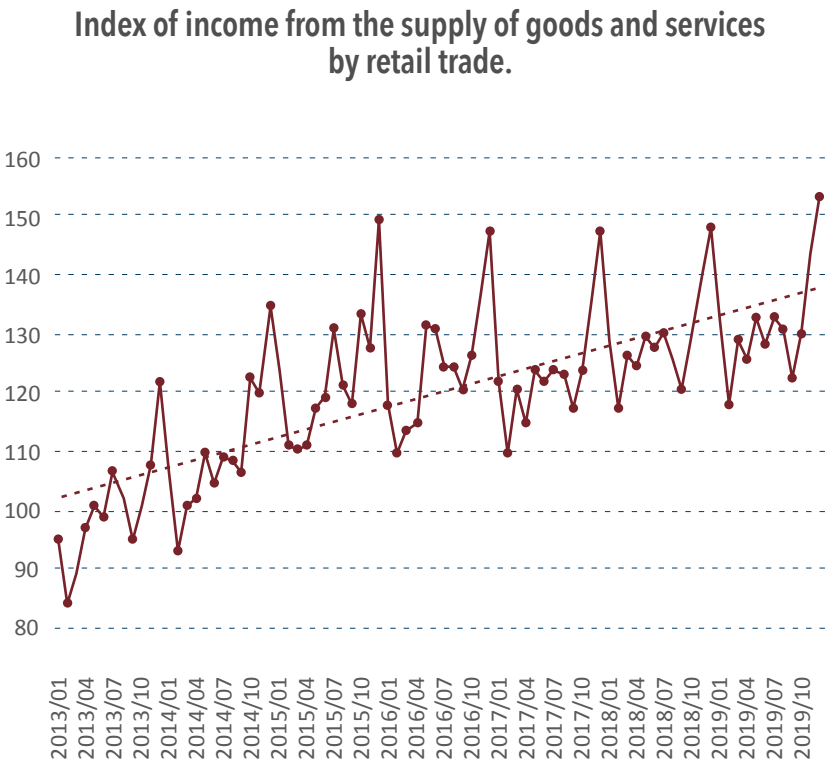
In December 2019, according to data from the Mexican Institute of Social Security (IMSS), 94,801 people were formally working in commercial activities. This meant a participation of 15.6% of the workers in the entity and an annual growth of 6.8%.



Retail Trade

In 2018, retail trade contributed 38,512.5 million pesos to the state's GDP, representing 9.3% of that year's production and a 9.1% growth compared to 2017. The amount of 36,966.7 million pesos was generated due to this activity in 2017.

Also, the EMEC records income from retail trade. For the period from 2013 to 2019, the lowest level of the index was presented in February 2013 with 84 points and in December 2019 the highest peak was reached with 153 points.

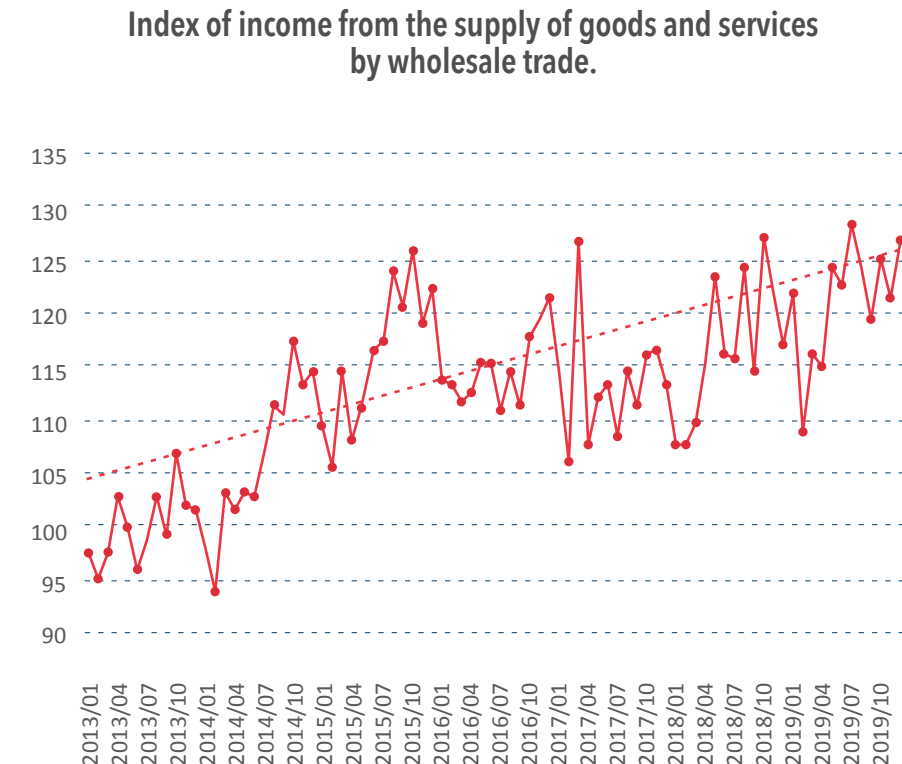


Source: National Institute of Statistics and Geography (INEGI). Monthly Survey on Business Enterprises (EMEC).

Wholesale Trade

According to INEGI figures, wholesale trade contributed 42,371.32 million pesos to the state's GDP in 2018. This activity represents 10.2% of annual production and a growth of 9.4% compared to 2017.

The Monthly Survey of Commercial Companies (EMEC for its acronym in Spanish Encuesta Mensual sobre Empresas Comerciales) shows the increase in income from the supply of goods and services by wholesale trade. The following graph shows income performance since January 2013, where the index was 97.5 growing to 126.6 in December 2019, having a 30% increase.



Source: National Institute of Statistics and Geography (INEGI). Monthly Survey on Business Enterprises (EMEC).

Free trade agreements signed by Mexico.

Treaty	Short name	Signatory countries	Valid since:
Treaty between Mexico, the United States and Canada	USMCA	Mexico, United States and Canada	July 1, 2020
Treaty between Mexico - Panama	FTA Mexico - Panama	Mexico and Panama	July 1, 2015
Treaty between Mexico - Peru	Mexico - Peru FTA	Mexico and Peru	February 1, 2012
Mexico - Colombia Free Trade Agreement	TLC - G2	Mexico and Colombia	August 2, 2011
Mexico - Chile Free Trade Agreement	FTA Mexico - Chile	Mexico and Chile	August 1, 1999
Free Trade Agreement between Mexico and the European Union	TLCUEM	Mexico and member countries of the European Union	July 1, 2000
Mexico-Israel Free Trade Agreement	Mexico - Israel FTA	Mexico and Israel	July 1, 2000
Free Trade Agreement between Mexico and the Oriental Republic of Uruguay	TLC México - Uruguay	Mexico and Uruguay	July 15, 2004
Mexico Free Trade Agreement and European Free Trade Association	FTA Mexico - AELC	Mexico, Iceland, Liechtenstein, Norway and Switzerland	July 1, 2001
Free Trade Agreement between Mexico and the Republics of Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua.	TLC - Central America	Mexico, Costa Rica, Guatemala, Honduras, El Salvador and Nicaragua	September 1, 2012
Mexico-Japan Free Trade Agreement	FTA Mexico - Japan	Mexico and Japan	April 1, 2005
Pacific alliance	AP	Mexico, Peru, Colombia and Chile	May 1, 2016
Trans-Pacific Partnership Treaty	CPTPP	Mexico, Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, New Zealand, Peru, Singapore and Vietnam	December 30, 2018

Sources: Ministry of Economy. Foreign trade. Countries with Treaties and Agreements signed with Mexico, 2020.

6.1.2. Foreign Trade

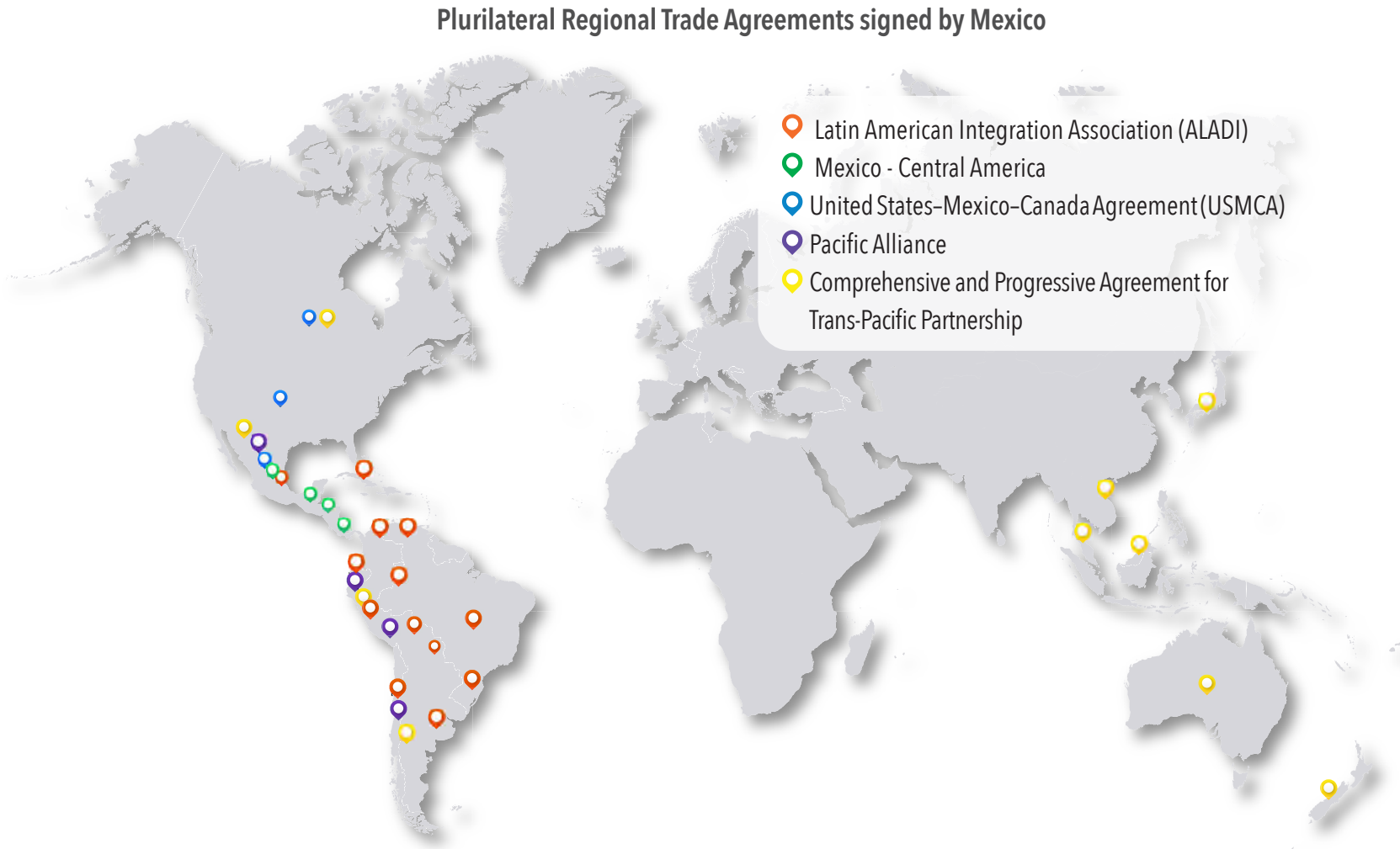
International trade represents the exchange of products and services between different countries. It fulfills two main purposes: the first, to satisfy the internal demand for products and services that are not generated within the country; the second, to take one's own internal production to external markets that demand it.

This sector is subject to the regulations established by the producers and buyers themselves of the goods and services and the governments of the countries of origin and destination that participate in the exchange.

Trade agreements signed by Mexico

The Ministry of the Economy reports that Mexico participates in 13 Free Trade Agreements (FTAs) signed with 50 countries, holds 32 Agreements for the Promotion and Reciprocal Protection of Investments (APPRI) with 33 nations and has 9 agreements of limited scope in the context of the Latin American Integration Association (LAIA).

It also participates actively in multilateral and regional organizations and forums such as the World Trade Organization (WTO), the Asia-Pacific Economic Cooperation (APEC) and the Organization for Economic Cooperation and Development (OECD), among others.



Source: World Trade Organization (WTO), Regional Commerce, 2019.

Agreements for the Promotion and Reciprocal Protection of Investments (APPRI), signed by Mexico.					
Country	Date		Country	Date	
	Firm	Ewntry into force		Firm	Entry into force
Germany	August 29, 1998	February 23, 2001	India	May 21, 2007	February 23, 2008
Argentina	November 13, 1996	July 22, 1998	Iceland	June 24, 2005	April 27, 2006
Australia	August 23, 2005	July 21, 2007	Italy	November 24, 1999	December 4, 2002
Austria	June 29, 1998	March 26, 2001	Kuwait	February 22, 2013	April 28, 2016
Bahrain	November 29, 2012	July 30, 2014	Netherlands	May 13, 1998	October 1, 1999
Republic of Belarus	September 4, 2008	August 27, 2009	Panama	October 11, 2005	December 14, 2006
China	July 11, 2008	June 6, 2009	Portugal	November 11, 1999	September 4, 2000
Korea	November 14, 2000	July 6, 2002	United Kingdom	May 12, 2006	July 25, 2007
Cuba	May 30, 2001	March 29, 2002	Czech Republic	April 4, 2002	March 13, 2004
Denmark	April 13, 2000	September 24, 2000	Singapore	November 12, 2009	April 3, 2011
United Arab Emirates	January 19, 2016	January 25, 2018	Sweden	October 3, 2000	July 1, 2001
Slovakia	November 26, 2007	April 8, 2009	Switzerland	July 10, 1995	March 14, 1996
Spain	November 10, 2006	April 3, 2008	Trinidad and Tobago	October 3, 2006	September 16, 2007
Finland	February 22, 1999	August 20, 2000	Turkey	December 17, 2013	December 17, 2017
France	November 12, 1998	October 11, 2000	Belgian-Luxembourg Union	August 27, 1998	March 18, 2003
Greece	November 30, 2000	September 27, 2002	Uruguay	June 30, 1999	July 1, 2002

Sources: Ministry of Economy. Foreign trade. Countries with Treaties and Agreements signed with Mexico, 2020.



Querétaro Customs Office

Founded on July 22, 1983 and is currently located on State Highway 200, Querétaro-Tequisquiapan km 22.5, in the municipality of Colón, Querétaro. The states of Querétaro, Hidalgo and 88 municipalities of Michoacán belong to the Customs territorial district.

Merchandise shipments are carried out by air, land and rail through the Customs section of Hidalgo and the Strategic Inspection Precinct.

The tactical points that integrate Querétaro Customs Office are:

Tactical points that integrate Querétaro’s Customs.

Querétaro Customs Office
Hidalgo’s Customs Office located at Atotonilco de Tula, Hidalgo.
Querétaro International Airport
“Gral. Francisco J. Mújica” International Airport of Morelia, Michoacán.
“General Ignacio López Rayón” International Airport, Uruapan, Michoacán.

In 2019 the Querétaro Customs Office increased e-commerce operations, also known as e-commerce, through the courier companies such as DHL Express México, S.A. de C.V. and Federal Express Holdings México y Cia.

For the same year, 2019, a total of 250,304 import and export forms were processed, representing an increase of 1% with respect to 2018, while revenues grew by 10.27% during the same period.

Import activity was driven by the automotive and metal-mechanic industry sectors through the trade of auto parts, the aviation industry, various goods for department stores through warehouses and courier companies.

There are 6 customs agents assigned and 40 authorized to operate in the Querétaro Customs Office and its district.

There are two authorized inspection precincts to provide the service of handling, storage and custody of goods and a strategic inspection precinct:

- Terminal Logistics, S.A. de C.V. (CR: 210)
- Terminal Intermodal Logística de Hidalgo, S.A.P.I. de C.V. (CR: 230).
- RFE (Acronym in Spanish for Recinto Fiscalizado Estratégico) Interior Port Querétaro, (IR 11).

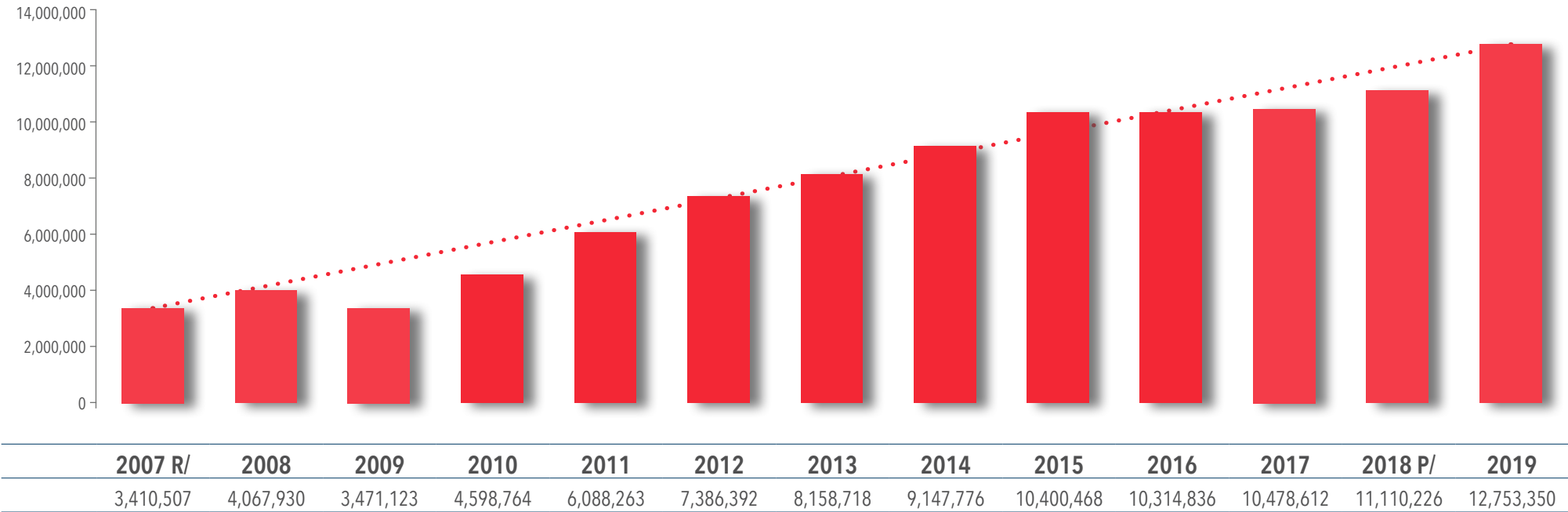
Exports in the State of Querétaro

The total value of the state’s exports for 2019 was 12,753.35 million dollars, which represented an increase of 14.8% over the previous year.

The performance of exports is shown in the following graph:



Querétaro exports (thousands of dollars).



Source: National Institute of Statistics and Geography. Quarterly Exports by State, 2020.
R / Results revised as of the date indicated, the foregoing due to the update of the calculation methodology derived from the incorporation of the Statistical Business Registry of Mexico (RENEC) and the Monthly Survey of the Manufacturing Industry as statistical sources.
P / Preliminary figures as of the date indicated.

The activities with the largest share of exports are the manufacture of transportation equipment, with 50%; and the manufacture of accessories, electrical appliances and power generation equipment, with 16%.

Querétaro exports by activity subsector according to North American Industrial Classification System (SCIAN - NAICS) (Thousands of dollars).					
SCIAN activity subsector	2015	2016	2017	2018 P/	2019
Food industry	272,515	272,912	245,302	265,601	314,068
Beverage and tobacco industry	16,890	12,470	17,730	18,715	19,705
Manufacture of textile products, except clothing	C	12,595	C	C	C
Manufacture of garments	59,154	45,103	34,041	36,589	43,402
Wood Industry	0	0	0	0	-
Paper industry	173,697	178,722	220,197	258,154	256,163
Printing and related industries	326,309	267,835	35,361	41,545	42,025
Manufacture of petroleum and coal products	85,425	52,937	59,939	9,360	C
Chemical industry	397,237	321,056	360,160	416,594	420,848
Plastic and rubber industry	255,121	260,619	350,345	379,451	501,036
Manufacture of non-metallic mineral-based products	88,694	135,070	124,150	134,242	136,515
Basic metal industries	24,525	23,829	26,295	30,452	22,708
Manufacture of metal products	193,266	118,741	92,120	93,637	154,872
Manufacture of machinery and equipment	754,257	904,148	1,120,870	1,239,589	1,136,800
Manufacture of computer, communication, measurement equipment and other electronic equipment, components and accessories	891,453	832,673	926,505	1,012,509	1,264,461
Manufacture of accessories, electrical appliances and electrical power generation equipment	1,528,706	1,712,692	1,914,880	1,925,410	1,986,957
Manufacture of transport equipment	5,158,590	5,031,468	4,815,196	5,175,699	6,356,410
Other manufacturing industries	C	57,438	58,114	C	C
Subsectors unspecified	174,628	74,529	77,408	72,680	97,380
Total	10,400,468	10,314,836	10,478,612	11,110,226	12,753,350

Source: National Institute of Statistics and Geography. Quarterly Exports by State, 2020.
Notes: Subsectors not specified correspond to the amounts of those subsectors that are not presented due to confidentiality, which include a "C". "-" There is no information available to determine whether exports are made in the corresponding subsector. 0 No exports are made in that period by any of the establishments in the corresponding subsector. The sum of the partials may not equal the total due to rounding.
P / Preliminary figures as of the date indicated.

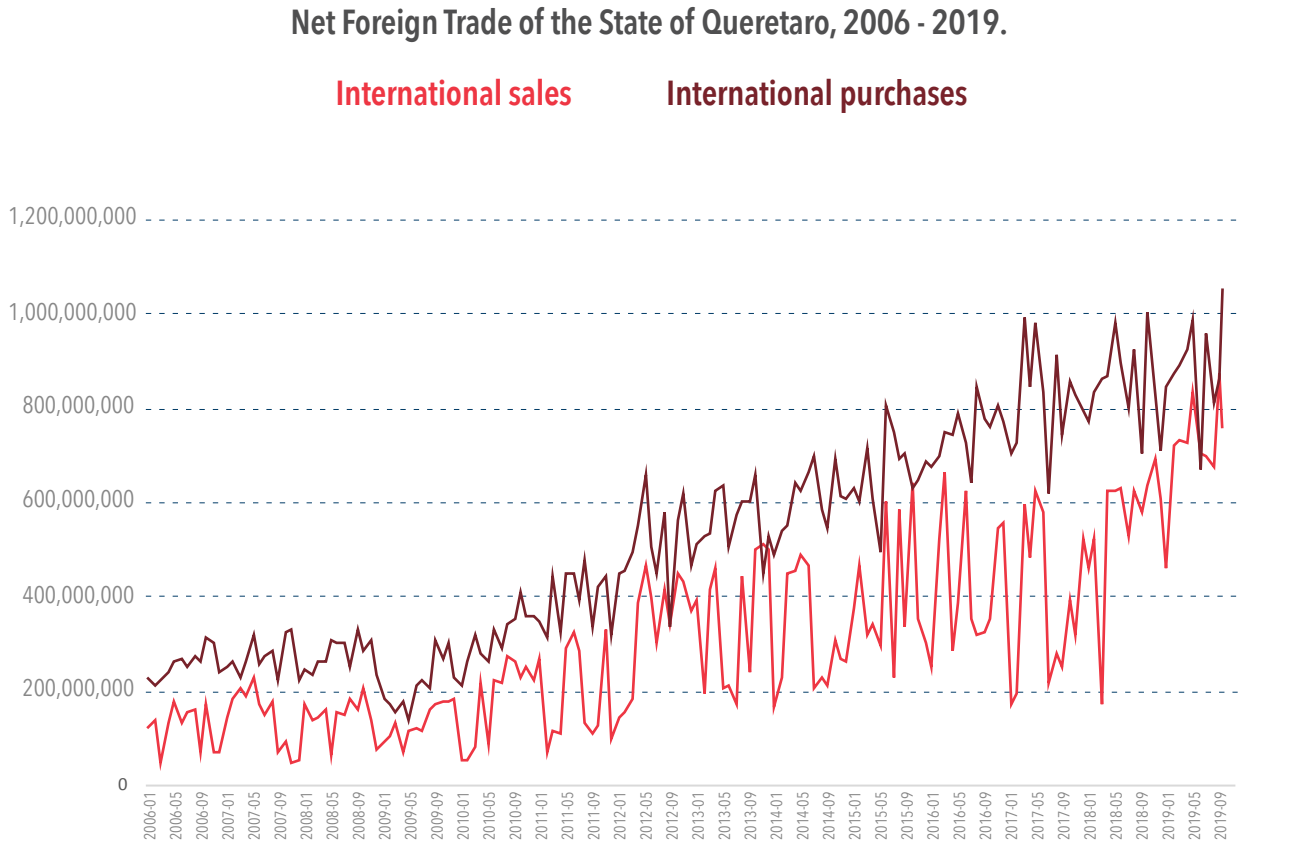
The main products exported in 2019, according to Data Mexico, were parts and accessories for automotive vehicles, turbojets, turbopropellers and other gas turbines and refrigerators, freezers and other refrigeration or freezing equipment.

The main international sales destinations in 2019 were the United States, Canada, the United Kingdom, France and Spain.

It is worth mentioning that Data Mexico uses international sales to refer to the total sales abroad of legal entities whose fiscal domicile is registered in the State of Querétaro. Thus, international sales by state represent a different concept from that of exports by state, which is published by the INEGI.

On the other hand, there are the international purchases where Data Mexico reports that the main products imported from the manufacturing sector in 2019 are shafts and cranks, bearings, bearing cases and other speed changers, motors and generators. The main countries of origin of the products imported in 2019 were the United States, China, Germany, South Korea and Japan.

Considering the balance of international purchases and sales of the state, the following results are shown.



Source: Data Mexico. Ministry of Economy. <https://datamexico.org/es/profile/geo/queretaro-qt>

Promotion Program of Manufacturing, Maquila and Export Services Industry (IMMEX)

The Program for the Promotion of the Manufacturing, Maquila and Export Services Industry (IMMEX) allows the import of raw materials, parts and components, fuels, lubricants, packaging material, machinery and equipment on a temporary basis and without the payment of the General Import Tax (IGI).

The companies that participate in this program can develop activities of elaboration, transformation, repair and service activities according to the approved modality. The Ministry of Economy may authorize participation in the IMMEX program in the following modalities: controller, industrial, shelter, services and outsourcing.

- **Controller:**
Integrating the manufacturing operations of a certified company named controller and one or more controlled companies in the same program.
- **Industrial:**
Designed for companies that carry out industrial processes of elaboration or transformation of goods for export.
- **Services:**
Focused on services to export goods or when export services are provided, only for the development of activities determined by the Ministry of Economy.
- **Shelter:**
Related to foreign companies that provide technology and productive material to a company that is within the program, without those operating directly in it.
- **Outsourcing:**
Serving certified companies that do not have facilities to carry out production processes and manufacturing operations through third parties that are registered in their program.

The IMMEX program has companies in the following sectors:

Establishments with IMMEX programs, by economic activity in Querétaro.

Activity	Quantity
Supply, storage or distribution of merchandise	26
Farming	9
Product design or engineering	1
Software engineering or design	1
Packaging, sanded, gluing process, polished, painted or waxed, among others (without altering the characteristics of the goods)	6
Manufacture of computer, communication, measurement equipment and other electronic equipment, components and accessories	3
Manufacture of electrical generation equipment and electrical appliances and accessories	11
Manufacture of transport equipment and its parts	46
Manufacture of machinery and equipment	9
Manufacture of furniture and related products	1
Manufacture of petroleum and coal products	1
Manufacture of metal products	29
Printing and related industries	1
Food industry	5
Plastic and rubber industry	21
Chemical industry	7
Basic metal industries	3
Mining of metallic and non-metallic minerals except oil and gas	1
Recycling or collection of waste	7
Repair, rework or maintenance of goods	7
Services (as long as it is made to national or nationalized merchandise and it is exported)	3
Business process outsourcing services based on information technology	1
Services supported with information technologies	2
Textile and clothing, exclusively for the manufacture of goods of chapters 50 to 63 and subheading 9404.90	9
Other activities	72
Total	282

Source: Federal Representation of the Ministry of Economy in Querétaro. Information as of January 31, 2020.

Distribution of companies with IMMEX program according to its modality.



6.2. Foreign Direct Investment (FDI)

Activities considered as FDI:

According to the Payments Balance Manual (BPM5) of the International Monetary Fund (IMF) and the Benchmark Definition of Foreign Direct Investment (BD4) of the Organization for Economic Cooperation and Development (OECD), FDI is the category of cross-border investment made by a resident abroad in a Mexican company or in assets located in national territory with the purpose of establishing a lasting interest.

Through this contribution to the company, the direct investor seeks to exercise a significant degree of influence. FDI due to its nature can generate permanent relationships of funding and technology transfer with the purpose of maximizing the production and profits of the direct investment company.

FDI is classified into three sections pursuant to its funding sources:

- 1. New investments. Refers to the FDI that are associated to:
 - Initial investments made by foreign individuals or legal entities when establishing in Mexico. This segment includes those made in fixed assets and working capital for the regular performance of acts of commerce in our country.
 - Initial contribution or increase to the capital stock of Mexican companies by foreign investors.
 - Transfer of shares by Mexican investors to foreign investors.
 - Initial amount of consideration in trusts that grant rights to FDI.
- 2. Reinvestment of profits. This takes place when a portion of the profits are not distributed as dividends and represents an increase in the capital resources owned by the foreign investor.
- 3. Intercompany accounts. These are the transactions originated by debts between Mexican companies with FDI in their capital stock and other related foreign companies. Pursuant to BD4, related companies are those belonging to the same corporate group.

Activities that are not considered as FDI:

The key point for an investment to be considered FDI is that funding comes directly from the investor. This is exactly what is required to determine whether or not a specific type of funding is considered as FDI.

In addition to FDI, companies can receive resources through other funding sources. These may be of any type as long as they come from businesses other than direct investors.



6.2.1. Foreign investment in the country

In the year 2019, according to figures reported by the Ministry of Economy, Mexico registered \$33,727 million dollars in foreign direct investment.

The report on global investment of the United Nations Conference on Trade and Development (UNCTAD) is published in June of each year. According to the 2019 report, Mexico ranked twelfth as a recipient country in 2017.

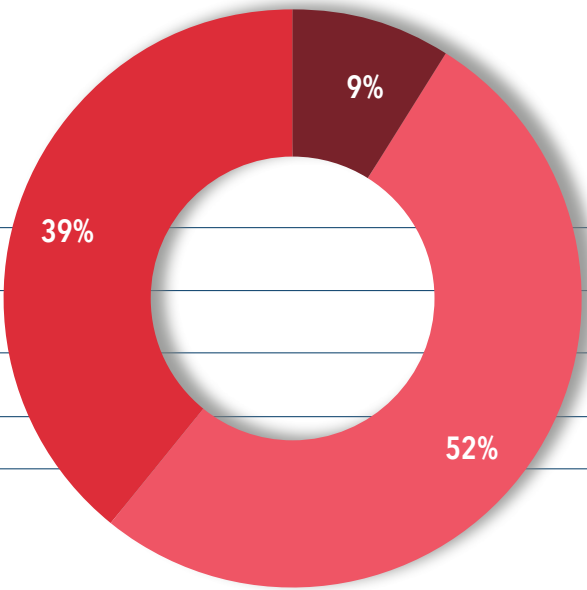
FDI in Mexico is shown below.

FDI by type of investment in Mexico, 2016 - 2019.
(millions of dollars)

Concept	Total 2016	Total 2017	Total 2018	Total 2019
Accounts between companies	9,435.7	10,314.7	9,175.3	2,913.7
New investments	10,985.8	11,895.8	12,533.0	13,092.6
Reinvestment of profits	10,574.9	11,966.2	13,120.6	17,721.7
Total	30,996.4	34,176.7	34,828.9	33,727.9

Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2020.

Percentage distribution of FDI by type of investment in Mexico, 2019 .

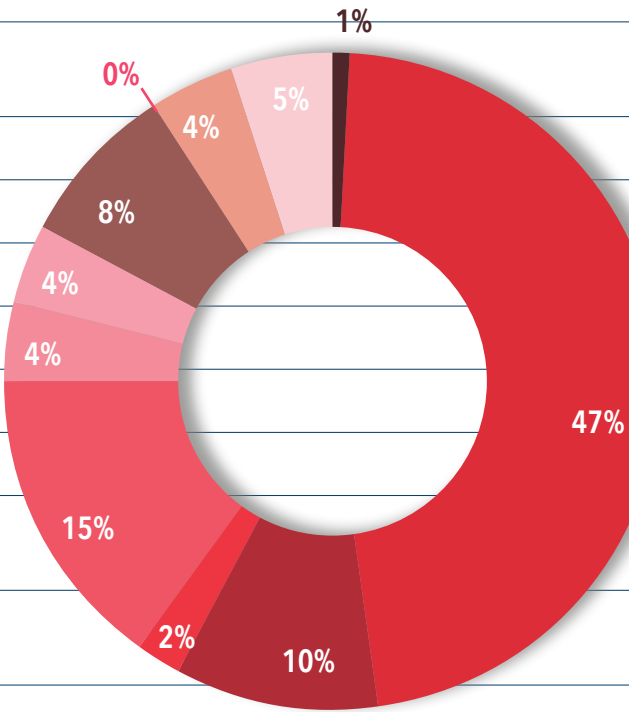


National FDI by main sectors, 2019
(millions of dollars).

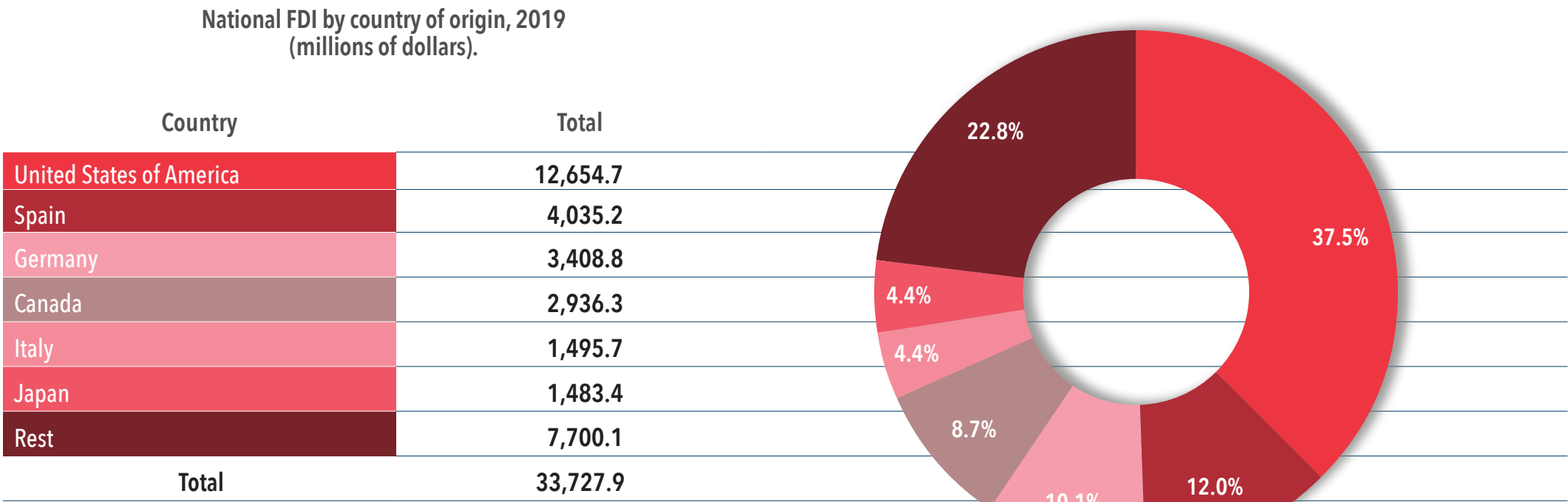
Sector	2019				Total
	I	II	III	IV	
Primary sector	39.26	46.78	38.92	-21.06	103.90
Energy, water and gas supply through pipelines to the final consumer	605.95	-29.66	825.15	-104.44	1,297.00
Mining	512.69	627.68	316.20	367.59	1,824.15
Building	487.16	196.16	-3.15	-301.38	378.78
Manufacturing industries	6,498.13	2,747.27	4,112.79	2,545.55	15,903.75
Commerce	1,105.23	1,050.29	504.99	575.83	3,236.34
Transport, mail and storage	365.10	220.89	65.09	186.34	837.42
Financial and insurance services	2,451.85	449.91	1,724.81	545.81	5,172.38
Real estate and rental services of movable and intangible property	153.05	549.94	54.28	423.99	1,181.27
Temporary accommodation and food and beverage preparation services	330.63	323.65	273.48	295.16	1,222.91
Others	1,468.63	248.90	338.33	525.81	2,570.04
Total	14,018.87	6,431.81	8,250.88	5,026.39	33,727.95

Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2020.
Note: The primary sector includes: agriculture, animal husbandry and exploitation, forestry, fishing and hunting.
Note: The totals do not match the sum of the partials because some statistical data correspond to one or two companies and are shown as confidential.

Percentage ratio of FDI by sector in Mexico, 2019.



FDI comes mainly from the United States, Spain, Germany, Canada, Italy and Japan. The following table shows involvement per country.



Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2020.
Note: The totals do not match the sum of the partials because some statistical data correspond to one or two companies and are shown as confidential.

6.2.2. Foreign investment in the state

During 2019, the accumulated value of FDI in Querétaro amounted to 1,172.7 million dollars, a figure higher than that reported in 2018. Of the total FDI, 56.3% corresponds to new investments.

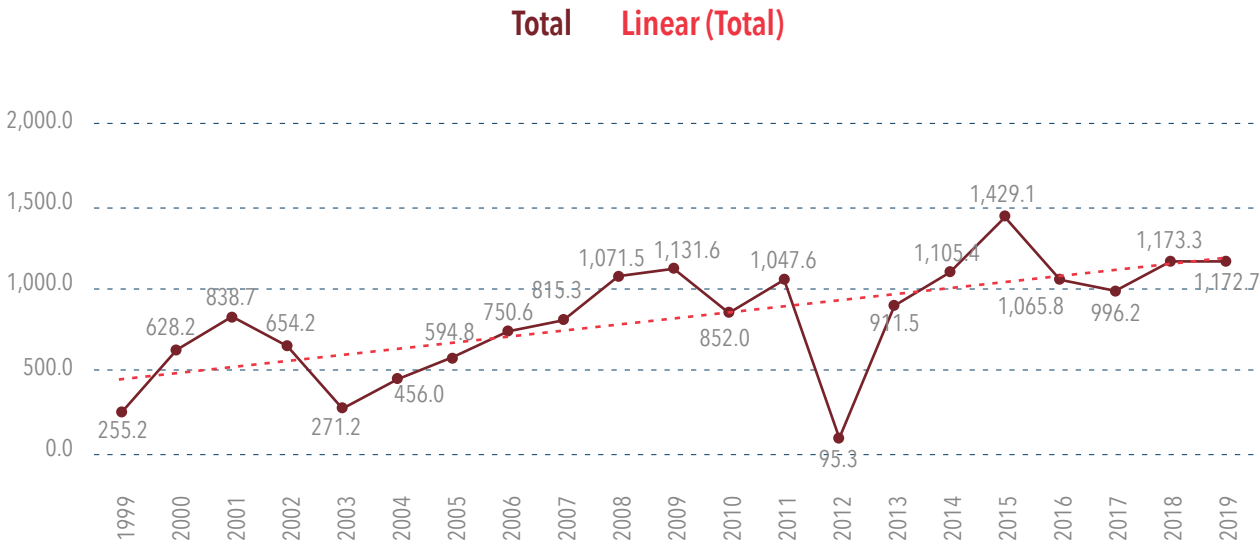
During the first quarter of the year, 46% of the total annual FDI in the state was recorded.

FDI by type of investment in Querétaro, 2019
(millions of dollars).

Concepto	Total 2019
New investments	659.7
Reinvestment of profits	620.0
Accounts between companies	-107.0
Total	1,172.7

Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2020.

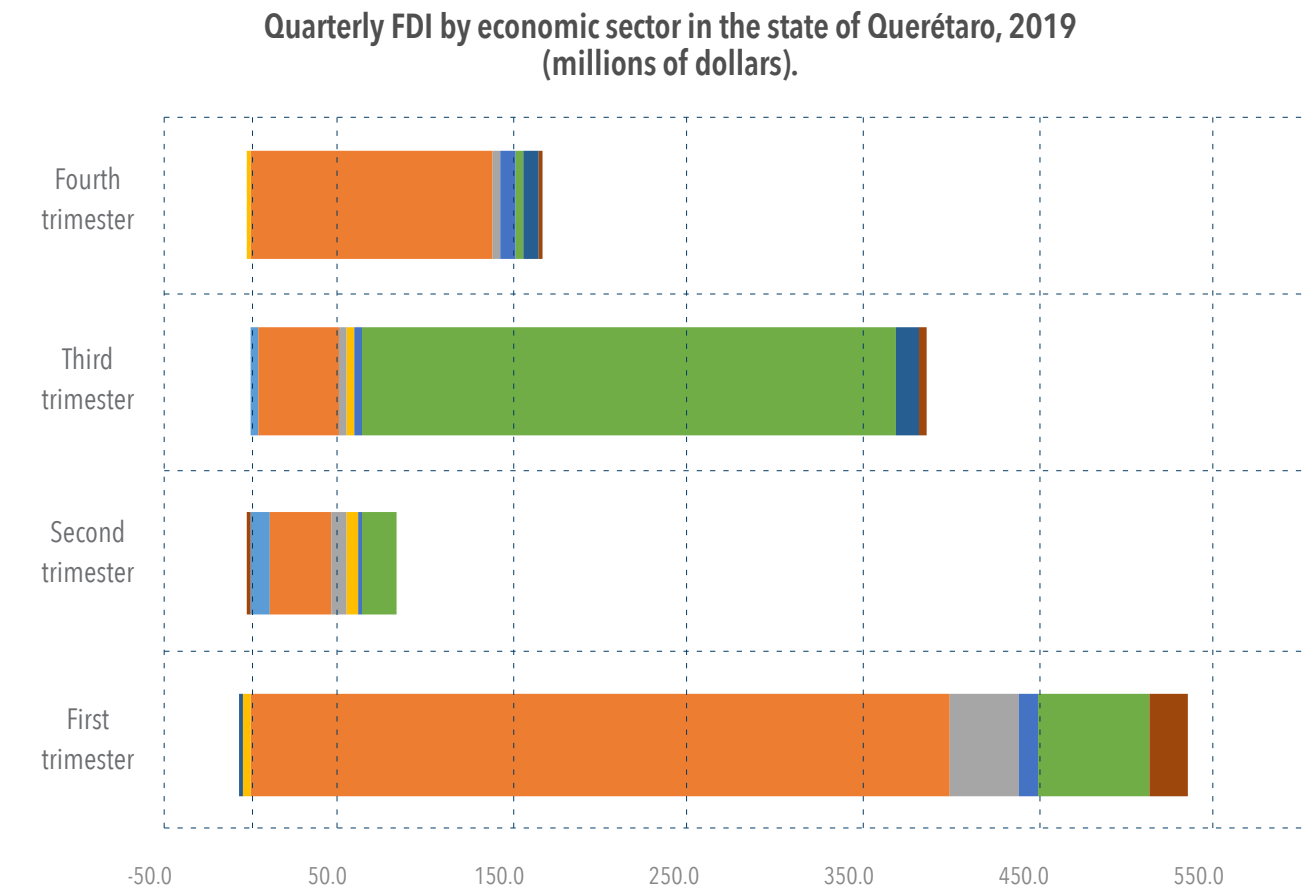
FDI in Querétaro from 1999 to 2019.



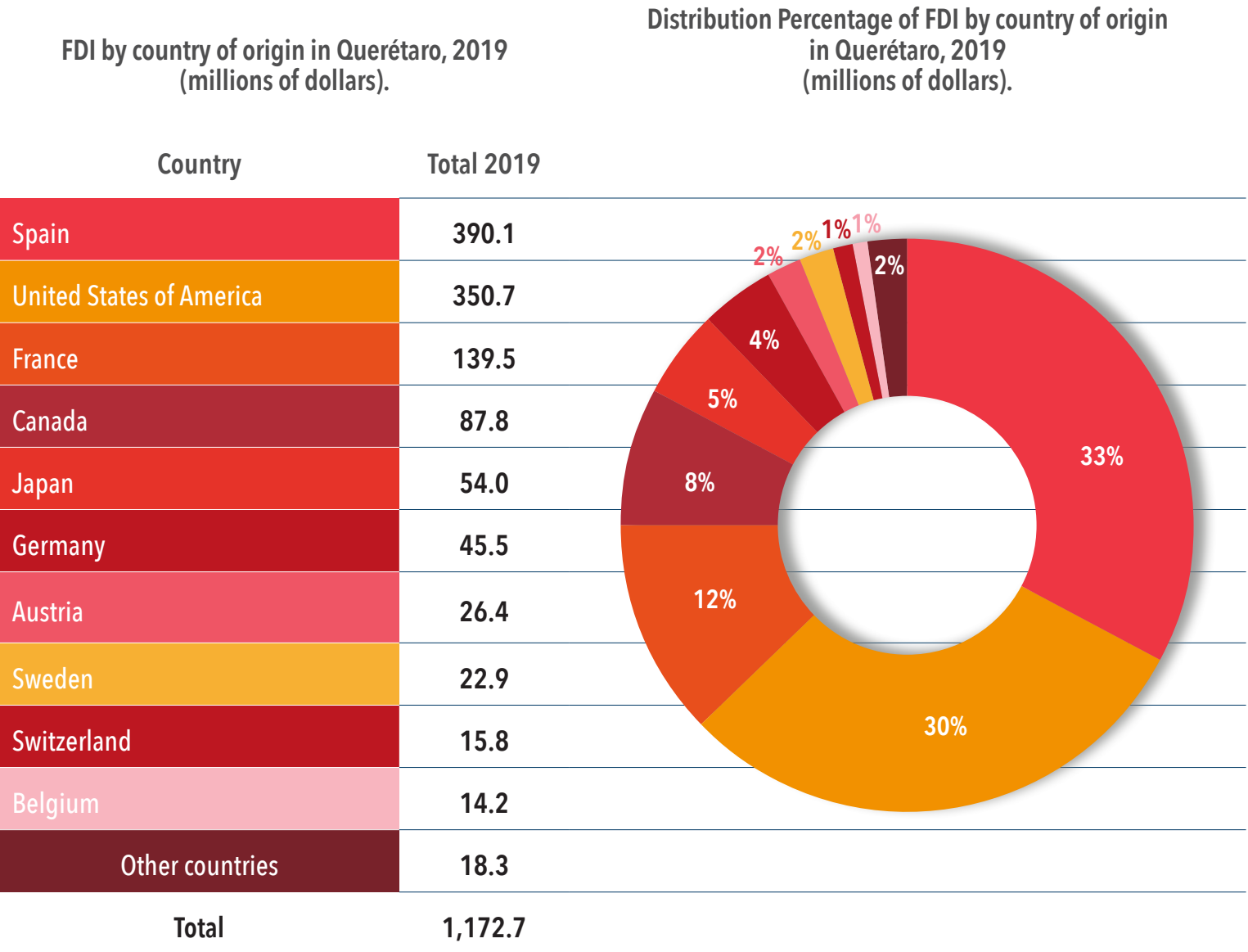
The manufacturing industry received more than half of the FDI with 52.8%; of this, 24.6% went to the manufacture of transportation equipment, of which 99% corresponds to the manufacture of motor vehicles parts. The complete information is shown in the following table:

FDI by economic sector in the state of Querétaro, 2019 (millions of dollars).					
Sector	First trimester	Second trimester	Third trimester	Fourth trimester	Total
Agriculture, Livestock and fishing	C	10.0	3.8	C	21.9
Manufacturing industry	399.2	36.0	45.5	138.8	619.5
Commerce	40.3	8.8	5.2	2.8	57.1
Transport, mail and storage	-4.1	6.8	4.9	-2.6	5.0
Information in mass media	10.8	1.3	3.5	9.4	25.1
Financial and insurance services	64.0	20.9	306.6	4.1	395.5
Real estate and rental services of movable and intangible property	-1.2	C	12.3	9.4	22.3
Others	21.2	-0.4	4.3	0.4	17.5
Total	542.1	92.1	386.9	151.6	1,172.7

Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2020.
Note: The totals do not coincide with the sum of the partials because the statistical data corresponding to the letter "C" is confidential.
Note: The amounts for the construction sector, in the quarterly periods of 2019, are shown as confidential. For the total of 2019, the amount was -9.2 million dollars and they are included in the "others" section.



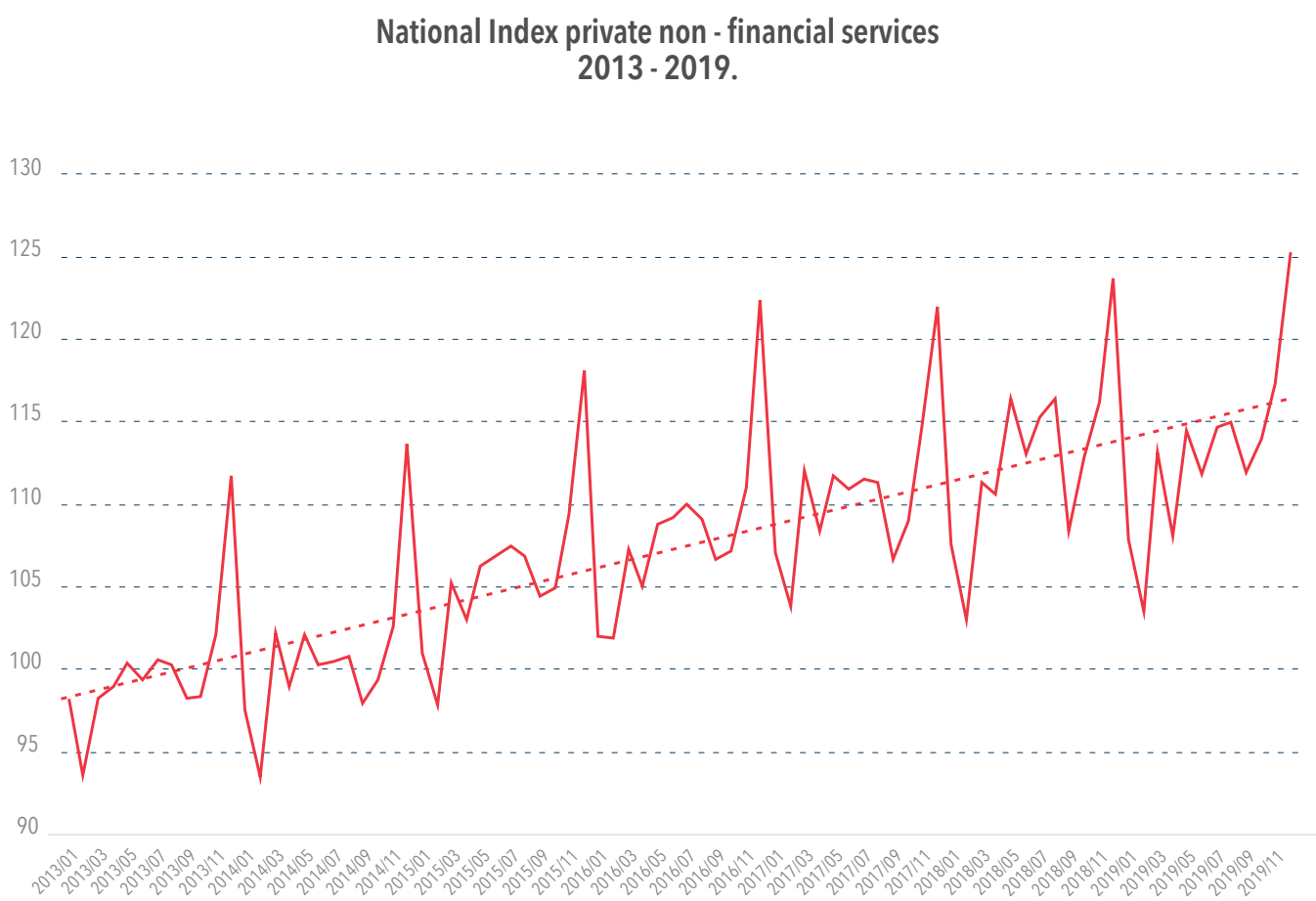
Spain, United States of America, France, Canada and Japan were the main investors in Queretaro during 2019. Detailed information is shown below:



Source: Ministry of Economy. Competitiveness and Regulations. Foreign Direct Investment, 2020.
Note: The totals do not coincide with the sum of the partials because some statistical data for some countries are shown as confidential.

6.3. Services

According to the Monthly Service Survey (EMS for its acronym in Spanish Encuesta Mensual de Servicios), the national index of non-financial private services has shown a positive trend in the period from 2013 to 2019. The highest record was in December of last year with 125.2 points.



Source: National Institute of Statistics and Geography (INEGI). Monthly Survey of Services (EMS).

Services are a fundamental part of the tertiary sector and have an important involvement in the state's economy by providing goods and resources that are constantly used by the majority of the population. In Querétaro this sub-sector registered 155,442.97 million pesos during 2018. These represent 67.1% of the tertiary sector's GDP, leaving commerce the remaining 32.9%.



6.3.1. Transport, communication and storage services

These are the services related to the transfer of people and goods. It includes movements both from the interior of the country and those originating from and to foreign countries, regardless of the route they use: land, air or sea.

The transport branch includes the economic units dedicated to offer cargo and passenger transfer services, as well as the related activities, such as storage, loading, unloading and stowing of goods. This sector also includes customs, tourism and travel agencies, airports and transport rental, among others.

Communications include establishments that provide mail, telegraph, telephone, message exchange and communication channels through the use of microwaves, radio communications and satellites.

According to INEGI figures during the year 2018, transport, mail and storage services contributed 12.2% of the GDP of the state's tertiary sector, a percentage that meant an increase of 130.74 million pesos regarding 2017.

Nationwide, cargo transportation concentrates 59.4% of the income generated by the supply of goods and services, followed by passenger transportation with 34.3%. This is shown in the following table:



Transportation income from the supply of goods and services,
2018 (thousands of pesos).

Description	Income from the passenger transport service	Income from cargo transportation service	Income from the courier and parcel service	Income from rental of transportation equipment	Income from the rental of other personal and real property	Income from logistics services	Other income from the supply of goods and services	Income from the supply of goods and services
481111 Regular air transport on national airlines	90,933,649	8,059,859	23,882	943,336	8,376	0	20,534,063	120,503,165
482110 Rail transport	232,125	60,706,016	0	127,081	114,644	0	2,490,421	63,670,287
483111 Offshore shipping, except oil and natural gas	6,074	2,8 58,733	0	0	0	0	0	2,864,807
483112 Coastal shipping, except oil and natural gas	1,774,600	3,149,606	0	6,647	0	0	124,737	5,055,590
484 Freight motor transport	0	228,120,214	0	1,289,432	118,568	764,888	3,689,493	233,982,595
485111 Urban and suburban collective passenger transport in fixed route buses	38,010,916	0	0	171,506	0	793	270,193	38,453,408
4852 Foreign collective transport of fixed route passengers	43,616,672	0	310,013	44,313	6,847	0	1,119,955	45,097,800
Total	174,574,036	302,894,428	333,895	2,582,315	248,435	765,681	28,228,862	509,627,652

Source: National Institute of Statistics and Geography. Annual Transportation Survey.

6.3.2. Financial services and insurance

Group of formal products and services with which we seek to satisfy the demand of all segments of the population and companies. This offer seeks to be a platform that promotes economic development through different routes and access channels with financial institutions. The action is translated into the offer and access to savings, credit or cash flow instruments that promote investment and security for their users.

Financial infrastructure in the state of Querétaro

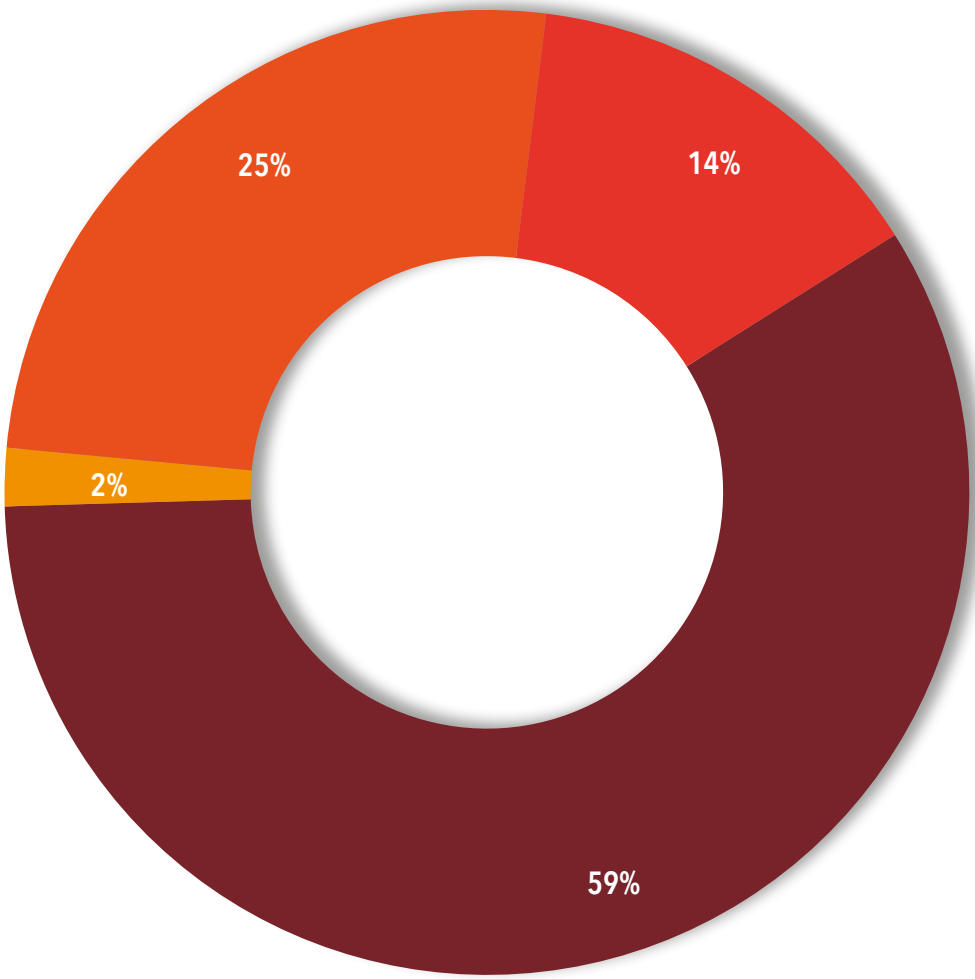
The breakdown of the set of elements and tools shows the dynamism of the state’s economy. The accessibility and efficiency of these services are an indicator of its competitiveness. Detailed information is shown below:

Financial services branches in the state of Querétaro, 2019.

Municipality	Commercial Bank	Development Bank	Cooperative Savings and Loan Entities (SOCAP)	Popular Financial Entities (SOFIPO)	Total
Amealco de Bonfil	4	0	4	1	9
Pinal de Amoles	0	0	4	0	4
Arroyo Seco	0	0	4	0	4
Cadereyta de Montes	3	1	3	0	7
Colón	0	0	1	2	3
Corregidora	16	0	8	5	29
Ezequiel Montes	8	0	2	1	11
Huimilpan	0	0	2	0	2
Jalpan de Serra	2	1	3	3	9
Landa de Matamoros	0	0	2	0	2
El Marqués	4	0	2	1	7
Pedro Escobedo	3	1	2	2	8
Peñamiller	0	0	1	0	1
Querétaro	170	3	47	35	255
San Joaquín	0	1	0	0	1
San Juan del Río	25	1	10	5	41
Tequisquiapan	6	0	9	2	17
Tolimán	0	0	1	1	2
Total	241	8	105	58	412

Source: National Banking and Securities Commission. Financial Inclusion databases, December 2019.

Financial services branches in the state of Querétaro, 2019.



- Commercial Bank
- Development Bank
- Cooperative Savings and Loan Entities (SOCAP)
- Popular Financial Entities (SOFIPO)

Source: National Banking and Securities Commission. Financial Inclusion databases, December 2019.

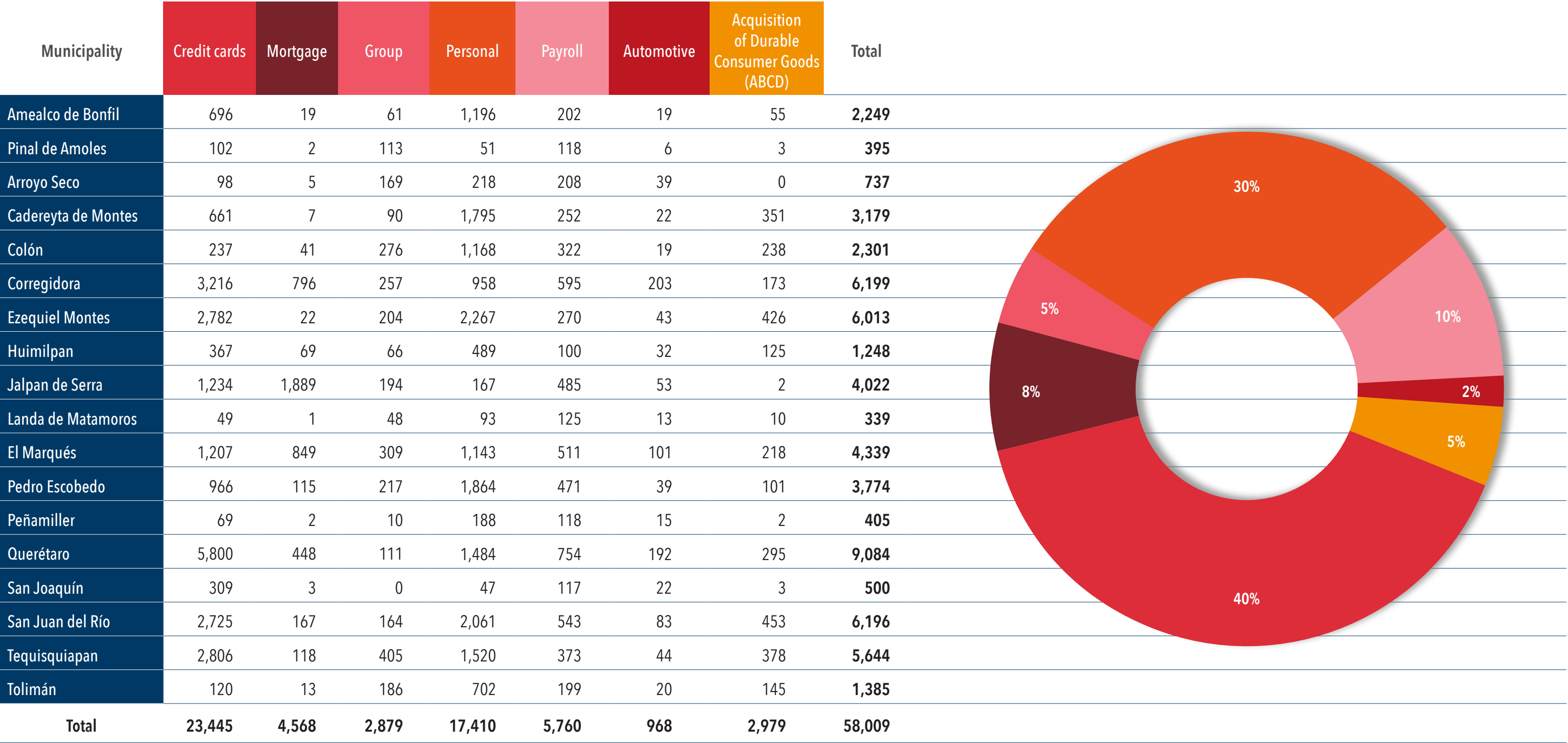


Credit agreements and transaction flow in the state

In Querétaro, financial inclusion has meant gradually moving towards an economy with greater opportunities for population's development and growth. These results can be seen in the confidence that financial institutions have and in the capacity to offer leveraged credit for supporting regional projects.

The most requested loan is through credit cards, followed by personal and of payroll.

Credit contracts for every 10,000 adults in the state of Querétaro, 2019.



Source: National Banking and Securities Commission. Financial Inclusion databases, December 2019.

Querétaro ranks third in access to branches per 10,000 adults, with 2.7, which is almost one unit higher than the national average of 1.8:

Branch access points for every 10,000 adults nationwide.

#	State	Branch offices	#	State	Branch offices
1	Colima	2.8	17	Sinaloa	1.7
2	Ciudad de México	2.7	18	Tamaulipas	1.7
3	Querétaro	2.7	19	Sonora	1.7
4	Nuevo León	2.6	20	San Luis Potosí	1.7
5	Jalisco	2.6	21	Zacatecas	1.5
6	Guanajuato	2.4	22	Baja California	1.5
7	Yucatán	2.3	23	Durango	1.5
8	Nayarit	2.2	24	Puebla	1.5
9	Quintana Roo	2.2	25	Hidalgo	1.5
10	Baja California Sur	2.2	26	Veracruz	1.5
11	Morelos	2.1	27	Oaxaca	1.4
12	Michoacán	1.9	28	Guerrero	1.4
13	Campeche	1.9	29	Tabasco	1.4
14	Aguascalientes	1.8	30	México	1.3
	National	1.8	31	Tlaxcala	1.2
15	Chihuahua	1.8	32	Chiapas	1.1
16	Coahuila	1.8			

Source: National Banking and Securities Commission. Financial Inclusion databases, December 2019.

The state ranks fourth in credit agreements per 10,000 adults. The loans included in this ranking are credit cards, mortgage, group, personal, payroll, automotive and loans for the Acquisition of Durable Consumer Goods (ABCD for its acronym in Spanish Adquisición de Bienes de Consumo Duradero).

Credit contracts for every 10,000 adults nationwide.

#	State	Contracts	#	State	Contracts
1	Ciudad de México	13,444	17	Campeche	5,487
2	Nuevo León	7,236	18	Chihuahua	5,478
3	Coahuila	6,574	19	Veracruz	5,383
4	Querétaro	6,434	20	Nayarit	5,285
5	Morelos	6,309	21	Tabasco	5,222
6	Tamaulipas	6,197	22	Tlaxcala	5,160
7	Quintana Roo	6,154	23	Michoacán	5,152
8	Sinaloa	6,140	24	Guanajuato	5,135
9	Yucatán	6,096	25	Hidalgo	5,094
	National	6,032	26	San Luis Potosí	4,993
10	Aguascalientes	6,029	27	Durango	4,856
11	Baja California Sur	5,992	28	Puebla	4,623
12	Colima	5,879	29	Guerrero	4,619
13	Jalisco	5,817	30	Oaxaca	3,969
14	Sonora	5,798	31	Zacatecas	3,961
15	Baja California	5,643	32	Chiapas	3,163
16	México	5,633			

Source: National Banking and Securities Commission. Financial Inclusion databases, December 2019.



Mobile Banking

Innovation in financial services has the potential to foster simplicity and efficiency by establishing new processes in its infrastructure. According to the financial inclusion database of the National Banking and Securities Commission (CNBV for its acronym in Spanish Comisión Nacional Bancaria y de Valores), as of December 2019, the total number of mobile banking contracts in the country was 4,758,731.18, of which 33,974.75 are from the state of Querétaro.

Contracts that use mobile banking per 10,000 adults, 2019.

Municipality	No. of Contracts
Amealco de Bonfil	1,519
Pinal de Amoles	332
Arroyo Seco	470
Cadereyta de Montes	2,026
Colón	1,320
Corregidora	2,785
Ezequiel Montes	2,851
Huimilpan	899
Jalpan de Serra	2,201
Landa de Matamoros	378
Marqués, El	2,597
Pedro Escobedo	1,479
Peñamiller	449
Querétaro	6,650
San Joaquín	726
San Juan del Río	3,951
Tequisquiapan	2,474
Tolimán	869
Total	33,975

Source: National Banking and Securities Commission. Financial Inclusion databases, December 2019.

Development Banking directory in the state

It plays a fundamental role in the state since, through credit and investment, it serves as a lever for progress in infrastructure, export promotion and support to small and medium companies.

Directory of the Development Bank in the state of Querétaro.		
Banco del Bienestar	Av. Corregidora Nte. 291, Centro, 76000 Santiago de Querétaro, Qro.	T. 442 224 1727
Banco Nacional de Obras y Servicios Públicos (BANOBRAS)	Calle Privada Ignacio Zaragoza 279, Col. del Prado, 76030 Santiago de Querétaro, Qro.	T. 442 215 3932
Banco Nacional del Ejército, Fuerza Aérea y Armada (BANJERCITO)	Plaza San Marcos 110, Col. Ensueño, Felipe Carrillo Puerto, 76178 Santiagot de Querétaro, Qro.	T. 442 215 9274
Nacional Financiera (NAFIN), Región Centro	Insurgentes Sur, No. 1971, Torre 4 Piso 11, Col. Guadalupe Inn, Álvaro Obregón, 01020 Ciudad de México.	T. 55 532 56000
Banco Nacional de Comercio Exterior (BANCOMEXT) Dirección Regional Centro	Periférico Sur 4333, 3er. Piso Poniente, Col. Jardines en la Montaña, 14210 Ciudad de México.	T. 55 5449-9284

Source: Ministry of Sustainable Development of the Executive Power of the State of Querétaro, with information from the websites of the Development Banking institutions.

Mexican Financial System

The Mexican Financial System has as its highest administrative agency the Ministry of Finance and Public Credit and six other public institutions that are responsible for supervising and regulating the entities that integrate the system. These agencies are also responsible for protecting financial services users, through specific functions assigned to them by law:

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

6.3.3. Real estate services

Its main activity deals with real estate, both in leasing without intermediation and in intermediation in sale and lease operations. It provides real estate related services such as administration, valuation, promotion and consulting.

The sector contributed 15% of the total tertiary activities in 2018. This percentage represented an increase of 987.44 million pesos more compared to the previous year.

Registration of real estate agents and companies

The Law that regulates real estate agents and companies in the state of Querétaro, published in the Sombra de Arteaga on December 6, 2016, seeks to establish the basis for the certification and renewal of real estate agents and the creation of the registry of real estate agents and companies in the state. The following tables shows the record of issued licenses and permits:

Year	Number of licenses granted to real estate agents	Number of permits granted to real estate companies
2017	157	6
2018	542	23
2019	507	5

Source: Ministry of Urban Development and Public Works, 2020.

During 2019, training courses on urban development were given to 10 municipalities and a update course for real estate agents was given to the Training Institute for Work of the State of Querétaro (ICATEQ).

Duration of training courses on the subject of urban development by municipality, 2019 (Hours).

Municipality	Hours
Pedro Escobedo	18
Ezequiel Montes	18
Tolimán	35
Pedro Escobedo	70
Arroyo Seco	20
Huimilpan	15
Pinal de Amoles	5
Landa de Matamoros	10
Colón	15
Cadereyta de Montes	53
ICATEQ	12
Total	271



6.4. Commercial development and services

6.4.1. Employment in commercial and service sectors

During 2019 the great activity of the tertiary sector in the state was reflected in the number of workers insured by the Mexican Institute of Social Security (IMSS). The contribution was 50.6% of the total in December 2019.

This sector represents 61.5% of the total employed population in the state with 520,240 people.

Tertiary sector workers insured by the IMSS, December 2019.

Economic activity	Insured workers	Annual variation
Services for businesses, individuals and the home	127,732	3.9%
Commerce	94,801	6.8%
Social and community services	52,936	3.7%
Transport and communications	31,989	10.7%
Total state of Querétaro	307,458	5.4%

Source: Ministry of Sustainable Development, with data from the Mexican Institute of Social Security (IMSS).

The following graph shows the percentages into which the commercial and services sector is divided, according to the record of insured workers:



Source: Ministry of Sustainable Development, with data from the Mexican Institute of Social Security (IMSS).

6.4.2. Gross Domestic Product (GDP) of the sector

Divided by economic activity, the tertiary sector contributes the most to Querétaro's total GDP with 57%, followed by the secondary sector with 40.6% and lastly by the primary sector with the remaining 2.4%. At constant values the tertiary sector presents a growth of 3.6% in comparison to the previous year.

Gross Domestic Product of the tertiary sector in the state of Querétaro by subsector, 2018.

Subsector	GDP (millions of constant pesos)
Commerce	76,144.1
Transport, mail and storage	28,275.3
Information in mass media	13,260.5
Financial and insurance services	13,671.2
Real estate and rental services of movable and intangible property	34,771.2
Services professionals, scientists and technicals	13,480.3
Corporate	235.2
Business support, waste management and remediation services	8,527.2
Educational services	12,024.8
Health and social assistance services	5,411.9
Cultural, sports, and other recreational entertainment services	597.3
Temporary accommodation and food and beverage preparation services	8,029.4
Other services except government activities	6,433.0
Government activities and international organizations	10,725.8
Total	231,587.105

Source: INEGI. System of National Accounts of Mexico, 2020.

6.5. Micro, small and medium company

According to statistics provided by the United Nations (UN), micro, small and medium companies (MSMEs, acronym in Spanish MIPYMES) represent approximately 90% of the business sector worldwide. In Mexico they constitute 97.6% and concentrate 75.4% of employment.

Their role is particularly relevant in developing countries, where they promote employment and economic growth. World Bank statistics indicate that MSMEs contribute up to 45% of total formal employment and 33% of national GDP in emerging economies.

The UN emphasizes that, among many other aspects, the importance of MSMEs for sustainable development lies in their ability to provide work to a large part of workers belonging to the most vulnerable sectors.

National Context: Economic Census 2019

According to the 2019 Economic Census, in Mexico there were 6,373,169 establishments, which represented an average increase of 2.4% per year. The majority of employed personnel works in the service sector with 37.5%, followed by commercial sector with 27.6% and manufacturing sector with 23.9%.

Mexico's economic structure is based on micro-companies, which represent 94.9% of the establishments; 4.9% correspond to small and medium companies.

It is important to emphasize that 37.2% of jobs are provided by micro-companies and 30.7% by small and medium companies, percentages that contrast with the 32.1% of employed personnel.

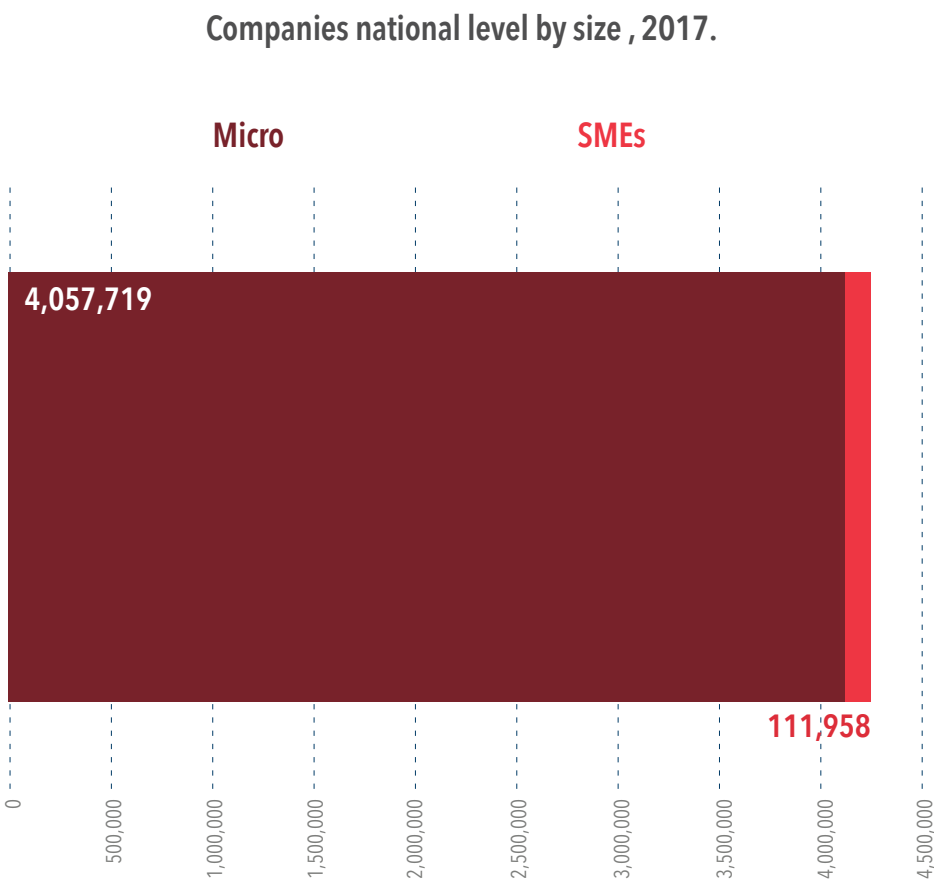
Regarding income, large establishments generate 54.7% and MSMEs generate the remaining percentage.

The census itself highlights that Querétaro is among the 10 entities that contribute the most to the nation's added value.

National Context: National Survey on Productivity and Competitiveness of Micro, Small and Medium Companies (ENAPROCE)

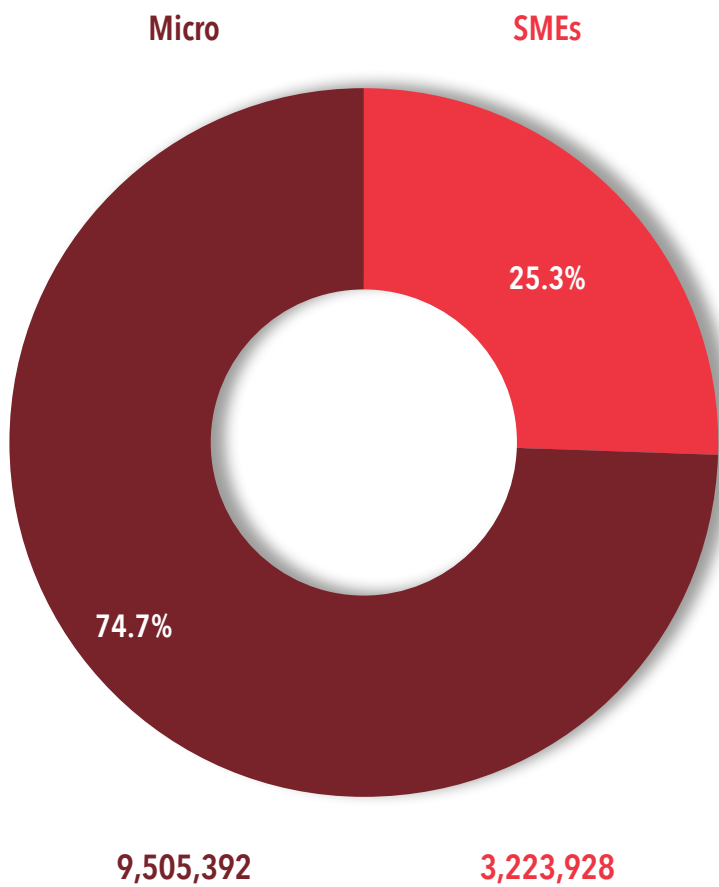
According to the National Survey on Productivity and Competitiveness of Micro, Small and Medium Companies (ENAPROCE for its acronym in Spanish Encuesta Nacional sobre Productividad y Competitividad de las Micro, Pequeñas y Medianas Empresas) prepared by INEGI together with the Ministry of Economy (SE) and the Asociación Mexicana de Secretarios de Desarrollo Económico, A.C. (AMSDE), it is estimated that there are 4,169,677 MSMEs nationwide, which together employ 12,729,320 people.

The distribution of MSMEs in the country is as follows:



The survey also reveals that 68.9% of MSMEs provide training to their personnel. Of these, 56.5% are micro-companies and 43.5% are small and medium companies. The average expenditure on training is 392.14 pesos per person, where the average expenditure for women is 152.86 pesos and for men is 239.28 pesos.

Distribution percentage of employed personnel by company size, 2017.



Source: National Institute of Statistics and Geography. National Survey on Productivity and Competitiveness of Micro, Small and Medium Companies (ENAPROCE) 2018.

Classification criteria for MSMEs

The criteria to classify MSMEs differs in each country. The number of workers is often used to classify companies by size and, as complementary parameters, total annual sales, income and fixed assets.

The companies are classified in 4 groups based on the number of employees according to the criteria of the Ministry of Economy in the Official Journal dated June 30, 2009. The following table exemplifies the information:

Size	Stratification of companies in Mexico, according to the number of employees.		
	Sector		
	Industry	Commerce	Services
Micro	0 to 10	0 to 10	0 to 10
Small	From 11 to 50	From 11 to 30	From 11 to 50
Medium	From 51 to 250	From 31 to 100	From 51 to 100
Big	More than 250	More than 100	More than 100

Source: National Institute of Statistics and Geography (INEGI). National Survey on Productivity and Competitiveness of Micro, Small and Medium Companies (ENAPROCE), 2018. Ministry of Economy. Official Journal of the Federation (DOF) June 30, 2009.

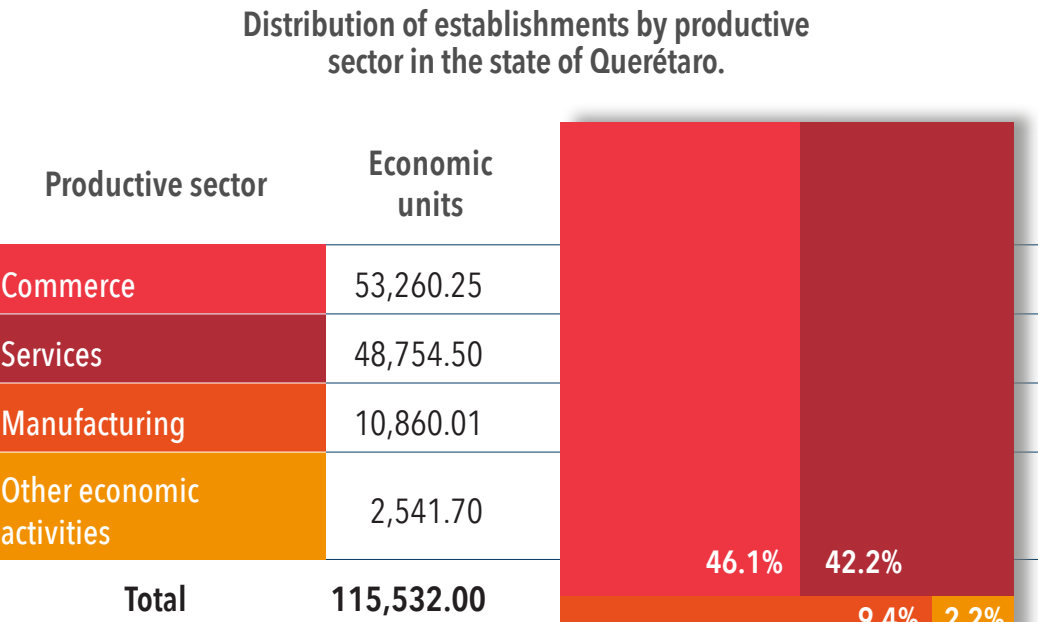
Companies are also classified according to their generated income. Below are the stratification limits by company size considered.

Stratum	Stratification of companies in Mexico, according to income.		
	Ranges in thousands of pesos		
	Big	SMEs	Micro
1	More than 650,000	More than 60,850	More than 900
2	Between 200,001 to 650,000	Between 6,351 to 60,850	Between 91 to 900
3	Between 0 to 200,000	Between 0 to 6,350	Between 0 to 90

Source: National Institute of Statistics and Geography (INEGI). National Survey on Productivity and Competitiveness of Micro, Small and Medium Companies (ENAPROCE), 2018. Ministry of Economy. Official Journal of the Federation (DOF) June 30, 2009.

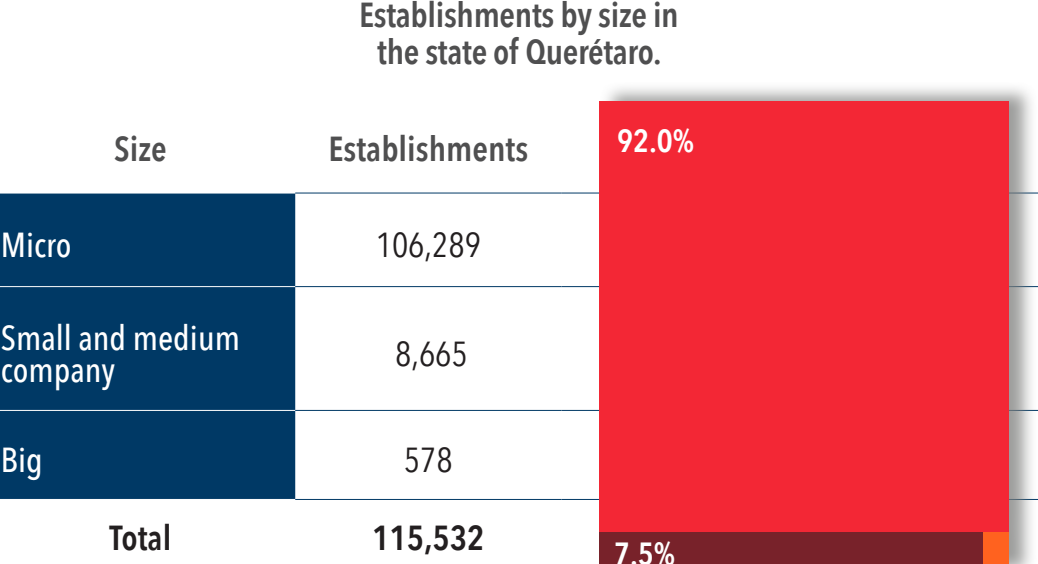
Establishments

In Querétaro, according to INEGI's 2019 Economic Census, there were 115,532 establishments of which 92.0% were micro companies and 7.5% were SMEs. In this domain, there are 853,477 people in the state's employed population. The following graph shows the distribution according to the economic sector:



Source: National Institute of Statistics and Geography. Economic Censuses 2019.

Micro-companies are more representative of the economic units in the state, with a volume of 92%.



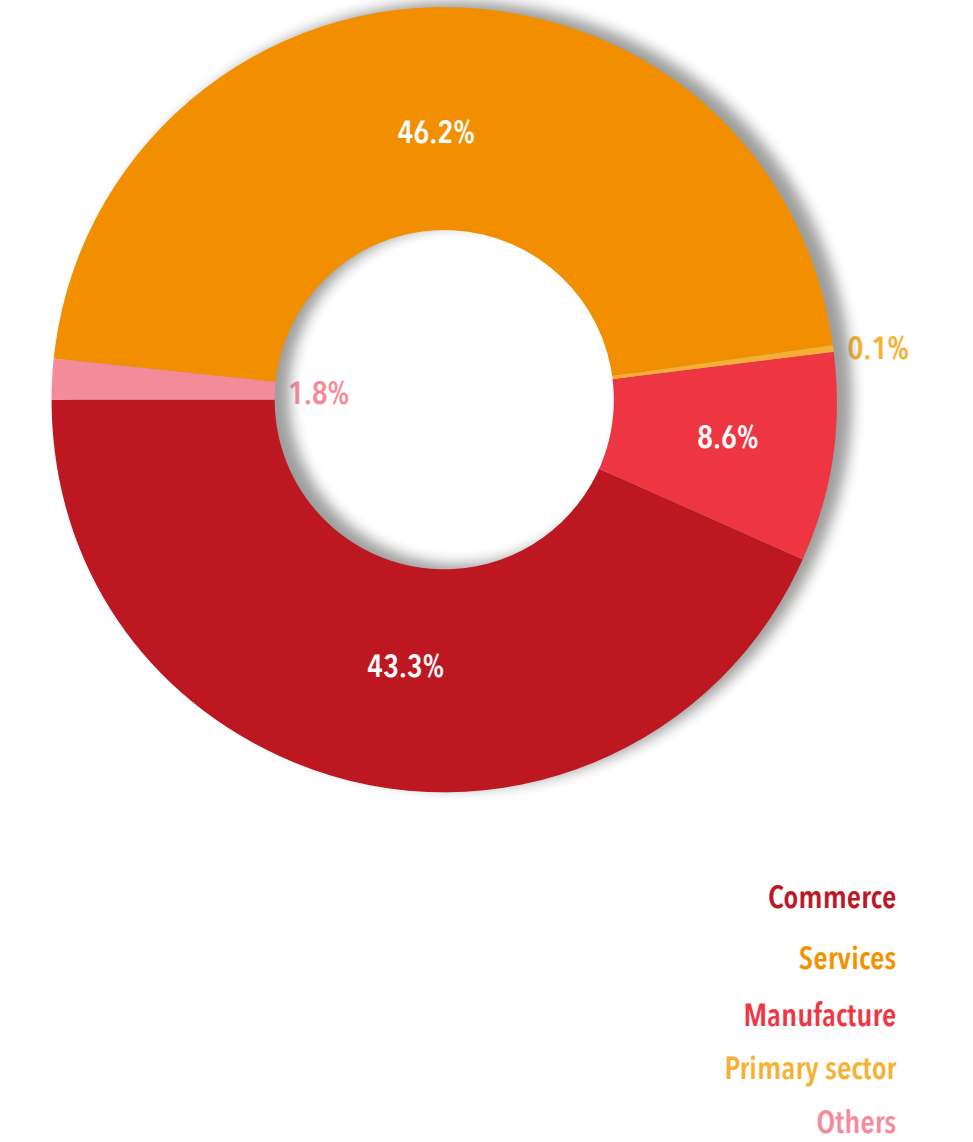
Source: National Institute of Statistics and Geography. Economic Censuses 2019.

Economic Units

In Querétaro, according to data from the National Statistical Directory of Economic Units (DENUE for its acronym in Spanish Directorio Estadístico Nacional de Unidades Económicas) of the INEGI, there are 93,318 economic units, 99.5% of which are MSMEs. In this universe there is 61.5% of the employed population in the state, that is, 520,148 people.

Of the 93,318 economic units, 911 correspond to legislative, governmental, and judicial activities, as well as international and extraterritorial organizations.

The following graph demonstrates the distribution according to the economic sector:



Source: Ministry of Sustainable Development with information from the National Statistical Directory of Economic Units (DENUE) of INEGI, 2020.



Micro-companies show the highest representation in the economic units found in the state, with more than 91%:

Economic units in the state of Querétaro by size.

Size	Economic units	Percentage distribution
Micro	84,828	91.8%
Small	5,943	6.4%
Medium	1,213	1.3%
Big	423	0.5%
Total	92,407	100.0%

Source: Ministry of Sustainable Development with information from the National Statistical Directory of Economic Units (DENUE) of INEGI, 2020.

Regarding operating licenses granted by municipality, the following figures are presented:

Operating licenses by type and main sectors, 2019.

Municipality	Tolimán	San Joaquín	Pinal de Amoles	Landa de Matamoros	Jalpan de Serra	Cadereyta	Arroyo Seco	Colón	Corregidora	El Marqués	Huimilpan	Pedro Escobedo	San Juan del Río	Querétaro	Total by sector
Industry	8	0	7	0	1	0	12	54	154	569	21	17	129	2,160	3,132
Openings	2	0	2	0	0	0	3	8	12	104	13	4	11	144	303
Renewals	6	0	5	0	0	0	9	45	137	456	8	13	118	1758	2555
Withdrawals	0	0	0	--	1	0	0	1	5	9	0	0	0	258	274
Commerce	376	193	508	171	524	461	186	657	1,857	1,088	626	1,031	4,375	20,337	32,390
Openings	83	14	24	16	118	45	50	47	370	189	78	253	1,105	1,558	3,950
Renewals	291	179	477	155	398	416	136	604	1,285	770	512	763	3,179	16,578	25,743
Withdrawals	2	0	7	--	8	0	0	6	202	129	36	15	91	2,201	2,697
Services	29	0	58	74	272	0	59	100	846	296	38	357	1,916	13,985	18,030
Openings	10	0	6	15	9	0	25	17	168	105	3	103	448	1,501	2,410
Renewals	19	0	52	59	258	0	34	81	588	182	34	251	1,437	10,690	13,685
Withdrawals	0	0	0	--	5	0	0	2	90	9	1	3	31	1,794	1,935
Total by municipality	413	193	573	245	797	461	257	811	2,857	1,953	685	1,405	6,420	36,482	53,552

Source: information provided by municipal mayor offices, 2020.

Note: They are added to the municipality of Querétaro, by concept of "other" 6 openings, 83 renewals and 7 withdrawals. 10 for commerce and 5 for services are added to the municipality of Corregidora for permits. The municipality of Tequisquiapan adds 128 openings, 1,140 renewals and 11 withdrawals.

6.6. Support and promotion to companies

6.6.1. Office of SMEs support

This organization, which depends on the Ministry of Sustainable Development, has the following functions, among others:

- To promote projects and coordinate the necessary steps to incorporate MSMEs established and to be established in Querétaro to the support programs offered by the institutions and agencies of the state and federal government involved in the matter.
- Promote and facilitate resources for training and professionalization of micro, small and medium companies.
- Promote and coordinate fairs and forums for young entrepreneurs and design projects to support them to generate their own companies.
- Promote the state's exports by participating in support programs for companies dedicated to this activity. To this end, it facilitates coordination with federal, state, municipal and international agencies and entities.
- Organize and coordinate the granting of awards to companies that are distinguished by their levels of competitiveness, quality, export and social responsibility.

In 2019, programs and events were held to promote the development of businesses in Querétaro through a variety of themes. The main purposes were to strengthen their activities and increase their capacity to participate in foreign trade. These were the programs that were carried out:

Competitiveness Program

It offers an complete attention to entrepreneurs, micro, small and medium companies to increase their productivity and competitiveness through support in training, consultancy and advice.

The program addresses issues such as: strategic planning, quality, sales and production; and provides support for certifications, procurement of advertising and marketing material, among others.

During 2019, 29 projects were promoted to improve competitiveness. Support was provided to 1,541 beneficiaries, preserving 9,258 formal jobs.

Economic Promotion Program of the State of Querétaro (Guarantee Fund)

The purpose of this program is to facilitate the funding of MSMEs in strategic sectors of Querétaro through a scheme in which the government provides the guarantee to support the loan granted by banks to the company. During 2019, 166 loans were granted.

Disexport

This program has as its purpose the development of the logo, packaging, packing and/or label of the products of the MSMEs of Querétaro. It is promoted by students of the last semesters of the Graphic Design and Industrial Design degrees of the Universidad del Valle de México (UVM), Querétaro Campus.

Courses and forums

Conferences, courses and workshops were organized in order to train Queretaro's companies in the areas of foreign trade, sales, information technology, intellectual property and administration, among others.

Business Merit Award 2019

Its purpose is to annually recognize those organizations, companies and institutions that have distinguished themselves throughout the year by fostering competitiveness, participation in foreign trade, corporate social responsibility, sustainability and environment, as well as research and technological development.

In 2019 the category of Sustainability and Environmental Responsibility was created, as well as the special recognition of Entrepreneur of the Year.

The following categories are documented year after year:

1.- Competitiveness.

It acknowledges companies that have distinguished themselves by implementing strategies, systems and processes of total quality and continuous improvement to increase their competitiveness. The organization that coordinates this category is the National Chamber of the Transformation Industry (CANACINTRA for its acronym in Spanish Cámara Nacional de la Industria de la Transformación).

2.- Foreign Trade.

It celebrates companies that promote foreign trade in goods or services produced in the state or that support such activity. This division is organized by the Asociación de Industria de Exportación de Querétaro A.C (INDEX Querétaro).

3.- Social Responsibility.

It is awarded to companies and institutions that have distinguished themselves by a sustainable operation and an ethical, social and environmental commitment. It is coordinated by the Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro.

4.- Science and Technology.

Higher education institutions, research centers and companies in the state of Querétaro that distinguish themselves by investing in Research and Technological Development (IDT) participate. This category is coordinated by the Council of Science and Technology of the State of Querétaro (CONCYTEQ).

5.- Sustainability and Environmental Responsibility.

It recognizes those who, through their activities, distinguish themselves in the positive impact on the environment and projects focused on the conservation and use of the natural heritage of the state. It is coordinated by the Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro.

Within the framework of the award, 3 special awards are granted.

Businessman of the Year.

It recognizes the owner of a company that has achieved the durability, recognition and growth of their company in the state.

Executive of the Year.

It distinguishes the executive of a company that has achieved the durability, recognition and growth of their company in the state.

Entrepreneur of the Year.

It distinguishes the entrepreneur who has managed to create, develop or consolidate a micro, small or medium company.

Winners of Entrepreneurial Merit Award 2019

Competitiveness Category:	Social Responsibility Category:
• Redwings S.A. de C.V.	• Deserted
Foreign Trade Category:	Science and Technology Category :
• Autoliv Steering Wheels México S. de R.L. de C.V.	• Presas Bajo Tierra S.A. de C.V.
Sustainability and Environmental Responsibility Category:	
• Industrias Michelin S.A. de C.V.	

Winners of Honorable Mention

Competitiveness Category:	Social Responsibility Category:
• Soluciones Tecnológicas Térmicas Nitrex Querétaro S. de R.L. de C.V.	• Industria Cor S.A. de C.V.
Foreign Trade Category:	Science and Technology Category :
• Distribuidora Comercial Jafra S.A. de C.V.	• Centro de Ingeniería y Desarrollo Industrial (CIDESI).
Sustainability and Environmental Responsibility Category:	
• Deserted	

Winner of Businessman of the Year Querétaro 2019 Award.

- General Director of Exportadora de Hortalizas S.A de C.V.

Winner of Executive of the Year Querétaro 2019 Award.

- General Director of Brose Querétaro S.A. de C.V.

Winner of Entrepreneur of the Year Querétaro 2019 Award.

- Founding Partners of Cuatro Infraestructura y Construcción S.A de C.V.



6.6.2. Incubators

In Querétaro there are business incubators that, through training and consulting, guide people who are in the process of creating, developing or consolidating a micro, small or medium company.

These programs offer training for the establishment of companies, advice on business plans, legal support for the registration of patents and inventions and protection of industrial and intellectual property. They also provide guidance to businessmen and entrepreneurs for the commercialization and use of existing market niches.

The incubators that provide their services in the state belong to the private and university sector.

High Impact Companies Incubator of the Tecnológico de Monterrey Campus Querétaro

Taking advantage of the strengths that distinguish it as technical specialization, infrastructure and business contacts, this institution created in 2006 is the first business accelerator in the Business Administration and Management School (EGADE), within the Monterrey Campus.

Companies from the food, consulting, engineering, recycling, light aircraft modernization and other sectors, including commerce, industry and services, participate in this program. The following results were obtained in 2019:

Incubator	Incubated projects	Jobs from incubated projects
Tecnológico de Monterrey Campus Querétaro	87	Jobs generated: 29 Retained jobs: 22

Source: Incubator Tecnológico de Monterrey Campus Querétaro, 2020.

Incubator	Projects received	Sector			Incubated projects	Jobs from incubated projects
		Industry	Commerce	Service		
UTEQ	31	10	11	10	31	Retained jobs: 93 Jobs generated: 142

Source: Incubator of the Technological University of Querétaro, 2020.

Incubator	Projects received	Sector			Incubated projects	Jobs generated / retained (from incubated projects)
		Industry	Commerce	Service		
UVM Campus Querétaro	41	8	6	14	28	101

Source: Incubator of the Universidad del Valle de México Campus Querétaro, 2019.

UTEQ Company Incubator

The Technological University of Querétaro (UTEQ) implemented its business incubator in November 2004 which, to date, has counted 41 generations, more than 490 companies from the different strategic sectors in the state and more than 1,500 direct jobs.

Its main objective is to provide students, graduates and society with the necessary methodology to generate and develop new companies, promote business innovation, job creation and the development of projects with economic and social impact in the entity.

The UTEQ program participates in various national and international events involving entrepreneurs and their MSMEs with the aim of expanding their markets by encouraging them to find new customers and markets.

This incubator is distinguished by supporting small local businesses as well. In 2019 it incubated 31 projects that have generated 235 jobs within the different sectors.

Incubator Universidad del Valle De México (UVM)

The Universidad del Valle de México (UVM), through its Institutional Network of Business Incubators, guides projects with business potential aimed at young entrepreneurs. In this way it seeks to introduce the culture of entrepreneurship from the classrooms, thus maintaining the commitment to society.

In 2018, the incubator served 41 projects, 8 of them in industry, 6 in commerce and 14 in the service sector. The process was completed by 28 projects generating more than 100 jobs.

6.7. Directory of chambers and associations of the sector

Chambers and associations are official and public utility agencies, which operate independently of the various levels of government.

The following table provides data on chambers and associations related to the tertiary sector in Querétaro:

Directory of the chambers and associations of the state of Querétaro.

AERI | Asociación de Ejecutivos de Relaciones Industriales, A.C.
Av. Ignacio Zaragoza No. 279, despacho 313.
Colonia Del Prado. Querétaro, Qro. C.P. 76039
T. (442) 166 7052 | (442) 242 1273
www.aeri.com.mx

AMIQRO | Asociación de MiPyMES Industriales de Querétaro, A.C.
Calle Agustín Melgar No. 35.
Colonia Niños Héroes. Querétaro, Qro. C.P. 76010
T. (442) 189 4602
www.amiqro.com

AMPI QRO | Asociación Mexicana de Profesionales Inmobiliarios del Estado de Querétaro, A.C.
Calle Senda de la Inspiración No. 6, Plaza Momentum, local 11.
Colonia Milenio III. Querétaro, Qro. C.P. 76060
T. (442) 214 2494
www.ampiseccionqueretaro.com

AQH | Asociación Queretana de Hoteleros, A.C.
Av. Luis Pasteur No. 277.
Colonia Mercurio, Querétaro, Qro., C.P. 76040
T. (442) 212 8010
www.aqh.org.mx

CMIC QRO | Cámara Mexicana de la Industria de la Construcción, Delegación Querétaro
Calle Río Yaqui No. 101.
Colonia Lomas de San Pablo. Querétaro, Qro. C.P. 76125
T. (442) 220 6309 | (442) 220 6375
www.cmicqro.org

CANACOPE QRO | Cámara Nacional de Comercio en Pequeño de Querétaro
Calzada de los Arcos No. 160.
Colonia Loma Dorada. Querétaro, Qro. C.P. 76060
T. (442) 223 1271
www.canacope.mx

CANACO QRO | Cámara Nacional de Comercio, Servicios y Turismo de Querétaro
Av. Luis Vega y Monroy No. 405.
Colonia Balastradas. Querétaro, Qro. C.P. 76079
T. (442) 537 5301
www.canacoqro.com.mx

CNEC QRO | Cámara Nacional de Empresas de Consultoría en Querétaro
Calle Juan Caballero y Osio No. 65.
Colonia Pathé. Querétaro, Qro. C.P. 76020
T. (442) 455 9245
www.cnec.org.mx

CANADEVI QRO | Cámara Nacional de la Industria de Desarrollo y Promoción de Vivienda, Delegación Querétaro
Av. Paseo Constitución 301.
Colonia Arboledas Gambitos C.P. 76140, Querétaro, Qro.
T. (442) 220 2286 | Ext.127
www.canadevi.com.mx

CANIRAC QRO | Cámara Nacional de la Industria de Restaurantes y Alimentos Condimentados del Estado de Querétaro
Av. Luis Vega y Monroy No. 405.
Colonia Balastradas. Querétaro, Qro. C.P. 76079
T. (442) 228 3219
www.caniracqueretaro.org

CANACINTRA QRO | Cámara Nacional de la Industria de la Transformación, Delegación Querétaro
Av. 5 de Febrero No. 308 Nte.
Colonia Parque Industrial Jurica. Querétaro, Qro. C.P. 76120
T. (442) 218 0358 | (442) 218 0418
www.canacintraqro.org.mx

CIQ | Club de Industriales de Querétaro, A.C.
Calle Estadio No. 113.
Fraccionamiento Colinas del Cimatario. Querétaro, Qro. C.P. 76090
T. (442) 368 0300
www.ciq.com.mx

Colegio de Corredores Públicos de la Plaza del Estado de Querétaro, A.C.
Av. Ignacio Zaragoza No. 330 Pte.
Colonia Niños Héroes. Querétaro, Qro. C.P. 76010
T. (442) 215 1825

COPARMEX QRO | Centro Empresarial del Estado de Querétaro, S.P.
Av. Fray Luis de León No. 1501.
Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76090
T. (442) 248 2150
www.coparmexqro.org

COMCE QRO | Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología, A.C.
Calzada David Alfaro Siqueiros No. 38-A, Int. 3
Colonia Pueblo Nuevo Corregidora, Qro.
T. (442) 242 2772
www.comcequeretaro.org.mx

FECAPEQ | Federación de Colegios y Asociaciones de Profesionistas del Estado de Querétaro, A.C.
Calle Estadio No. 114.
Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76090
T. (442) 229 0619
www.fecapeq.org.mx

UGRQ | Unión Ganadera Regional de Querétaro
Antiguo Camino a México km 1.9
Colonia Cumbres de Conin.El Marqués, Qro.
T. (442) 277 4663
www.ugrq.org.mx

Sources: Ministry of Sustainable Development of the Executive Power, 2020.





07

Tourism and Culture

The state of Querétaro has unparalleled cultural and historical richness. Its architecture, its production of handicrafts, the quality of its services and the hospitality of its people, along with the abundant natural resources of its environment, make it an exceptional tourist destination.

There are 6 pueblos mágicos, meaning "magical towns", in the state which reveal immense beauty and cultural richness through their stunning architecture and social diversity.

Touristic and Cultural Indicators

ECONOMIC IMPACT
12,187.33
MILLION PESOS

2,520,716
TOURISTS RECEIVED

98,301 FOREIGN TOURISTS

8,612 FOOD AND BEVERAGE ESTABLISHMENTS

16,639 ROOMS

571 ACCOMMODATION ESTABLISHMENTS



168 TOURIST GUIDE ESTABLISHMENTS

285 TRAVEL AGENCIES

38 TOURIST TRANSPORTATION COMPANIES

38 CAR RENTAL COMPANIES



319

CULTURAL VENUES

49

MUSEUMS

28

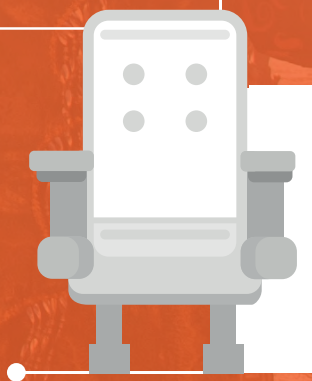
GALLERIES

20

THEATERS

37

AUDITORIUMS



4,726
HISTORIC MONUMENTS



4 ARCHAEOLOGICAL SITES

64

CULTURE CENTERS

36

BOOKSTORES

3

PHOTO LIBRARIES

85

LIBRARIES



FAIRS, FESTIVALS AND EVENTS
ALL YEAR ROUND

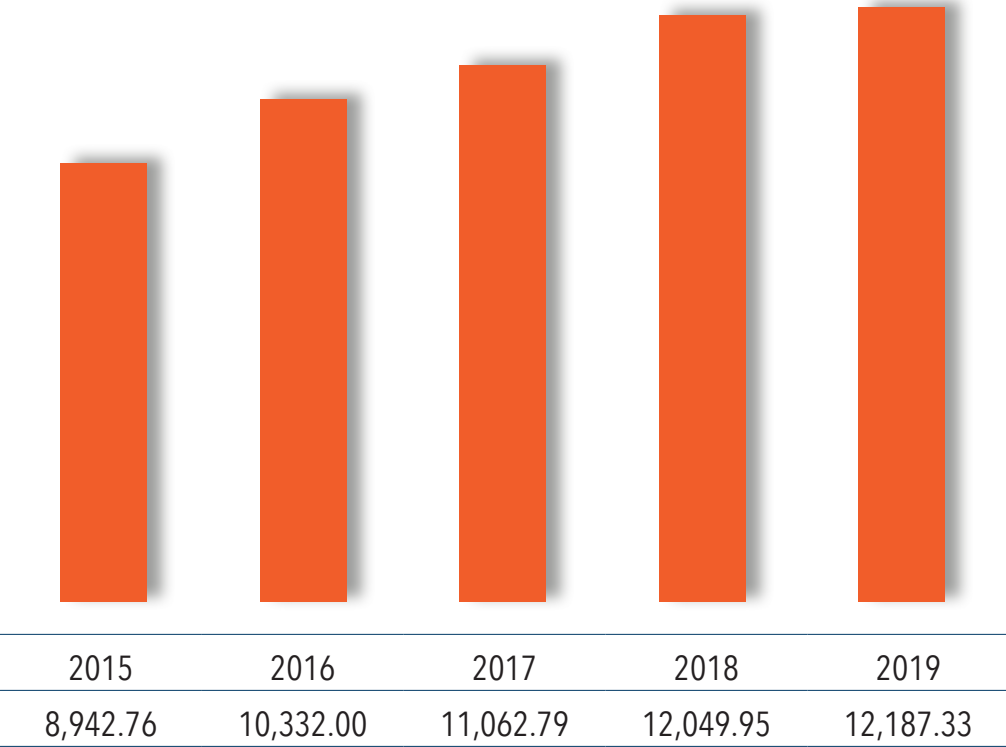
7.1. Tourism

7.1.1. Touristic development

Visiting places and regions outside of the everyday sphere allows for the enjoyment of numerous scenarios and different activities. This fosters a richer culture, it poses challenges and adventures, and it provides a unique source of recreation, rest and relaxation.

Not only does tourism bring satisfaction to individuals, families and groups, but it also comprises one of the main sources of economic and cultural development in a country or region.

Revenue from the tourism sector 2015 - 2019 in the state of Querétaro (millions of pesos).



Source: Ministry of Tourism of the Government of the State of Querétaro.
Note: It includes expenditure on accommodation, food, drinks, transportation and shopping.



Economic impact

In 2019, the federal Ministry of Tourism reported a nationwide influx of 97,405,000 foreign visitors. The revenue generated by this activity totaled 24,562.6 million dollars, outperforming the previous year by 9%.

Regarding average hotel occupancy, Querétaro has positioned itself as one of the most successful states in the country. According to information from the state Ministry of Tourism, the economic impact of the sector amounted to 12,187.33 million pesos in 2019, an increase of 1.14% from the economic impact of 2018.

Destinations and tourist attractions

Querétaro is a state with architectural abundance; true delight comes from exploring its cities and towns with their multiple monuments, squares and buildings. These destinations also host numerous venues dedicated to art, as well as archaeological sites and wonderful nearby places offering ecotourism, among other activities.

Querétaro –the birthplace of Mexico’s Independence– has historical, cultural and touristic heritages that are second to none. Tequisquiapan hosts the Wine and Cheese Route and is an ideal place to appreciate the beauty of the Mexican countryside, whether on horseback or riding on a hot air balloon. Bernal, one of the six pueblos mágicos in the state, has the third largest monolith in the world: the Peña de Bernal.

Of course, it would be impossible not to mention the Sierra Gorda of Querétaro and its “magical towns” of San Joaquín and Jalpan, where the Franciscan missions attract religious tourism. The Sierra Gorda also stands out since it is one of the natural protected areas in the country with the largest biodiversity, and a place where ecotourism is plentiful.



Temple of Santa María de la Asunción, Tequisquiapan.



San Joaquín.



Cadereyta.



Pinal de Amoles, Ex-Convent of Bucareli.



Malecón, Jalpan de Serra.

Querétaro's Pueblos Mágicos

Pueblos mágicos are small towns that have preserved their architecture, their symbolic attributes, their legends, their history and important events throughout the years; in other words, they have conserved their socio-cultural heritage, which translates into a great opportunity for tourist activities. These small towns offer travel alternatives both for national and foreign visitors.

The state of Querétaro has six pueblos mágicos. In 2005, the delegation of Bernal, in the municipality of Ezequiel Montes, received the first appointment. In 2010 the municipality of Jalpan de Serra in the Sierra Gorda of Querétaro was honored; in 2011 and 2012 respectively, Cadereyta de Montes and Tequisquiapan joined in; in 2015 the municipality of San Joaquín had its turn; and, finally, in 2018, the municipality of Amealco de Bonfil received the title.

• Bernal

The most distinguishing feature of this town is the rock formation called Peña de Bernal, considered the third largest in the world after the Peñón de Gibraltar in Spain and the Pão de Açúcar in Brazil. It is over 300 meters tall and only 59 km away from the city of Querétaro.

The monolith was formed 65 million years ago during the Jurassic period, when a volcanic chimney reduced its energy enough to make way for the lava coming from the interior of the volcano which, combined with climatic factors of the time, formed this natural wonder.

In addition to the Peña de Bernal, the town offers the following attractions: The Chapel of the Souls (Capilla de las Ánimas), The Church of St. Sebastian Martir (Templo de San Sebastián Mártir) and the Mask Museum (Museo de la Máscara).

• Jalpan de Serra

This municipality is located to the north of the state of Querétaro, right in the heart of Querétaro's Sierra, a place where breathtaking views of the enormous topographic and ecological diversity of the area can be appreciated.

The word Jalpan comes from the Nahuatl expression meaning "place on the sand". This community emerged from the settlement of the Pame culture which was later evangelized by the Franciscan monks who built several missions in the area now considered World Heritage by UNESCO.

The Main Square, the Mission of Señor Santiago, the History Museum of the Sierra Gorda, and the Jalpan river, are some of Jalpan's main attractions, among others.

• Cadereyta de Montes

This town is located in the central part of Querétaro in the semidesert region of the state. Founded in 1640 on the remains of an ancient Chichimeca settlement as Villa de Cadereyta, its name was changed in 1902 to Cadereyta de Montes in honor of Ezequiel Montes.

The richness of its colonial architecture includes neoclassic and baroque buildings erected by the Franciscan order in the 18th century. Highlights include the Main Square, the botanical gardens -home to innumerable species which are typical flora from the semidesert of Querétaro-; the Parish of St. Peter and St. Paul (Parroquia de San Pedro y San Pablo); haciendas, churches and large colonial houses, among many other attractions.

• Tequisquiapan

Just like Jalpan, this town founded in 1551 inherits its name from the Nahuatl language: Tequisquiapan -inspired by the trees growing next to the body of water that goes through it- means "place on the Tequesquite river".

Its pleasant mild climate is ideal for its numerous water parks and the recreational park La Pila. The town also hosts the Cheese and Wine Museum (Museo del Queso y el Vino), the Church of St. Mary of the Assumption (Templo de Santa María de la Asunción) and the Miguel Hidalgo square which, together with its restaurants, cafes and wealth of handicrafts offered, is the perfect setting to enjoy the magic and peacefulness of the place.

• San Joaquín

Originally named Misión de San Nicolás de Tolentino in 1682, it obtained its current name, San Joaquín, until 1941. This municipality is particularly notorious for its traditional music the "trío huasteco", meaning Huasteco trio, which every April animates the annual celebration of the National Huapango Huasteco Contest.

The municipality is renowned around the world for its natural wonders among which the Campo Alegre National Park and its gorgeous waterfalls stand out; but also because of its cultural richness: the ar-

chaeological site of Ranas, the cave paintings, and the church of the Parish of San Joaquín (Parroquia de San Joaquín) being some of them.

• Amealco de Bonfil

As well as in other towns, its name stems from the Nahuatl heritage, originating from the pre-Hispanic word Ameyalco, or Amellayi, meaning "place of water springs". Its distinctiveness lies mainly in its traditional gastronomic culture: carnitas (braised pork), barbacoa (mutton cooked following traditional methods), mole de guajolote (mole sauce made with wild turkey), pulque (an alcoholic drink obtained from the fermentation of agave juice) and aguamiel (agave water or juice) are the pride of locals.

The exquisite craftsmanship of its clay handicrafts, its pottery and its unique and famous handmade dolls, which have earned the title of Intangible Cultural Heritage of Querétaro, make Amealco –a gem that originated in 1538– another one of the pueblos mágicos of the state.

The Handmade Doll Museum (Museo de la Muñeca Artesanal), the old Church of St. Ildefonso Tultepec (Templo de San Ildefonso Tultepec), the former hacienda La Muralla, and the body of water called Laguna de Servín, are some of Amealco's top attractions, among others.





The Art, Cheese and Wine Route

This route reveals the efforts of different companies dedicated to the production of cheese and wine. The result is a wide-ranging variety of fresh and matured artisanal cheeses made from cow, goat or sheep milk; and also, of vines from which the best grapes are grown for the production of an extensive variety of wines such as sparkling, red, white and rosé, among others. The culture that revolves around the pleasure of producing and savoring these products, which stem from ancient traditions, is a true artistic expression that enriches the entity's landscape.

The route passes through the municipalities of Tequisquiapan, El Marqués, Colón and Ezequiel Montes. The experience is complemented with restaurants, hotels, cafes, bars, handicraft markets and diverse tourist services that come together into a complete and unforgettable experience.

The annual "National Cheese and Wine Fair" takes place in Tequisquiapan in the recreational park "La Pila", where thousands of tourists, both local and international, attend in order to explore, taste and pair the wide variety of wines with cheeses and typical regional dishes. Music, art, culture and wine and culinary history are the backdrop of a party filled with joyfulness, color and flavor.

All year round, but especially during the harvest season, the municipalities that host the art, cheese and wine route hold events and celebrations where they invite experts and amateurs to this enriching cultural expression.

The close relationship between art, cheese and wine in this tourist route will delight and certainly satisfy the expectations of all family members: it will provide the opportunity to be in awe and to be captivated by the beauty of the historical and cultural heritage of these municipalities.



The Art, Cheese and Wine Route.



Source: Cheese and Wine Fair (FNOV for its Spanish abbreviation). <https://www.feriadelquesoyvino.com.mx/qu%C3%A9-hacer-en-tequisquiapan/>

7.1.2. Hotel sector

Over the last 10 years, the growth of tourism in Querétaro has become an investment and development opportunity for businesses in this sector.

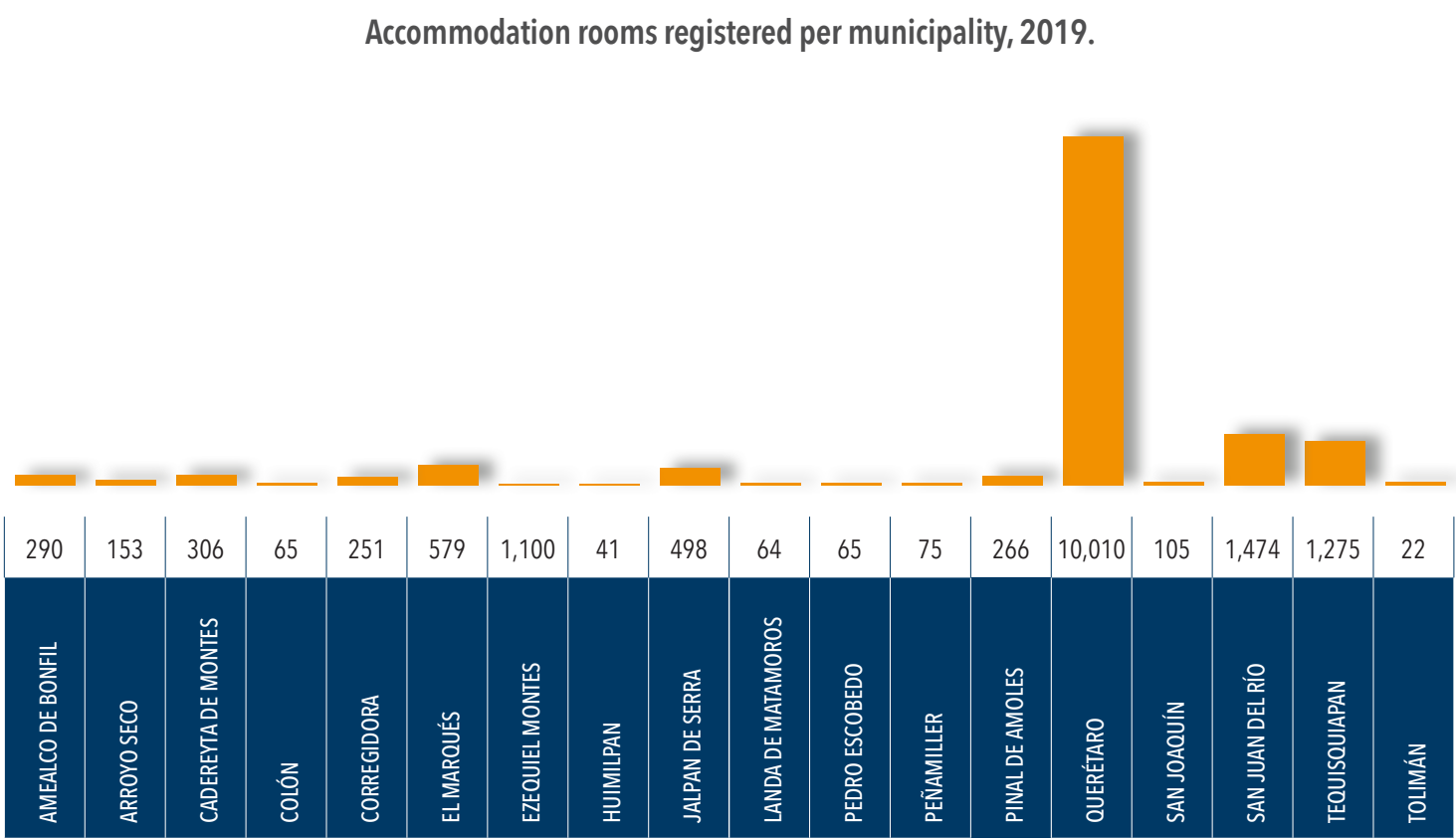
Growth of the hotel sector

In 2019, the state Ministry of Tourism recorded a total of 571 accommodation establishments and 16,639 rooms. This represented an annual increase of 4% and 4.8% respectively.

Hotel offer

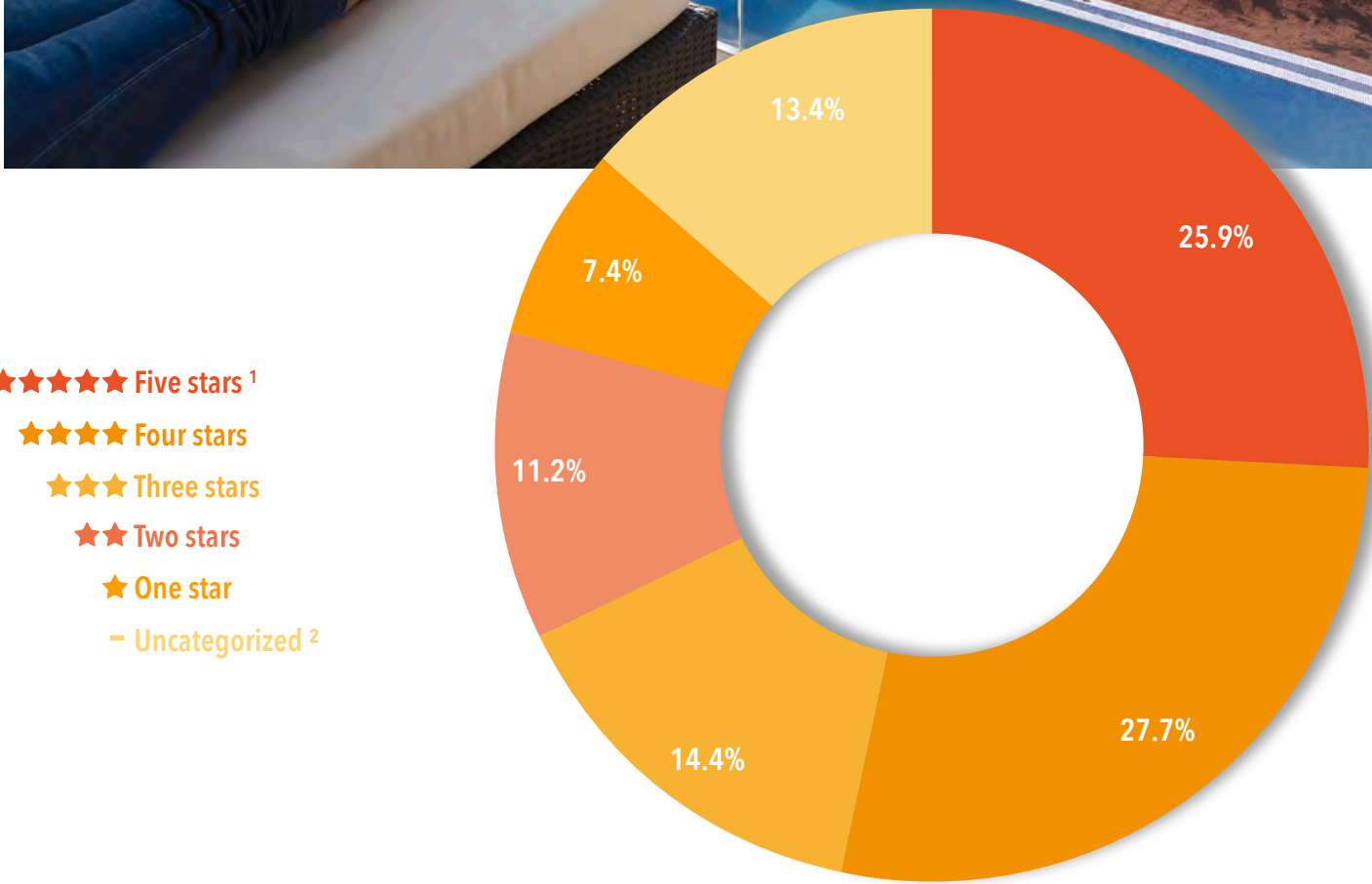
From the 16,639 registered rooms in the state, 60.2% of them are in the municipality of Querétaro; 26.6% are distributed between El Marqués, Ezequiel Montes, San Juan del Río and Tequisquiapan; and the remaining 13.2% of them are distributed among the rest of the municipalities of the entity.

The following is the distribution of the 16,639 rooms per municipality and accommodation category:



Source: Ministry of Tourism of the Executive Power of the State of Querétaro.

Accommodation rooms in the state per category, 2019.



Source: Ministry of Tourism of the Executive Power of the State of Querétaro.
¹Includes accommodation establishments ranked as Special Category and Luxury Hotels.
²In reference to all those establishments that, given the type of accommodation services they offer, are not subject to a star ranking system.

It is worth pointing out that out of more than 16 thousand rooms, 25.9% of them belong to the five-star hotel category and 27.7% belong to the four-star hotel category.

4,633,965 tourists per night stayed in the Municipality of Querétaro, in 2019.

Hotel occupancy

During the year under study, the state recorded a total of 4,633,965 tourists per night where 55.8% of them stayed in the Municipality of Querétaro; 7.7% in San Juan del Río; 3.8% in Tequisquiapan; and 32.7% in the rest of the municipalities.



Tourist occupancy per touristic center distributed by establishment category, 2019.

Municipality	5 stars *****	4 stars ****	3 stars ***	2 stars **	1 star *	Total
Querétaro	1,105,214	878,623	409,144	115,737	77,777	2,586,495
San Juan del Río	127,932	83,026	55,888	36,945	52,640	356,431
Tequisquiapan	39,277	46,171	39,763	43,442	7,819	176,472
Resto del estado	133,386	501,632	288,803	344,629	246,117	1,514,567
State	1,405,809	1,509,452	793,598	540,753	384,353	4,633,965

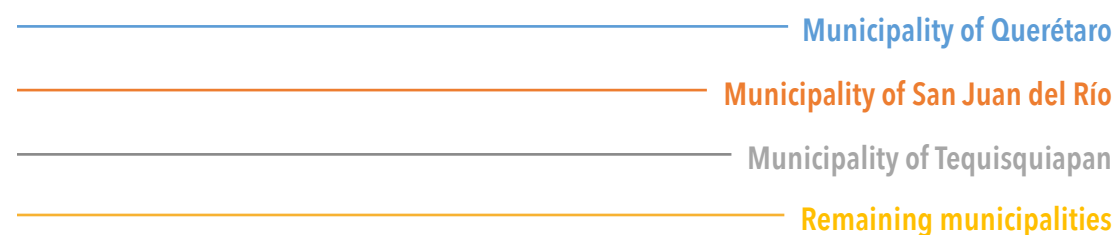
Source: Ministry of Tourism of the Executive Power of the State of Querétaro. Data Tur System. <http://datatur.sectur.gob.mx>
¹Includes accommodation establishments ranked as Special Category and Luxury Hotels.



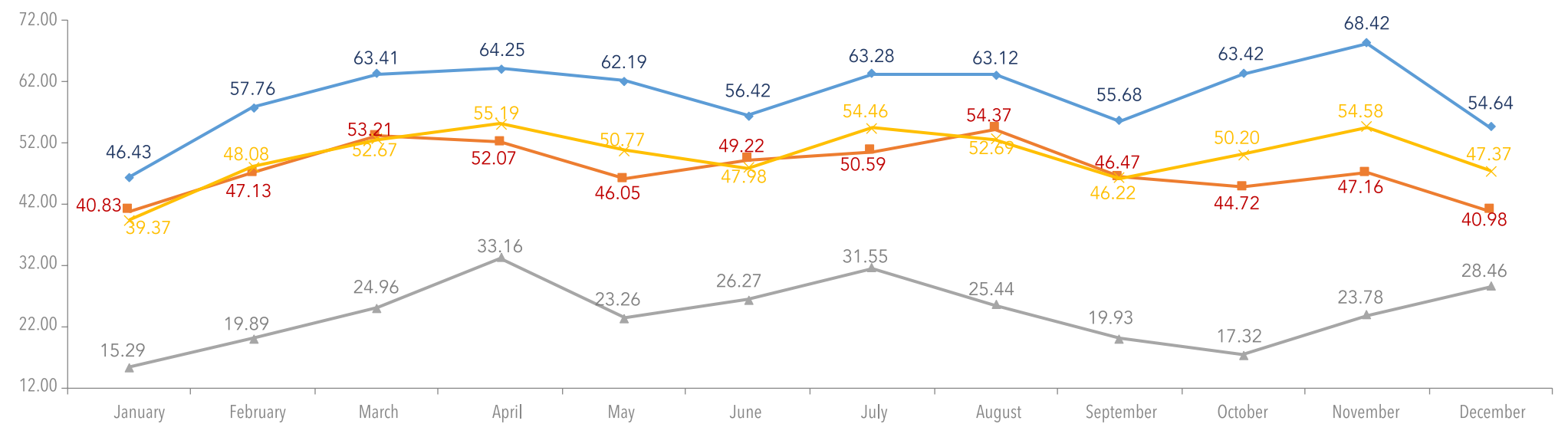
7.1.3. Tourist services

During 2019, the average stay in the state reached 1.7 nights per tourist and the hotel occupancy 45.4%. The municipality that sustained the highest hotel occupancy percentages throughout the year was Querétaro, with an average of 59.9%.

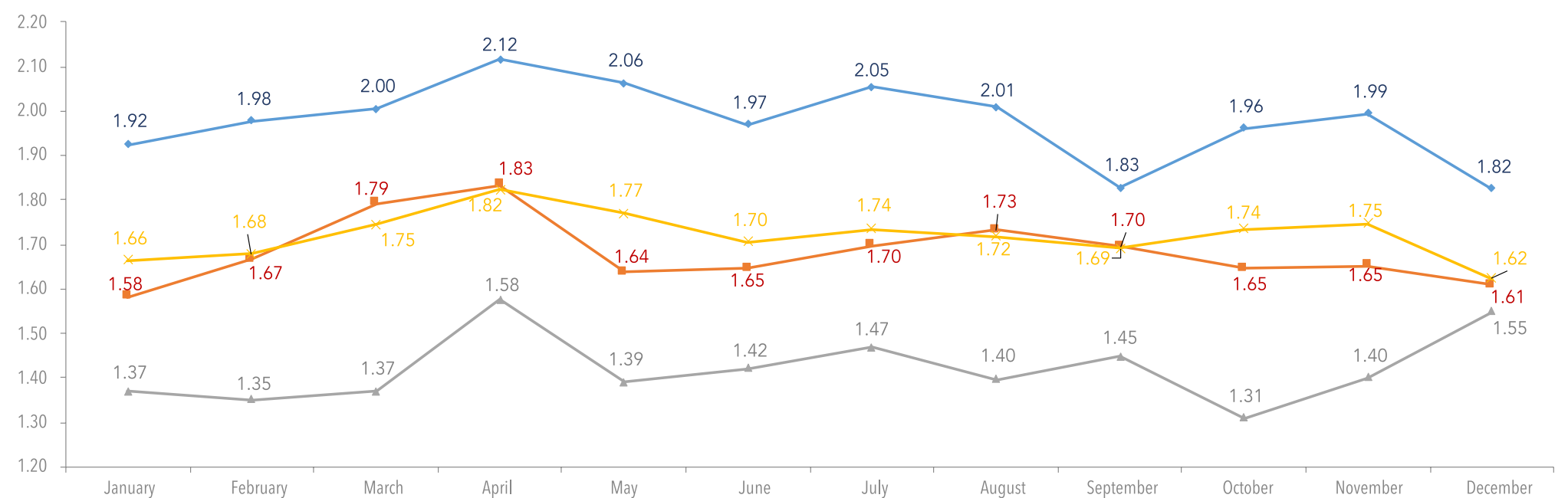
Querétaro is renowned for the consolidation of the local tourist sector. This is due to the constant increase in the quality of services offered within the sector.



Hotel occupancy in the state of Querétaro per touristic center, 2019.



Average stay in the state of Querétaro per touristic center, 2019.



Source: Ministry of Tourism of the Executive Power of the State of Querétaro. Secretaría de Turismo (SECTUR). Monitoreo Data Tur, 2020. Data Tur System. <http://datatur.sectur.gob.mx>
Note: In order to calculate the percentage of hotel occupancy and the average stay, both local and international tourists arriving to the state are taken into account.



Tourist services offered

In addition to accommodation establishments, Querétaro offers a wide range of units that offer food and beverage services, travel agencies, tourist transportation, car rentals and tourist guide establishments. The following table details the information:

Touristic services in Querétaro, 2019.

Touristic services	Quantity
Accommodation establishments	571
Number of rooms	16,639
Food and beverage service establishments ¹	8,612
Travel agencies	285
Tourist transportation	38
Car rental	38
Tourist guide establishments ²	168

Source: Ministry of Tourism of the Executive Power of the State. National Statistics and Geography Institute. National Statistic Directory of Economic Units (DENUE).
¹Includes restaurants, cafes, soda fountains, ice cream shops, refreshment shops and the like, nightclubs, discotheques and the like, bars, canteens and the like.
²Number of tourist guides.

Food and beverage service establishments

Querétaro has a large variety of establishments specializing in gastronomy. Among them, there are restaurants, fast food services, cafes and bars. The following table shows their distribution by municipality.

Establishments offering food and beverage preparation and services, distributed by touristic category and municipality, as of December 31st, 2019.

Municipality	Restaurants ¹	Food preparation services for immediate consumption ²	Cafes, soda fountains, ice cream shops, refreshment shops and the like	Nightclubs, discotheques and the like	Bars, canteens and the like	Total
Amealco	110	0	15	0	11	136
Arroyo Seco	20	0	4	0	1	25
Cadereyta de Montes	142	8	8	0	6	164
Colón	126	6	6	0	2	140
Corregidora	494	41	76	1	10	622
El Marqués	502	34	47	0	2	585
Ezequiel Montes	260	0	27	0	15	302
Huimilpan	49	0	3	0	1	53
Jalpan de Serra	125	8	25	0	4	162
Landa de Matamoros	13	1	2	0	1	17
Pedro Escobedo	208	7	21	0	6	242
Peñamiller	14	0	1	0	1	16
Pinal de Amoles	26	0	2	0	1	29
Querétaro	3,576	121	603	12	135	4,447
San Joaquín	44	1	2	0	0	47
San Juan del Río	934	73	121	1	43	1,172
Tequisquiapan	310	25	24	1	14	374
Tolimán	60	8	8	0	3	79
Total	7,013	333	995	15	256	8,612

Source: Ministry of Tourism of the Government of the State. Based on INEGI. General Management of Economic Statistics. National Statistic Directory of Economic Units (DENUE).
¹Comprises: restaurants with a food preparation service a la carte or for a fixed menu, fish and seafood, self-service, pizzas, hamburgers, hot dogs, take-away roasted chicken and other types of take-away food.
²It refers to those establishments mainly dedicated to the preparation of foods such as jellies, tamales, cakes and homemade bread, fried foods and corn, as well as drinks for immediate consumption on site or to go.

7.2. Culture

7.2.1. Cultural infrastructure

The entity has a wide array of sites dedicated to cultural preservation and development. Most of them, 64.6%, are located in the metropolitan area of the city of Querétaro.

Among the 319 sites there are museums, theaters, book shops, libraries, cultural centers, galleries and auditoriums. Jointly, they foster and guarantee an effective access to culture. The venues are distributed throughout the entity as follows:

Sites of cultural infrastructure of the state of Querétaro registered in the National Council for Culture and Arts of Mexico, 2019.

Municipality	Cultural sites per municipality
Amealco de Bonfil	9
Arroyo Seco	2
Cadereyta de Montes	5
Colón	8
Corregidora	18
El Marqués	13
Ezequiel Montes	9
Huimilpan	4
Jalpan de Serra	11
Landa de Matamoros	10
Pedro Escobedo	15
Peñamiller	2
Pinal de Amoles	5
Querétaro	171
San Joaquín	7
San Juan del Río	17
Tequisquiapan	9
Tolimán	4
Total	319

Source: Ministry of Culture of the Executive Power of the State.



Theaters

Out of the 20 theaters registered in the entity, the municipality of Querétaro concentrates 80% of them; Jalpan de Serra, Pedro Escobedo, San Juan del Río and Tequisquiapan host the remaining 20%, with one venue each.

Some of the best known are:

- Theater of the Republic (Teatro de la República)
 - Theater of the City of Querétaro (Teatro de la Ciudad de Querétaro)
 - Cinema-theater Rosalío Solano (Cineteatro Rosalío Solano)
 - Comedy theater Cómicos de la Legua (Cómicos de la Legua)
- Metropolitan Theatre (Teatro Metropolitano)
 - Comedy theater Teatrito La Carcajada (Teatrito La Carcajada)
 - Open air theater La Mantarraya (Teatro al aire libre La Mantarraya)
 - Comedy theater El Corral de Comedias (El Corral de Comedias)

Museums

Both the federal Ministry of Culture and the Ministry of Culture of the state of Querétaro have a registry of 49 museums in the entity. The municipality where most of this type of infrastructure is concentrated is Querétaro, hosting 40.8% of it.

The following are highlights in the entity:

- Contemporary Art Museum of Querétaro (Museo de Arte Contemporáneo Querétaro).
- Site Museum of the Church of Santa Rosa de Viterbo (Museo de Sitio del Templo de Santa Rosa de Viterbo).
- Mineral Community Museum of San Joaquín (Museo Comunitario Mineral de San Joaquín).
- Misión de Bucareli Community Museum (Museo Comunitario Misión de Bucareli).
- Art Museum of Querétaro (Museo de Arte de Querétaro).
- Museum of the Restoration of the Republic (Museo de la Restauración de la República).
- Museum of the Archaeological Site El Cerrito (Museo de Sitio de la Zona Arqueológica El Cerrito).
- House of the Zacatecana Museum (Museo Casa de la Zacatecana).
- Cerro de las Campanas Museum and Maximiliano's Chapel (Museo del Cerro de las Campanas y Capilla de Maximiliano).
- Historic Museum of the Sierra Gorda of Querétaro (Museo Histórico de la Sierra Gorda de Querétaro).
- Regional Museum of Querétaro (Museo Regional de Querétaro).



Book shops

There are 36 book shops and sale points registered in the state. The municipality of Querétaro has 32 of them, while Jalpan de Serra and San Juan del Río have two each.

Libraries

Both the federal Ministry of Culture and the Ministry of Culture of the state of Querétaro have a registry of 66 public venues affiliated to National Library Network distributed among the 18 municipalities.

Querétaro is the leading municipality in the list with the highest number of registries, followed by Pedro Escobedo, San Juan del Río, Amealco, San Joaquín and Tequisquiapan.

Additionally, there is a registry of 19 private libraries which belong mainly to educational institutions.

Cultural centers

The state has 64 cultural centers: Querétaro concentrates 34.4% of them, followed by Corregidora and El Marqués with 14.1% and 12.5% respectively. It is important to point out that all the municipalities in the entity have sites dedicated to cultural development.

The spaces designated to this activity are divided into public and private. The public spaces consist of municipal culture houses and community centers for development.

Galleries

Out of a total of 28 galleries located in the state, 26 of them (93%) are concentrated in the municipality of Querétaro, and the remaining two can be found in Tequisquiapan and San Juan del Río.

Auditoriums

Both the federal Ministry of Culture and the Ministry of Culture of the state of Querétaro have a registry of 37 auditoriums within the entity, both private and public. The municipalities that have these types of venues are: Querétaro, Jalpan de Serra, San Juan del Río, El Marqués, Pedro Escobedo and Tequisquiapan.





7.2.2. Cultural Heritage

The state of Querétaro has a wealth of cultural heritage. It is integrated by a large group of tangible and intangible assets, public spaces, archaeological sites, monuments, and a myriad of priceless elements.

Cultural heritage of the state of Querétaro registered in the National Council for Culture and Arts, 2019.

Municipality	World Heritage	UNESCO declaration	Archaeological sites	Historic monuments INAH	Photo libraries	Railway heritage
Amealco de Bonfil	0	0	0	262	0	0
Pinal de Amoles	0	0	0	52	0	0
Arroyo Seco	1	0	0	46	0	0
Cadereyta de Montes	0	1	1	254	0	0
Colón	0	1	0	80	0	0
Corregidora	0	0	1	131	0	0
Ezequiel Montes	0	1	0	118	0	0
Huimilpan	0	0	0	46	0	0
Jalpan de Serra	1	0	1	79	0	0
Landa de Matamoros	1	0	0	39	0	0
El Marqués	1	0	0	119	0	0
Pedro Escobedo	0	0	0	73	0	0
Peñamiller	0	0	0	61	0	0
Querétaro	2	0	0	2,137	3	3
San Joaquín	0	0	1	55	0	0
San Juan del Río	1	0	0	673	0	0
Tequisquiapan	0	0	0	123	0	2
Tolimán	0	1	0	378	0	0
Total	7	4	4	4,726	3	5

Source: Ministry of Culture of the Executive Power of the State, 2020.

World heritage

The World Heritage List of the United Nations Educational, Scientific and Cultural Organization (UNESCO) registers the monuments and sites which, given their great natural and cultural richness, are considered the property of all mankind. The 1,121 sites on this list become a symbol of the places where they are located, and they also transmit its history and cultural identity to future generations.

Mexico has 35 sites that are registered in the World Heritage List of the UNESCO, out of which 6 of them are natural, 27 of them are cultural and 2 of them are mixed sites. Among them, the Franciscan missions of the Sierra Gorda of Querétaro, the Area of Historic Monuments of Querétaro and El Camino Real de Tierra Adentro, meaning The "Royal Road to the Interior Land", can be found.

Historic monuments

There are 4,726 historic monuments in Querétaro; the National Institute of Anthropology and History (INAH for its Spanish abbreviation) is in charge of their surveillance, conservation and restoration. The collection consists of churches, parishes, cloisters, fountains and other buildings which are representative of the state. These include: the Aqueduct, the Alameda Hidalgo public park, the Chapel of Maximiliano de Habsburgo, the Casa de la Corregidora building, the Casa de la Marquesa hotel, the Jardín Guerrero public square, the Jardín Zenea public square, the Palacio Legislativo building, the Plaza de Armas square, the Theater of the Republic (Teatro de la República) and the Church of St. Francis (Templo de San Francisco).



Railway heritage

There are five railway stations within the entity registered with the INAH that constitute the railway heritage: Bernal, Hércules, La Noria, Querétaro and San Nicolás.

The station in Querétaro was part of both the old Central Railroad and the Mexican National Railroad, and at the time it covered the route from Mexico to Querétaro. The rest of the stations were built on the trunk line of the old Mexican National Railroad from Mexico to Laredo.



Photo libraries

The Ministry of Culture of the Government of the Republic and the Ministry of Culture of the state of Querétaro confirm there are three photo libraries located in the Historic Center of the capital: the Historical Archive of the state of Querétaro, with a collection of over 1,500 pieces; the Photo Library of the INAH Center Querétaro; and the Centro Queretano de la Imagen (Querétaro's Image Center).



Intangible cultural heritage

The UNESCO also seeks to safeguard intangible cultural heritage. This includes the acknowledgement of the uses, representations, expressions, knowledge and techniques that have been transmitted from generation to generation and that deserve to be looked after in order to be preserved. These are practices and customs that instill identity and continuity in communities and groups, and foster respect for cultural diversity and human creativity.

The intangible cultural heritage is mainly found in the following spheres: traditions and oral expressions, the performing arts, social customs, rituals and festive events, knowledge and uses related to nature and the universe and, lastly, traditional ancestral techniques.

There are currently 549 elements in the intangible cultural heritage lists. Mexico has eleven cultural expressions registered in the Representative List of the Intangible Cultural World Heritage. Together with Colombia, they are the two countries in Latin America with the largest number of acknowledged elements.

Out of the eleven Mexican cultural expressions, one of them became part of the cultural heritage of the state of Querétaro since 2009, and it is called "Places of memory and living traditions of the Otomí-Chichimecas of Tolimán. The Peña de Bernal, guardian of a sacred territory".

Archaeological sites

There are four archaeological sites in the state of Querétaro which are registered in the federal Cultural Information System of the Ministry of Culture: El Cerrito, in the municipality of Corregidora; Ranas, in San Joaquín; Tancama, in Jalpan de Serra; and Toluquilla, in Cadereyta de Montes.

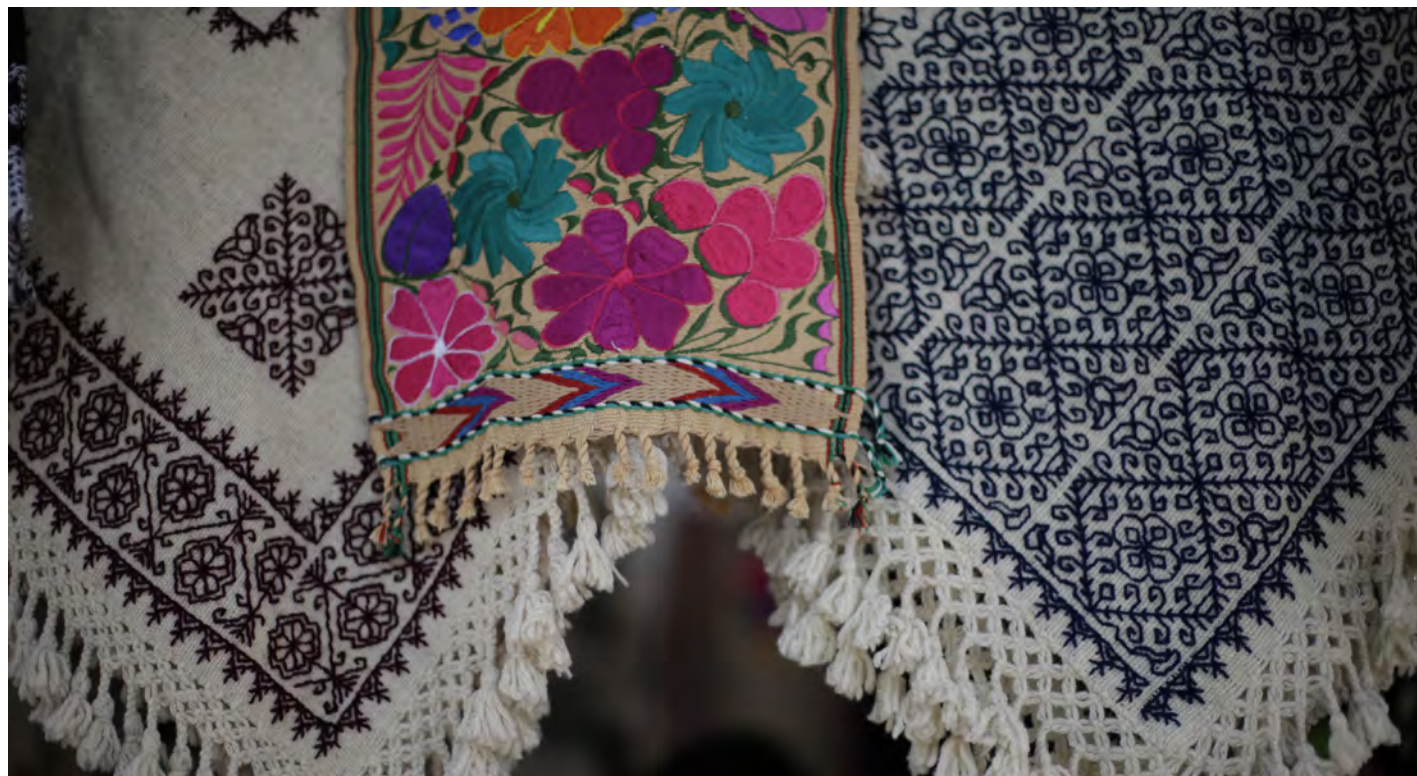
El Cerrito, also known as the Pueblito Pyramid (Pirámide del Pueblito), is located in the municipality of Corregidora, within the metropolitan area of Querétaro. Throughout its history it has been given several different names; the one it currently holds comes from the resemblance of its base and main structure to a naturally-formed protrusion that looks like a small hill. This physical attribute derives from the deterioration and erosion of its panels, and from the vegetation growing on its surface.

Ranas, is located 154 km northeast of the city of Querétaro. This archaeological site, together with Toluquilla, are jointly the most important manifestations of the Serrana cultural expression, which extends throughout the southern region of the Sierra Gorda. These two cities, located on hills and plateaus, controlled the populations located in their vicinity as well as the rich mineral deposits.

Tancama, is located in the heart of the Sierra Gorda, just a few minutes away from the municipal capital Jalpan de Serra. Its name means "hill of fire" in the Huasteca language. During the winter solstice, and according to the sun, the site is aligned with the top of Cerro Alto, an artificial hill created in the pre-Hispanic era to emulate a neighboring mountain. It is made up of three squares set at different levels; there are several buildings distributed on two of them which were named after the objects found during the excavations of the site and after specific architectural characteristics. There is an 18-meter-long ball game in this archaeological site, which differentiates it as one of the smallest in the country.

Toluquilla, is located approximately 110 km northeast of San Juan del Río. It is a settlement of 120 buildings, built on a plateau whose surface was modified in order to enable the construction areas. Its state of conservation is exceptional; the details of stairways, alleys, streets, doorways and walls over 2 meters high can be appreciated. The urban layout of the place is worth mentioning since it revolves around four ball games that articulate the central space from where the organization of the whole site springs.





7.2.3. Cultural identity

Cultural identity is integrated by all the elements that allow for the identification, characterization and demonstration of the features that a social group have in common, and of that which differentiates it from other settlements.

Even though Querétaro is one of the smallest territories in the country, it is one of the most heterogeneous states. The peculiar cultural identity of the region makes it a fascinating, colorful and diverse entity which offers the rest of Mexico, and the whole world, beautiful and exquisite handicrafts, unique traditional music, diverse and unparalleled gastronomy, and unmatched traditional feasts and festivities.

Handicrafts

The extensive variety of handicrafts made in the towns and communities of Querétaro is one of its main attractions: fine embroidery, multi-colored opals embedded in splendid pieces created by goldsmiths, wool garments, objects made from sauz branches, ixtle and sabino root, palm-woven baskets, quarry sculptures, saddlery and clay ceramics. All of them are part of the wide array of possibilities offered by the skillful hands of the artisans of Querétaro.

Querétaro has the Casa Queretana de las Artesanías, meaning "Handicraft House of Querétaro", whose purpose is to foster the economic, social, individual, regional and community development of the artisan trade so as to incorporate it to the entity's economy, improving the quality of life of artisans in Querétaro through initiatives that are focused on promoting, marketing and commercializing their products.

Commercialization of handcrafted products

With the aim of offering a commercial space to the artisans of Querétaro, the Casa Queretana de las Artesanías has two sale points in addition to its main unit: one in Tequisquiapan and another one in the International Airport of Querétaro. All three spaces are strategically located in order to cater to the local community, as well as both to national and international tourists.

Preservation of the Crafting traditions

The Casa Queretana de las Artesanías offers productive projects to artisans so they can obtain economic resources from the creation of articles that are commercialized within their facilities. There were 49 artisans on board, creating 101 projects for a total revenue of 44,998 pesos.

Contests

Within the sphere of the Collaboration Agreement entered into by the Ministry of Sustainable Development and the Casa Queretana de las Artesanías with the National Fund for the Promotion of Handicrafts (FONART for its Spanish acronym), there were five contests:

Handicraft contests of the Casa Queretana de las Artesanías, 2019.

Name of the contest	Participants	Prizes delivered	Aggregate Prize Sum
1° Marble Sculpture and Handicrafts Contest	45	11	\$25,000.00
XXI Quarry, Embroidery, Shredding and Weaving Contest	78	24	\$120,000.00
3° Interstate Lapidary and Stonework Contest	99	12	\$300,000.00
5° State Handicraft Prize	221	21	\$300,000.00
7° National Hand-crafted Dolls Contest	189	19	\$350,000.00
2° National Sarape Contest	50	20	\$300,000.00

Source: Ministry of Sustainable Development, with information from the Casa Queretana de las Artesanías, 2020.

Training

It is crucial to maintain a continuous training program aimed at developing skills in order to improve the productive and commercial conditions of artisans. This allows for a larger and superior production, organization and for a better use of raw materials, reducing production costs and tax obligations.

Training also helps prevent diseases and contributes towards a better health condition. In 2019, a total of 265 artisans were trained, with an investment that amounted to 66,039 pesos, thanks to the Casa Queretana de las Artesanías.

Through FONART, and managed by the Casa Queretana de las Artesanías, courses were taught on the subjects of efficiency and utilization of raw materials. During this period, 25 artisans were benefited and the federal investment amounted to 50,000 pesos.

In total, 12 courses were taught with an investment of 116,039 pesos, benefiting 290 artisans.



Training of the artisans of the state of Querétaro, 2019.

Course type	Course	Participating artisans	Investment
New products	Hand-crafted doll elaboration course	74	\$20,000.00
Production improvement	Integrating new materials and improving textile finishes (dolls and traditional embroidery) i	18	\$3,250.00
	Integrating new materials and improving textile finishes (dolls and traditional embroidery) ii	24	\$3,489.00
	Integrating new materials and improving textile finishes (dolls and traditional embroidery) iii	18	\$3,250.00
	Integrating new materials and improving textile finishes (dolls and traditional embroidery) iv	18	\$3,250.00
	Burgalesa workshop	19	\$4,000.00
	Logistics of the marble sculpture improvement workshop i	23	\$8,000.00
	Logistics of the marble sculpture improvement workshop ii	23	\$8,000.00
	Course on the incorporation of natural dyes (FONART)	24	\$50,000.00
	Waist loom workshop	15	\$4,800.00
	Course on the incorporation of randa i	18	\$4,000.00
	Course on the incorporation of randa ii	16	\$4,000.00
Total		290	\$116,039.00

Source: Ministry of Sustainable Development, with information from the Casa Queretana de las Artesanías, 2020.

Fairs and exhibitions

The Casa Queretana de las Artesanías, in collaboration with municipal, state and federal agencies, has searched for spaces where artisans can commercialize their products firsthand in fairs and exhibitions, both in Querétaro and in other states. This has yielded benefits to 109 artisans, with an investment of own resources of 84,446 pesos, and a direct total of 1,304,785 pesos.

Handcrafted production

Through the «Promotion of Handcrafted Production» program, 65 artisans obtained economic resources amounting to 237,000 pesos directly and through their own management.

Link between tourism and handicrafts

In November and December 2019, the Handicraft Tourism Corridor project in Tequisquiapan was set in motion in collaboration with FONART, providing support for 128 artisans with a total investment of 482,750 pesos.

Handicraft Tourism Corridor in Tequisquiapan

128 artisans benefited	Investment	Objective
5 family workshops belonging to the handcrafted textile practice with 6 members per workshop	\$363,750	Infrastructure improvement of the facade wall, restrooms, production area and exhibition area
14 family workshops belonging to the plant fiber handicrafts practice with 7 members per workshop	\$119,000	Signage in public spaces to facilitate the identification of the workshops in the handicraft corridor.
Total Investment		\$482,750

Source: Ministry of Sustainable Development, with information from the Casa Queretana de las Artesanías, 2020.



Auténtica: artesanía queretana

With the objective of solidifying the identity of local products, the Ministry of Sustainable Development, in collaboration with the Casa Queretana de las Artesanías, have promoted the positioning of the brand: Auténtica: Artesanía Queretana, which translates as Authentic: Handicraft from Querétaro.

The Casa Queretana de las Artesanías participated in events such as: Punto México Polanco, Folklorica Fest, Oriunda, Expo Industrial Querétaro 2019, among others. This allowed artisans to offer potential customers a firsthand demonstration of the great complexity behind their creation processes and the value of their products, thus being able to convey more clearly what their real production costs are.



Music

Querétaro has a wide array of musical rhythms and traditions. Some of them are the multiple melodic expressions from those regions of the state with origin in Otomí settlements: to the south of the municipality of Amealco de Bonfil and in the Central Semidesert. Autochthonous expressions are commonly interpreted by musical trios made up of two flutes or two violins and a drum, and they are guaranteed to be played in community celebrations which are almost always linked to the predominant religion. In the Otomí area of Tolimán, there is a variation called viñuetes that is played with two different types of drums and a violin.

In the Sierra Gorda and the Central Semidesert the predominant cultural expression is the huapango. The rhythm of the instruments, the colorful costumes and the magnificence of the customs that are characteristic of the huapango make it one of the most beautiful traditions of the country and the Mexican culture. The music and the tapping of the dancers' shoes bind the different identities and customs that coexist in the Huasteca region together. The huapango is played in the states of Hidalgo, Oaxaca, Querétaro, San Luis Potosí, Tamaulipas and Veracruz.

In the city of Querétaro, one particular cultural expression from the pre-Hispanic era can be highlighted: the one associated with the Dance of the Concheros. In this tradition, two of the instruments used, the huéhuatl and the teponaxtle, are made from the shell of an armadillo. Additionally, there are rattles and accessories called "friar bones" that are made from large seeds and that produce a sound effect similar to that of a sleigh bell. These instruments are used by the dancers as part of their attire.



Gastronomy

Querétaro's traditional gastronomy is related to its geographical regions and varies according to the different ecological niches and the customs of the groups that inhabited those areas. There are three kinds which can be noticeably identified: the one from the valleys, around the central and southeastern part of the state; the one from the Sierra Gorda, and the one from the Semidesert of Querétaro.

There are culinary traditions still kept in the valley area which originated in the old ranches and haciendas; the pig farms from the area led to the production of the famous carnitas (braised pork) and the chicharrón (fried pork skin). The area is also renowned for its production of several cheeses and barbacoa (mutton cooked following traditional methods).

The Sierra Gorda offers a broad selection of dishes in which the recipes, flavors and native and mestizo traditions are mixed. Dried meats, cheeses, atole de teja (thickened hot beverage made from corn) made with sunflower seeds and the famous zacahuil, a tamal (traditional dish made of dough) filled with pork, chicken or wild turkey meat, and stewed with a variety of dried chilies, are some of the dishes that can be enjoyed.

idesert of Querétaro, a particularly arid region, offers natural ingredients such as cacti and insects, both of which are representative elements of its exotic cuisine.

Today, Querétaro has become a cosmopolitan city. This is why gourmet cuisine has acquired an increasing importance and has detonated the opening of numerous gastronomy schools that offer professional training for the new generations of culinary talents.

Haute cuisine has also driven a wine culture. With it, the vineyards in Querétaro have been developed and strengthened, favoring the establishment of businesses dedicated to the production of high-quality handmade culinary products.



Traditional feasts and festivities.

Traditional feasts and festivities are a reflection of the identity of the peoples and communities that celebrate them. The culture can almost be grasped through them since they are a clear expression of the voices of the social fabric they represent.

Ever since pre-Columbian times, traditional feasts and festivities have been a distinctive hallmark and a fundamental part of the Mexican culture. Most of them originate from the religious beliefs of the social groups that celebrate them, they reflect the historical identity of Mexico, they keep its past alive and they strengthen its identity.

Given they are a characteristic of the national culture, there is no place in the country that lacks a celebration dedicated to a religious symbol or tradition. And Querétaro is no exception. There are traditional feasts and festivities celebrated throughout the 18 municipalities that integrate the territorial demarcation, and they set each region, and even each district, apart.

Below are some of the patron saint feasts and traditional festivities of each municipality according to data from the Ministry of Culture of the state of Querétaro.



Feasts and festivities of the State of Querétaro, 2019.

municipality / feast or festivity / date(s)

Amealco	Patron Saint's Feast of San Ildefonso: Tultepec: San Ildefonso	January 22 nd to 24 th
	Patron Saint's Feast of Los Arenales: San Isidro Labrador	March 19 th
	Patron Saint's Feast of la Manzana: Sagrado Corazón	June 12 th
	Patron Saint's Feast of San Pedro Tenango: San Pedro Apóstol	June 27 th y 28 th
	Patron Saint's Feast of San Miguel Tlaxcaltepec: San Miguel Arcángel	September 27 th to 29 th
	Traditional Feast in El Lindero: Tribute to Cayetano González	November 20 th

Arroyo Seco	Patron Saint's Feast of San José del Tepame: San José	March 19 th and 20 th
	Patron Saint's Feast of Ayutla: Señor de la Misericordia	April 11 th and 12 th
	Patron Saint's Feast of San Juan Buenaventura: San Juan Bautista	June 24 th
	Patron Saint's Feast of El Refugio: Nuestra Señora del Refugio	July 1 st to 5 th
	Patron Saint's Feast of Mesa de Palo Blanco: San Francisco de Asís	October 3 rd and 4 th
	Patron Saint's Feast of la Lagunita: Virgen de Guadalupe	December 11 th and 12 th

Cadereyta	Patron Saint's Feast of Chavarrías: Nuestra Señora de San Juan de los Lagos	February 1 st and 2 nd
	Patron Saint's Feast of San José Tepozán: San José	March 19 th
	Patron Saint's Feast of el Aguacate: San Isidro Labrador	May 16 th and 17 th
	Patron Saint's Feast of Boyé: San Antonio de Padua	June 12 th to 14 th
	Patron Saint's Feast of Maconi: Nuestra Señora de los Dolores	September 14 th
	Patron Saint's Feast of Las Lomas: Niño Dios	December 23 rd to 26 th

Colón	Patron Saint's Feast of el Gallo	March 12 th and 13 th
	Patron Saint's Feast of Soriano: Nuestra Señora de los Dolores	March 18 th
	Patron Saint's Feast of Puerto de San Antonio: San Antonio de Padua	June 12 th and 13 th
	Patron Saint's Feast of la Zorra: La Santa Cruz del Moro	August 29 th and 30 th
	Patron Saint's Feast of San Francisco: San Francisco de Asís	October 3 rd and 4 th
	Patron Saint's Feast of Puerto de San Antonio: Cristo Rey	November 21 st to 23 rd

Corregidora	Festivity in El Pueblito: Encounter with el Señor de la Sabanilla	Holy Monday
	Patron Saint's Feast of El Ranchito: Nuestra Señora del Perpetuo Socorro	June 27 th
	Patron Saint's Feast of Los Ángeles: Nuestra Señora de los Ángeles	August 2 nd
	Patron Saint's Feast of Bravo: Nuestra Señora del Rosario	October 3 rd to 7 th
	Patron Saint's Feast of Arroyo Hondo: Virgen de Guadalupe	December 11 th
	Patron Saint's Feast of El Calichar: Virgen de Guadalupe	December 11 th and 12 th

El Marqués	Patron Saint's Feast of Chichimequillas: San Felipe de Jesús	February 5 th
	Patron Saint's Feast of El Colorado: San José	March 18 th to 20 th
	Patron Saint's Feast of Dolores: Nuestra Señora de los Dolores	April 17 th to 20 th
	Patron Saint's Feast of Presea de Rayas: Virgen de Guadalupe	April 21 st and 22 nd
	Traditional Feast in Santa Cruz: San Isidro Labrador	Mayo 16 th and 17 th
	Patron Saint's Feast of Santa María de los Baños	December 12 th and 15 th

Source: Ministry of Sustainable Development, with information of the Ministry of Culture of the Executive Power of the State, 2020.

Feasts and festivities of the State of Querétaro, 2019.

municipality / feast or festivity / date(s)

Ezequiel Montes	Patron Saint's Feast of Bernal: La Santa Cruz	May 1 st to 5 th
	Patron Saint's Feast of Barreras	May 2 nd and 3 rd
	Patron Saint's Feast of El Ciervo: San Isidro Labrador	May 16 th and 17 th
	Patron Saint's Feast of Palo Seco: San Judas Tadeo	October 24 th to 26 th
	Patron Saint's Feast of Bernal: Virgen de Guadalupe	December 11 th and 12 th
	Patron Saint's Feast of Loberas: Virgen de Guadalupe	December 11 th and 12 th

Huimilpan	Patron Saint's Feast of San Pedro: San Juan Bosco	January 30 th and 31 st
	Patron Saint's Feast of San José Tepuzas: San José	March 19 th
	Patron Saint's Feast of El Vegil: Señor de las Maravillas	March 21 st to 27 th
	Patron Saint's Feast of San Ignacio: San Ignacio de Loyola	July 31 st
	Patron Saint's Feast of Huimilpan: San Miguel Arcángel	September 27 th to 29 th
	Patron Saint's Feast of San Francisco Norte: San Francisco de Asis	October 3 rd and 4 th

Jalpan de Serra	Patron Saint's Feast of Agua Fría de Gudiño: Virgen de Gdalupe	January 3 rd to 12 th
	Patron Saint's Feast of Jalpan: Santo Niño de la Mezclita	January 5 th and 6 th
	Patron Saint's Feast of Piedras Anchas: Nuestra Señora del Pueblito	May 24 th to 27 th
	Patron Saint's Feast of Laguna de Pitzquintla: Santa Cecilia	November 22 nd
	Patron Saint's Feast of Jalpan: Maratón Guadalupano	December 11 th and 12 th
	Patron Saint's Feast of El Saucillo: Niño Dios	December 23 rd to 26 th

Landa de Matamoros	Patron Saint's Feast of Neblinas: San Isidro Labrador	May 14 th and 15 th
	Patron Saint's Feast of El Pemoche: Nuestra Señora de los Remedios	September 1 st
	Patron Saint's Feast of Río Verdito: San Francisco de Asís	October 3 rd and 4 th
	Patron Saint's Feast of Tilaco: San Francisco de Asís	October 3 rd and 4 th
	Patron Saint's Feast of Landa de Matamoros: Inmaculada Concepción	December 1 st to 8 th
	Patron Saint's Feast of Agua Zarca: Maratón Guadalupano	December 11 th and 12 th

Pedro Escobedo	Patron Saint's Feast of Ajuchiclancito: San José	March 14 th to 20 th
	Patron Saint's Feast of Pedro Escobedo: Nuestra Señora de los Dolores	March 18 th
	Patron Saint's Feast of Guadalupe Séptien: San José	March 19 th
	Patron Saint's Feast of El Sauz Alto: San Isidro Labrador	May 14 th and 15 th
	Patron Saint's Feast of El Sauz Alto: Sagrado Corazón	June 12 th to 14 th
	Patron Saint's Feast of El Sauz Alto: Virgen de Guadalupe	December 11 th and 12 th

Peñamiller	Patron Saint's Feast of Agua Caliente: Virgen de Guadalupe	January 12 th and 13 th
	Patron Saint's Feast of los Aposentos: Nuestra Señora de Lourdes	February 7 th to 11 th
	Patron Saint's Feast of Camargo: Sagrado Corazón	June 12 th to 14 th
	Patron Saint's Feast of El Pilón: San Pedro Apóstol	June 28 th and 29 th
	Patron Saint's Feast of Peñamiller: Nuestra Señora de la Asunción	August 14 th and 15 th
	Patron Saint's Feast of la Higuera: San Juan Diego	December 1 st to 9 th

Source: Ministry of Sustainable Development, with information of the Ministry of Culture of the Executive Power of the State, 2020.

Feasts and festivities of the State of Querétaro, 2019.

municipality / feast or festivity / date(s)

Pinal de Amoles	Patron Saint's Feast of Puerto de Escanelilla: Santo Tomás de Aquino	January 28 th
	Patron Saint's Feast of Pinal de Amoles: San José	March 15 th to 20 th
	Patron Saint's Feast of San Pedro Escanela: Señor de la Salud	May 1 st to 3 rd
	Patron Saint's Feast of Adjuntas de Ahucatlán: Nuestra Señora de Fátima	May 12 th to 13 th
	Patron Saint's Feast of El Cantón: San Pedro Apóstol	June 28 th and 29 th
	Patron Saint's Feast of Bucareli: Purísima Concepción	September 1 st to 8 th

Querétaro	Traditional Feast in Jurica: Señor de la Piedad	March 25 th to 27 th
	Festivity in Hércules: Celebration of the Holy Week	March or April (varies)
	Procession of Silence	Holy Friday
	Patron Saint's Feast of the Cerro del Temazcal, Santa Rosa Jáuregui: La Santa Cruz	May 16 th and 17 th
	Patron Saint's Feast of the Barrio de la Trinidad: Señor de las Maravillas	July 25 th and 26 th
	Patron Saint's Feast of Carrillo Puerto: San Miguel Arcángel	September 28 th and 29 th
	Patron Saint's Feast of Santa María Magdalena: Santa Cecilia	November 22 nd
	Patron Saint's Feast of Tinaja de la Estancia: Virgen de Guadalupe	December 11 th and 12 th
	Patron Saint's Feast of Jurica: Señor de la Piedad	December 24 th to 27 th

San Joaquín	Patron Saint's Feast of Maravillas: Señor de las Maravillas	February 6 th and 7 th
	Festivity in San Joaquín: Celebration of the Holy Week	March or April (varies)
	Patron Saint's Feast of Nuevo San Joaquín: San Antonio de Padua	June 12 th and 13 th
	Patron Saint's Feast of Santa Ana: Nuestra Señora de Santa Ana	July 25 th and 26 th
	Patron Saint's Feast of Puerto de Rosarito: Nuestra Señora de Rosario	October 3 rd and 7 th
	Patron Saint's Feast of Puerto Hondo: Virgen de Guadalupe	December 12 th to 25 th

San Juan del Río	Patron Saint's Feast of El Organal: Virgen de la Candelaria	January 26 th to February 3 rd
	Patron Saint's Feast of the Barrio de la Cruz: La Santa Cruz	May 3 rd and 4 th
	Patron Saint's Feast of Santa Rosa Xajay: Santa Rosa de Lima	August 29 th and 30 th
	Patron Saint's Feast of San Miguel Galindo: San Miguel Arcángel	September 27 th to 29 th
	Patron Saint's Feast of El Rosario: Nuestra Señora del Rosario	October 3 rd to 7 th
	Patron Saint's Feast of El Organal: Virgen de la Candelaria	January 27 th to February 3 rd

Tequisquiapan	Traditional Feast in the Barrio de San Juan: La Santa Cruz "La Cruz Verde"	May 1 st to 5 th
	Anniversary Feast of the Foundation of Tequisquiapan	July 20 th to 24 th
	Patron Saint's Feast of the Barrio de la Magdalena: Santa María Magdalena	July 20 th to 24 th
	Patron Saint's Feast of Tequisquiapan: Nuestra Señora de la Asunción	August 14 th and 15 th
	Patron Saint's Feast of San Nicolás: San Nicolás Tolentino	September 7 th to 10 th
	Patron Saint's Feast of Hacienda Grande: Virgen de Guadalupe	December 10 th to 13 th

Tolimán	Patron Saint's Feast of Bomintzá: Señor del Llanito	January 1 st and 2 nd
	Patron Saint's Feast of San Pablo Tolimán	January 1 st and 2 nd
	Patron Saint's Feast of Panales: Carnaval	February 2 nd to 9 th
	Traditional Pilgrimage to the Cerro El Zamorano	April 6 th to 9 th
	Patron Saint's Feast of San Miguel Arcángel	July 1 st to October 3 rd
	Patron Saint's Feast of Casas Viejas: Santiago Apóstol	July 24 th to 26 th

Source: Ministry of Sustainable Development, with information of the Ministry of Culture of the Executive Power of the State, 2020.



7.2.4.Cultural and artistic offer

Throughout Mexico’s history, Querétaro has been a leading actor. It is a state that provides its inhabitants with multiple options for artistic development, appreciation of the fine arts, leisure and family moments.

The high quality and the variety of its cultural and artistic offer, together with its tourist attractions, make the entity a unique place for both visitors and residents.

Cultural and artistic education

According to information from the Cultural Information System of the Government of Mexico, Querétaro has 22 cultural and artistic education centers, among which 86.4% of them are located in the municipality of Querétaro, and 9.1% of them in San Juan del Río.

These spaces offer educational options ranging from high school diplomas, bachelor’s degrees and programs for instructors who wish to obtain an official certification, to classes and workshops that encourage artistic learning and recreation.

The cultural and artistic education centers offer a wide array of disciplines: in the arts pertaining to body expression there is classic, folkloric, contemporary, aerial and Spanish dance; in the plastic arts, painting, drawing, sculpture, engraving and architecture are the most important; in the music genre, classical, folkloric, contemporary and flamenco music are cultivated; in visual arts, digital technique, photography and video art are promoted. Literature, poetry, histrionic arts such as theatre, stage and travelling performances, as well as cinematographic art also proliferate.

Cultural and artistic education centers in Querétaro registered in the Cultural Information System 2019.

Municipality	Centers
Corregidora	TecMilenio University, Querétaro Campus
Querétaro	Center for the Arts, Querétaro
	Professional Development University (UNIDEP for its Spanish acronym), Querétaro Campus
	National Center of Contemporary Dance
	Photography School Escuela Activa de Fotografía Querétaro
	Cuauhtémoc University, Querétaro Campus
	Felva Mosso Technological University of Fashion
	Proart Dance and Art Center
	The Ignacio Mariano de las Casas Center of Artistic Education (CEDART for its Spanish acronym)
	University of León, Querétaro Campus
	Univer University, Querétaro Campus
	School of Violin Making
	Faculty of Fine Arts of the Autonomous University of Querétaro (UAQ for its Spanish acronym)
	Universidad Marista de Querétaro, A. C. (Marist University of Querétaro)
	Contemporary University
	Andamaxeí University Center
	Anáhuac University, Querétaro
	School-Ballet Company of the International Art and Dance Academic Council
	State Center for Artistic and Cultural Training (CEFAC for itsSpanish acronym)
	School for Artistic Initiation Associated with The Casa de Cultura Bicentenario
San Juan del Río	Universidad Mesoamericana, Plantel San Juan, S. C. (Mesoamerican University, San Juan Campus)
	Faculty of Fine Arts, San Juan del Río Campus

Source: Ministry of Culture of the Government of the Republic, with information from the Cultural Information System (SIC), 2020.

Fairs, festivals and events

Querétaro also has a wide range of activities that bind its historical heritage, cultural identity and artistic offer together. Its residents and visitors can enjoy fairs, festivals and events throughout the year. The following list shows the main activities by municipality.

Fairs, festivals and event in Querétaro by municipality, 2019.

municipality / date(s) / fair, festival or event

Amealco de Bonfil	Last week of April and first week of May	Amealco Fair
	August (varies)	Handmade Cheese Fair
Arroyo Seco	December (varies)	Arroyo Seco Regional Fair
Cadereyta de Montes	September (varies)	Cadereyta Fair
	October (varies)	Equestrian Magic Fair
Colón	Second week of October	De la Raza Fair Colón
Corregidora	March 21 st	Spring Equinox
El Marqués	April (varies)	El Marqués Fair
		Mole, Nieve and Enchilada Gastronomic Fair

Ezequiel Montes	January (varies)	Meat, Cheese and Wine Expo Fair
	March 19 th to 21 st	Spring Equinox in Bernal
	March (varies)	Crazy Market in Freixenet México's Finca Sala Vivé
	May (varies)	Freixenet México's Paella Festival
	August (varies)	Road to Harvest Event at Viñedos Azteca : Maturation August (varies)
	September (varies)	Road to Harvest Event at Viñedos Azteca: Celebrating the great feast of fruit harvesting
Huimilpan	November (varies)	New Wine Feast at Viñedos Azteca
Huimilpan	July 10 th	Anniversary of the Foundation of Huimilpan
	September (varies)	Huimilpan Fair
Jalpan de Serra	End of February	Sierra Gorda Half Marathon
	Last fifteen days of April	Jalpan Fair
	July (varies)	Santiago de Jalpan Festival
Landa de Matamoros	December (varies)	Landa Fair
Pedro Escobedo	May (varies)	Grain and Quarry Fair
Peñamiller	August (varies)	Peñamiller Fair

Sources: Ministry of Sustainable Development, with information from the Ministry of Culture of the Executive Power of the State.
Note: The term 'varies' means dates can be flexible within the month in which the mentioned events are carried out.

Fairs, festivals and event in Querétaro by municipality, 2019.

municipality / date(s) / fair, festival or event

Pinal de Amoles	March (varies)	Pinal de Amoles Fair
	October (varies)	Huapango Ahuacatlán Festival
Querétaro	March or April (varies)	Querétaro Culture for Everyone Festival
	April (varies)	Querétaro's Calvacade
		Foreign Communities Festival
		Traditional International Caravan Parade
	June (varies)	International Alternative Theater Gathering
		National Gathering of Historians of the Second Empire and the Restoration of the Republic
		National and International Guitar Gathering Querétaro
	June or July (varies)	International Film Cycle Querétaro
	July 25 th	Anniversary of the Foundation of the City of Santiago de Querétaro
	July (varies)	International Contemporary Iberian Dance Festival Mexico
		Summer Jazz International Festival
		Festival for the Anniversary of the Foundation of the City of Santiago de Querétaro
		Popular and Indigenous Cultures Gathering in Querétaro
	August (varies)	FestivAlterNativo
		Pantomime Open Festival
		Independent Contemporary Dance Groups Gathering in Querétaro
	September (varies)	International Psalter Festival
		Siguientscena International Festival
		International Documentary Film Cycle
	October (varies)	International Performing Arts Festival
	November (varies)	CutOut Fest. International Animation Festival Mexico
	November or December (varies)	International Livestock Fair

San Joaquín	April (varies)	National Huapango Huasteco Contest
	August (varies)	San Joaquín Fair
San Juan del Río	June or July (varies)	San Juan del Río Fair
Tequisquiapan	March or April (varies)	Fair of the Bull of Lydia
	May (varies)	National Cheese and Wine Fair
Tolimán	June or July (varies)	Tolimán Fair



Sources: Ministry of Sustainable Development, with information from the Ministry of Culture of the Executive Power of the State.
 Note: The term 'varies' means dates can be flexible within the month in which the mentioned events are carried out.



08

Querétaro with good government

Government Services

The current administration conducts itself with strict adherence to the State Development Plan Querétaro 2016-2021 and the fifth guiding principle Querétaro with Good Government. Based on these guidelines, it has the goal to improve the living conditions of the population, providing high quality government services in accordance with the economic, human and social dynamics of Querétaro.

The public administration must be an effective and reliable facilitator of the means needed to achieve an optimal, integral and equitable human development. This requires an efficient, effective, transparent and austere management.

This chapter provides information regarding the three powers of the State, government efficiency, and federal and municipal orders.

8.1. Powers of the State

The defense of human liberties rests on the division of powers, which represents the correct distribution of the functions of the State.

For its exercise, and according to the principle of the division of powers, the public power is divided into Executive, Legislative and Judicial, based on article 49 of the Political Constitution of the United Mexican States, as well as article 13 of the Constitution of the Free and Sovereign State of Querétaro.

8.1.1. Executive Power

The Executive Power is deposited on the citizen referred to as State Governor, who legally represents the State of Querétaro based on attributions, powers, functions and obligations that the Political Constitution of United Mexican States establishes, as well as the Political Constitution of the Free and Sovereign State of Querétaro.

Agencies and functions

For the performance of its functions, the holder of the Executive Power has the following agencies:

- 1. Ministry of Government.** Conducts internal policy and governability of the state.
- 2. Ministry of Planning and Finance.** Exercises financial and tax administration of Querétaro's public finances.
- 3. Ministry of Comptrollership.** Plans, organizes, proposes and coordinates the prevention, surveillance, control and evaluation systems of the departments and agencies of the Executive Power and of different state-owned entities.
- 4. Ministry of Sustainable Development.** Orders, promotes and encourages industrial, commercial, mining, agro-industrial and craftsmanship development and implements the regulations for the preservation and restoration of the ecological balance and environmental protection.
- 5. Ministry of Agriculture.** Carries out actions to foster production and promote a full development of the rural sector.
- 6. Ministry of Urban Development and Public Works.** Regulates the urban development, the organization of human settlements, and designs and executes state public works.
- 7. Ministry of Education.** Executes actions directed towards encouraging the educational and cultural development of the state.
- 8. Ministry of Labor.** Assists with federal duties in the application and monitoring of labor regulations.
- 9. Ministry of Tourism.** Conducts the policies of development and fostering of state tourist activity.
- 10. Ministry of Health.** Coordinates and implements actions related to the health system according to the federal guidelines and the prevailing conditions in the state.
- 11. Main Administrative Office.** Offers administrative support that the departments of the Executive Power may require.
- 12. Ministry of Citizen Security.** Safeguards the public order and social peace through prevention, combating antisocial behaviors and protection of the people and their property.
- 13. Ministry of Youth.** Plans, formulates, arranges, coordinates and evaluates public policies aimed at a harmonic development of the youth through inclusion and equity of economic, social and cultural opportunities.
- 14. Ministry of Social Development.** Coordinates policies, programs and actions intended for the social development of the citizens.
- 15. Office of Governorship.** This department is in charge of the Private Ministry, Technical Ministry, Advisor Coordination, Public Relations Coordination, Social Communication Coordination and Legal Consulting.
- 16. Ministry of Culture.** Plans, executes and conducts cultural policies in the state.

Central Agencies			Decentralized Entities
Coordination of Social Communication Calle 5 de Mayo esquina Calle Pasteur Nte. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 5634	Ministry of Education Av. Luis Pasteur No. 23 Sur. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 5114	Ministry of Citizen Security Calle Río Tuxpan No. 107. Col. Desarrollo San Pablo. C.P. 76130 T.(442) 309 1400	Educational and Cultural Center of the State of Querétaro "Manuel Gomez Morin" (CECEQ) Av. Constituyentes esquina Av. Luis Pasteur s/n. Col. Villas del Sur. C.P. 76040 T.(442) 251 9600
Main Administrative Officer Calle 5 de Mayo esquina Calle Pasteur Nte. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 5027	Ministry of Government Calle 5 de Mayo No. 45. Col. Centro. C.P. 76000 T.(442) 238 5040 ext. 5040	Ministry of Tourism Paseo de la Artes 1531-B, Col. Centro Sur. C.P. 76090 T.(442) 238 5067, 800 715 1742	National Contemporary Dance Center (CENADAC) Calle Sierra de Tilaco No. 201. Col. Villas del Sol. C.P. 76046 T.(442) 213 7255, (442) 213 7256 ext. 104
Office of Governorship Calle 5 de Mayo esquina Calle Pasteur Nte. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 5604	Ministry of Comptrollership Calle 5 de Mayo esquina Calle Pasteur Nte. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 5012	Ministry of Labor Calle Francisco I. Madero No. 70. Col. Centro. C.P. 76000 T.(442) 227 1800 ext. 1800	Commission for Medical Arbitration of the State of Querétaro (CAMEQ) Calle Corregidora No. 55 Nte., despachos 101. Col. Centro. C.P. 76000 T.(442) 214 4819, (442) 224 1094
Ministry of Agriculture Calle Ignacio Zaragoza No. 334 Pte. Col. Niños Héroes. C.P. 76010 T.(442) 192 6600 ext. 6609	Ministry of Youth Blvd. Bernardo Quintana s/n. Parque Querétaro 2000. C.P. 76140 T.(442) 224 2254 ext. 101	Private Secretary Calle 5 de Mayo esquina Calle Pasteur Nte. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 6012	State Board Against Addictions (CECA) Calle Independencia No. 97, Centro Histórico. C.P. 76000 T.(442) 212 9687
Ministry of Sustainable Development Blvd. Bernardo Quintana No. 204. Col. Carretas. C.P. 76050 T.(442) 211 6800	Ministry of Finance Calle 5 de Mayo esquina Calle Pasteur Nte. Col. Centro. C.P. 76000 T.(442) 238 5000 ext. 5049	Ministry of Culture Calle José María Arteaga No. 89. Col. Centro. C.P. 76000 T.(442) 251 9850 ext. 1035	State Board of Population (COESPO) Calle Benito Juárez No. 50 Nte. Col. Centro. C.P. 76000 T.(442) 251 8608
Ministry of Urban Development and Public Works Calle Francisco I. Madero No. 72 Pte. Col. Centro. C.P. 76000 T.(442) 227 1800 ext. 2276	Ministry of Health Calle 16 de Septiembre No. 51. Col. Centro. C.P. 76000 T.(442) 251 9000		CONTINUES >

Sustainable Querétaro			
Infrastructure and Equipment			
Quality of Life			
Primary Sector			
Secondary Sector			
Tertiary Sector			
Tourism and Culture			
Government Services			
Decentralized Entities <CONTINUATION		Entities	
State Board of Public Security (CESP) Calle Río Tuxpan No. 107. Col. Desarrollo San Pablo. C.P. 76125 T. (442) 309 1400		International Airport of Querétaro (AIQ) Carretera Estatal 200 Qro-Tequisquiapan No. 22500. Col. Galeras. Colón, Qro. C.P. 76270 T. (442) 192 5500	
State Coordination of Municipal Development (CEDEM) Calle Benito Juárez No. 50 Nte. Col. Centro. C.P. 76000 T. (442) 251 8600 ext. 8606		Querétaro's Crafts House (CQA)) Andador Libertad No. 52. Col. Centro. Querétaro, Qro. C.P. 76000 T. (442) 214 1235, (442) 224 3456	
State Coordination of Civil Protection (CEPCQ) Calle Río Tuxpan No. 107. Col. Desarrollo San Pablo. C.P. 76130 T. (442) 309 1430		State Transplant Center of Querétaro (CETQRO) Calle 5 de Mayo esquina Manuel Altamirano No. 99-A int. F. Col. Centro. C.P. 76030 T. (442) 222 6553, (442) 222 6654	
Teacher's College of the State of Querétaro (CBENEQ) Calle San Mateo s/n. Col. Vista Alegre. C.P. 76090 T. (442) 213 1131		High School of the State of Querétaro (COBAQ) Av. Constituyentes No. 35. Col. San Francisquito. C.P. 76058 T. (442) 291 9400	
Teacher's College of Querétaro (ENSQ) Calzada Colón No. 14. Col. Centro. C.P. 76000 T. (442) 214 4741, (442) 214 4941		Technical and Professional Education School of the State of Querétaro (CONALEP Querétaro) Calle Fray Juan de Zumárraga No. 42. Col. Cimatario. C.P. 76030 T. (442) 216 2663, (442) 242 3049	
Institute for Constitutional Studies of the State of Querétaro (IECEQ) Calle Miguel Hidalgo No. 2. Col. Centro. C.P. 76000 T. (442) 212 0619, (442) 224 0040		Scientific and Technological Studies School of the State of Querétaro (CECYTEQ)) Calle del Carrizal No. 27. Col. El Carrizal. Querétaro, Qro. C.P. 76030 T. (442) 216 0196, (442) 242 1454	
Institute for Sport and Recreation of the State of Querétaro (INDEREQ) Blvd. Bernardo Quintana Arriola S/N. Col. Villas del Parque. C.P. 76159 T. (442) 220 6810, (442) 220 6813		State Water Commission (CEA) Av. 5 de Febrero No. 35. Col. Las Campanas. C.P. 76010 T. (442) 211 0600	
Private Assistance Board (JAP) Calle Pino Suárez No. 284. Col. Centro. C.P. 76000 T. (442) 213 2606, (442) 223 2364		State Infrastructure Commission (CEI) Calle Pasteur No. 27 Nte. Col. Centro. C.P. 76000 T. (442) 212 1031	
Transparency Unit of the Executive Power Andador Libertad No. 54, primer piso. Col. Centro. Querétaro, Qro. C.P. 76000 T. (442) 238 5000 ext. 5543, 5544		Science and Technology Board of the State of Querétaro (CONCYTEQ) Av. Luis Pasteur No. 36 Sur. Col. Centro. C.P. 76000 T. (442) 212 7266, (442) 224 3218	
		Arts and Trades Institute of Querétaro (IAOQ) Calle Emeterio González No. 60. Col. Hércules. C.P. 76069 T. (442) 234 6844 ext. 101	

Source: Ministry of Sustainable Development, with information from website of the State of Querétaro, 2020

Directory of the Executive Power of the State of Querétaro

Entities			
Training Institute for Work of the State of Querétaro (ICATEQ) Calle Fray Pedro de Gante No. 10. Col. Cimatario. C.P. 76030 T. (442) 348 1100	Board of Festivities of the State of Querétaro (PFQ) Acceso 1, Nave 12 int. 112. Fraccionamiento Industrial La Montaña. C.P. 76150 T. (442) 214 1289	Service Unit for Basic Education in the State of Querétaro (USEBEQ) Av. Magisterio No. 1000. Col. Colinas del Cimatario. C.P. 76090 T. (442) 238 6000	Technological University of Querétaro (UTEQ) Av. Pie de la Cuesta No. 2501. Col. Nacional. Querétaro, Qro. C.P. 76148 T. (442) 209 6100
Training and Security Studies Institute of the State of Querétaro (ICESEQ) Calle Plutarco Elías Calles s/n. Col. El Tintero. Querétaro, Qro. C.P. 76134 T. (442) 221 0623	State Attorney's Office of Urban Development and Environment Protection (PEPMADU) Prol. Corregidora Sur No. 25 int. 101. Col. Centro. C.P. 76000 T. (442) 215 2882, (442) 215 7660	Aeronautical University in Querétaro (UNAQ) Carretera Estatal 200 Qro-Tequisquiapan No. 22154. Parque Aeroespacial. Colón, Qro. C.P. 76278 T. (442) 101 6600	Technological University of San Juan del Río (UTSJR) Av. La Palma No. 125. Col. Vista Hermosa. San Juan del Río, Qro. C.P. 76800 T. (427) 129 2000
Physical Educational Infrastructure Institute of the State of Querétaro (IIFEQ) Calle Guatemala No. 2-A. Col. Lomas de Querétaro. C.P. 76190 T. (442) 216 1276, (442) 216 9696 ext. 101	Health Services of the State of Querétaro (SESEQ) Calle 16 de Septiembre No. 51 Ote. Col. Centro. C.P. 76000 T. (442) 251 9000	Polytechnic University of Querétaro (UPQ) Carretera Estatal 420 s/n. El Marqués, Qro. C.P. 76240 T. (442) 101 9000	
Housing Institute of the State of Querétaro (IVEQ) Av. Pie de la Cuesta No. 2121-18. Col. Lomas de San Pedrito Peñuelas. C.P. 76148 T. (442) 192 9200	State System for Cultural and Educational Communication (SECCE) Calle Pasteur No. 6 Nte. Col. Centro. C.P. 76000 T. (442) 238 5000 ext. 5120 y 5433	Polytechnic University of Santa Rosa Jauregui (UPSRJ) Carretera Federal 57 Qro-SLP, km 31+150. Parque Industrial Querétaro. C.P. 76220 T. (442) 1961 300 ext. 111	
Querétaro Institute for Women (IQM) Calle Gral. Mariano Reyes No. 17. Col. Centro. C.P. 76000 T. (442) 216 47 57	System for Integral Family Development of the State of Querétaro (DIF) Av. Luis Pasteur No. 6-A. Col. Centro. C.P. 76000 T. (442) 238 5108, (442) 238 5109	Technological University of Corregidora (UTC) Carretera Estatal 413 Qro-Coroneo, km 11.2. Col. El Pueblito. Corregidora, Qro. C.P. 76900 T. (442) 483 0070 ext. 1013, 1011, 1012	

Source: Ministry of Sustainable Development, with information from website of the State of Querétaro Government, 2020.

8.1.2. Legislative Power

The State Legislature exercises its functions by means of popular representation in charge of legislators. They remain in power during three years and may hold office for the next immediate term in accordance with the applicable legal provisions regarding reelection principles.

Legislators are led by a state congress board during a term of up to six months.

Structure and functions

- **State Congress Board.** Elected by majority of votes of the legislators. Its main function is to conduct and order work and performance of the Legislative Power under the principles of impartiality and objectivity.
- **Political Coordination Board.** It is the entity responsible for the State Legislature's political decision making. This board is integrated by coordinators of legislative groups and sections.
- **Ordinary and Special Commissions.** Integrated by a president, a secretary and up to three members, in such a way that the number of members is always an odd number. The Ordinary Commissions deal with matters entrusted by the Plenary Session of the State Legislature, appointing matters in accordance with its denomination. The Special Commissions carry out the research or resolution of specific matters that require a certain treatment.
- **Transparency Committee of the State Legislative Power.** It monitors, instructs and coordinates actions and proceedings for the transmission of information of public interest. It is organically subordinated to the State Congress Board to which it has to present a bimonthly report of its activities.

Legislative Commissions

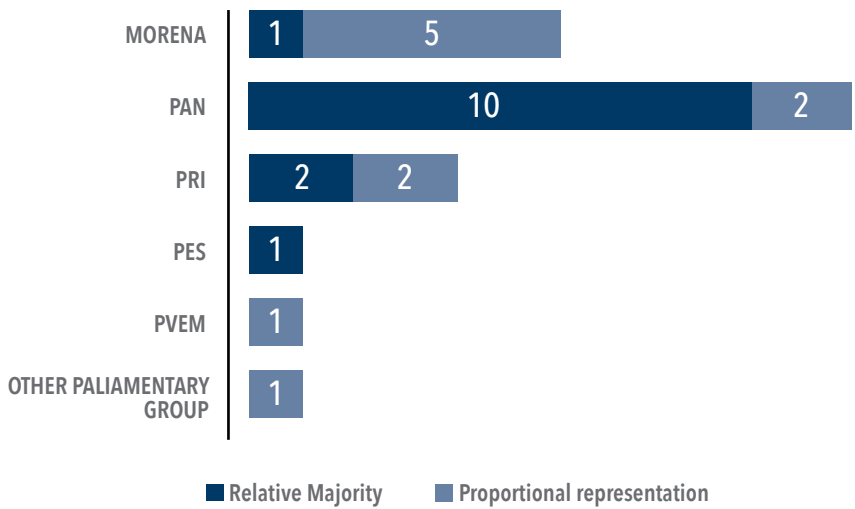
The legislative commissions are permanent legislative entities responsible of ruling and/or preparing for resolution the initiatives and other matters related to the Plenary Session of the State Legislature pursuant to the specific competence per subject.

There are a total of 25 Ordinary Commissions, each one integrated by 3 members. Each legislator may integrate more than one of the following commissions:

- Access to Information.
- Justice Department and Law Enforcement.
- Migrant Matters.
- Indigenous Matters.
- Municipal Matters.
- Science, Technology and Innovation.
- Sustainable Rural and Agricultural Development.
- Economic Development and Commerce.
- Social Development, Vulnerable Groups and Housing.
- Urban Development, Public Works and Communications.
- Education and Culture.
- Family.
- Governance, Public Administration and Electoral Matters.
- Gender Equality and Human Rights.
- Instructor.
- Youth and Sport.
- Environment.
- Sustainable Mobility and Transit.
- Citizen Participation.
- Planning and Budget.
- Constitutional Points.
- Health.
- Public Security and Civil Protection.
- Work and Social Welfare.
- Tourism.

At the end of 2018 the distribution per type of election and parliamentary group of legislators that integrated the State Congress was the following:

Legislators per type of election and parliamentary group of state of Querétaro, 2018.



Source: National Census of State Legislative Powers (CNPLE), 2019.

During 2018, there were 720 initiatives presented before the State Congress and Legislative Assembly of the State of Querétaro, out of which 677 were approved and distributed as follows.

Laws and decrees approved and sent to Executive Power, 2018.





8.1.3. Judicial Power

Structure and functions

In Querétaro, the Judicial Power is formed by the Supreme Court of Justice, the Judiciary Council, first instance courts, minor courts and public officials in charge of the justice system.

- **Supreme Court of Justice and first instance and minor courts.** The Supreme Court of Justice is formed by thirteen presiding magistrates among which a president and eight supernumeraries with honorary character are elected. Their functions are to support the federal entities and other authorities in terms of what the related laws may determine; make rogatory letters, summons and resolutions related to the civil, commercial, family or criminal matters, among others. This allows the jurisdictional function to be prompt, complete, independent, impartial and free.
- **Judiciary Council.** Manages, monitors and establishes the discipline in jurisdictional and administrative areas. It determines the number of courts needed for each judicial district per matter, with the purpose of providing good service.
- **Civil, criminal, family and mixed courts.** They are specialized entities in mercantile orality, justice for juveniles and are also courts that execute first-instance criminal sanctions. In the state of Querétaro there are six judicial districts which cover eighteen municipalities: Amealco de Bonfil, Cadereyta de Montes, Jalpan de Serra, Querétaro, San Juan del Río and Tolimán.
- **Minor Courts.** They can be civil, criminal or mixed courts. They are located in each one of the municipal heads of the State and in the delegations that may require it. Minor judges, appointed by the Judiciary Council, remain in their position for six years and may be ratified for another nine years pursuant to the performance evaluation carried out by the same Council.

8.2. Government Efficiency

8.2.1. Administrative Quality

One of the main responsibilities of the government administration is to be an effective facilitator that provides optimal responses to citizens' needs. To this end, it promotes quality government services in accordance with Querétaro's human and socioeconomic development.

Trained Public Officials

Among the lines of action established to promote government efficiency, training stands out. This is proposed in the Querétaro with Good Government Principle of the State Development Plan 2016-2021 and consists of improving the level of competencies and professionalization of the state's public officials. For this reason, since 2015 the state government has been carrying out training programs. In 2019 they focused mainly on the following topics:

- 1. Ethics Code and Administrative Responsibilities Law
- 2. Human Development and stress management
- 3. Computer science

During the year 2018, there were 228 training events for 3,160 public officials, achieving a 70.2% coverage of the total personnel on payroll.

Public Officials' asset and interest declaration

Strategy V.2 is considered within the Querétaro with Good Government principle of the State Development Plan 2016-2021, with the aim of strengthening a transparent and accountable management in the state of Querétaro. One of its lines of action is to "Promote the culture of transparency in the State Public Administration". Therefore, one of the main obligations is the Presentation of Asset Declaration.

In view of the above, during the year 2019, public officials filed their asset declaration through the platform called DeclaraNetplus, complying with the stated in the Administrative Responsibilities Law.

Breakdown per type of statement:

Record and follow up of asset situation in Querétaro, 2019.

Type of asset statement	Number of statements received
Beginning	3,948
Conclusion	1,213
Modification 2019	8,527

Source: Ministry of Comptrollership of the State Executive Power, 2020.

As of the month of May 2019, 100% of active public officials of the agencies of the Executive Power of the State of Querétaro, filed their asset declaration; regarding public officials of state-owned entities, only 99.5% filed it. All of them complied with the terms provided in the Administrative Responsibilities Law.



State Budget

In accordance with the publication made in the official newspaper «La Sombra de Arteaga», the following information is registered regarding the Income Law and State Expenditure Budget for the year 2019:

Income Law of the State of Querétaro, 2019.			
Concept	Amount	Total	%
Taxes	2,677,949,854		
Social security fees and contributions	0		
Special contributions	0		
Fees	1,416,785,433		
Products	466,737,385		
Uses	120,387,447		
Income due to sale of goods, provision of services and other income	175,052		
Total of local income		4,682,035,171	13.9
Shares	13,330,317,172		
Contributions	11,504,514,249		
Agreements	3,010,012,564		
Incentives from fiscal collaboration	1,142,163,410		
Non-contribution funds	0		
Shares, contributions, agreements, incentives from fiscal collaboration and non-contribution funds		28,987,007,395	86.1
Transfers, assignments, subsidies, grants, pensions and retirements	0		
Extraordinary income	0		
Total		33,669,042,566	100.0

Source: Official Newspaper La Sombra de Arteaga.

Pursuant to Article 53 Ter of the Law for the Management of Public Resources of the State of Querétaro, the financing of the Executive Power of the State of Querétaro, foreseen at the beginning of fiscal year 2019, is integrated in the following manner:

Concept	Amount	Total
Federal Transfers	758,442,534	
Committed, accrued or linked to formal payment commitments state resources	1,299,146,874	
Discretionary state resources	4,720,613,057	
Own Financing		6,778,202,465

Source: Official Newspaper La Sombra de Arteaga.

The total estimated resources considered for the 2019 Fiscal Year amounted to \$40,447,245,031 (Forty thousand four hundred and forty-seven million two hundred and forty five thousand thirty one pesos 00/100 M.N.).

It is important to mention that, pursuant to Article 4 of the Income Law of the State of Querétaro, for the 2019 Fiscal Year, own financing that would be exercised amounted to \$3,913,370,181 (Three thousand nine hundred and thirteen million three hundred and seventy thousand one hundred and eighty one pesos 00/100 M.N.)

The total income to exercise during the fiscal year that was contemplated in the formulation of the 2019 Expenditure Budget, amounted to \$37,582,412,747 (Thirty-seven thousand five hundred eighty-two million four hundred twelve thousand seven hundred and forty-seven pesos 00/100 M.N.).

It is worth noting that, within the expenditure budget, the most favored items are: transfers to state owned entities in the education sector 31.16%, works and actions 19.38% and transfers to municipalities with 14.74%.

Of the \$4,059,274,644 assigned to central sector agencies and auxiliary entities, 64.6% correspond to social expense and 35.4% to administrative expense.

Expenditure Budget of the State, 2019.		
Concept	Amount	%
Expenditure Budget of the State	\$37,582,412,747.00	100.00%
Transfers to municipalities	\$5,540,522,774.00	14.74%
Transfers to Legislative Power	\$315,453,127.00	0.84%
Transfers to Judicial Power	\$853,565,482.00	2.27%
Transfers to autonomous agencies and administrative courts	\$1,207,126,007.00	3.21%
Total trasfers to state owned entities of education sector	\$11,710,355,495.00	31.16%
Total trasfers to state owned entities of health sector	\$3,997,230,967.00	10.64%
Total trasfers to state owned entities of security and government	\$1,040,109,352.00	2.77%
Total trasfers to state owned entities of other sectors	\$711,696,636.00	1.89%
Public debt	\$302,186,904.00	0.80%
Capital amortization	\$267,329,434.00	
Interests	\$34,857,470.00	
Pensions and retirements	\$559,989,204.00	1.49%
Works and actions	\$7,284,902,155.00	19.38%
Agencies of central sector and auxiliary entities	\$4,059,274,644.00	10.80%
Social expenses	\$2,624,223,768.00	
Administrative expenses	\$1,435,050,876.00	

Source: Official Newspaper La Sombra de Arteaga.

The state resource assigned to central sector agencies and auxiliary entities is distributed as follows:

Assigned budget to agencies of central sector and auxiliary entities, 2019.	
Govenorship	\$ 7,123,259.00
Office of Govenorship	\$ 191,188,937.00
Government Sector	\$ 430,904,697.00
Citizen Security Sector	\$ 661,835,905.00
Finance Sector	\$ 639,507,266.00
Comptrollership Sector	\$ 125,893,085.00
Sustainable Development Sector	\$ 105,525,235.00
Agricultural Sector	\$ 140,098,601.00
Urban Development and Public Works Sector	\$ 176,572,159.00
Education Sector	\$ 458,183,971.00
Youth Sector	\$ 20,905,820.00
Social Development Sector	\$ 66,960,641.00
Labor sector	\$ 87,419,291.00
Tourism Sector	\$ 128,807,560.00
Health Sector	\$ 35,353,365.00
Main Administrative Office Sector	\$ 638,739,267.00
Culture Sector	\$ 144,255,585.00
Total	\$ 4,059,274,644.00

Source: Official Newspaper La Sombra de Arteaga.

8.2.2. Government processes and services

The State Public Administration attends and carries out in a timely manner processes and quality services; this action is fundamental and necessary to consolidate the competitiveness of the entity.

State Registry of Processes and Services (RETS)

On October 3rd, 2018 the Querétaro State Regulatory Improvement Law was published. Its main goals are to increase the economic growth and competitiveness of the state, as well as to simplify administrative procedures in processes and services for the benefit of businessmen and citizens.

The Regulatory Improvement Commission of the State of Querétaro, in order to continue standardizing the contents of the processes and services of the Executive Power, has strengthened the bases and criteria for the integration and registration of the RETS. This action establishes the technical elements that must be complied with by the agencies, their decentralized entities and the state-owned entities in the approval and publication of the technical specifications, ensuring the quality of the information provided to the citizens. In 2019, 482 records of processes and services were registered in the platform of the State Executive Power, increasing the number of processes by 3.2% compared to the previous year.

The majority of these processes and services were concentrated in the central sector with 60%, followed by the state-owned entities with 31% and, lastly, decentralized entities with the remaining 9%.

On April 26th, 2019, the Guidelines for the Preparation and Operation of the Regulatory Improvement Programs 2019-2021 were published, having as a main purpose the establishment of general bases through a tool that will improve the current regulation and implement actions to simplify processes and services.

Processes and services of the Executive Power of the State of Querétaro, 2019.

Agency	Number of processes and services
State owned entities	151
Decentralized agencies	43
Central sector	288
Total State of Querétaro	482

Source: State Regulatory Improvement Commission, 2020.



The purpose of the guidelines is to establish the actions to be carried out; set the objectives, targets and commitment dates for simplification; and the modification, replacement, elimination or merger of each of the processes and services provided by the agencies, their decentralized entities and the state-owned entities.

It is important to mention that there are public entities that do not carry out any type of process, therefore, they are not represented in the following graph:

Processes and services of state-owned entities of the Executive Power of the State of Querétaro, 2019.

Agency	Number of processes and services
Transportation Institute of Querétaro (IQT)	25
Health Services of the State of Querétaro (SESEQ)	18
High School of the State of Querétaro (COBAQ)	11
State Infrastructure Commission (CEI)	11
System for Integral Family Development of the State of Querétaro (DIF)	9
Aeronautical University in Querétaro (UNAQ)	9
Technological University of Querétaro (UTEQ)	9
Querétaro Institute for Women (IQM)	7
Service Unit for Basic Education in the State of Querétaro (USEBEQ)	7
Technological University of San Juan del Río (UTSJR)	7
Institute for Sport and Recreation of the State of Querétaro (INDEREQ)	5
Technological University of Corregidora (UTC)	5
Technical and Professional Education School of the State of Querétaro (CONALEP)	4
Housing Institute of the State of Querétaro (IVEQ).	4
Scientific and Technological Studies School of the State of Querétaro (CECYTEQ)	3
Training Institute for Work of the State of Querétaro(ICATEQ)	3
Polytechnic University of Santa Rosa Jauregui (UPSRJ)	3
Physical Educational Infrastructure Institute of the State of Querétaro (IIFEEQ)	2
International Airport of Querétaro (AIQ)	1
Querétaro's Crafts House(COA)	1
State Water Commission(CEA)	1
Science and Technology Board of the State of Querétaro (CONCYTEQ)	1
Arts and Trades Institute of Querétaro (IAOQ)	1
Board of Festivities of the State of Querétaro (PFEQ)	1
State Attorney's Office of Urban Development and Environment Protection (PEPMADU)	1
State System of Social Protection in Health in the State of Querétaro (REPSS)	1
Polytechnic University of Querétaro (UPQ)	1
Total of state owned entities	151

Source: State Regulatory Improvement Commission, 2020.

Processes and services of decentralized agencies of the Executive Power of the State of Querétaro, 2019.

Decentralized agencies	Number of processes and services
State Coordination of Civil Protection (CEPCQ)	7
Educational and Cultural Center of the State of Querétaro "Manuel Gomez Morin" (CECEQ)	6
State Records Office (DEA)	6
Teacher's College of Querétaro (ENSO)	5
Teacher's College of Querétaro (CBENEQ)	4
State Board Against Addictions (CECA)	3
Private Assistance Board	3
National Contemporary Dance Center (CENADAC)	2
Commission for Medical Arbitration of the State of Querétaro (CAMEQ)	2
House of Retiree and Pensioner of the State of Querétaro (CJPEQ)	1
Institute for Constitutional Studies of the State of Querétaro (IECEQ)	1
Institute of Public Criminal Defense in the State of Querétaro (IDPP)	1
Justice Center for Women of the State of Querétaro (CJPMEQ)	1
Transparency Unit of the Executive Power of the State of Querétaro	1
Total of decentralized agencies	43

Source: State Regulatory Improvement Commission, 2020.

Processes and services of the central sector of the Executive Power of the State of Querétaro, 2019.

Agency	Number of processes and services
Ministry of Government (SEGOB)	150
Ministry of Finance (SPF)	43
Ministry of Sustainable Development (SEDESU)	17
Ministry of Citizen Security (SSC)	16
Ministry of Labor (ST)	14
Ministry of Youth (SEJUVE)	13
Ministry of Education (SEDEQ)	12
Ministry of Urban Development and Public Works (SDUOP)	6
Main Administrative Office (OM)	4
Ministry of Culture (SECUL)	4
Ministryof Agriculture (SEDEA)	3
Ministry of Comptrollership (SECON)	3
Ministry of Social Development (SEDESQ)	2
Ministry of Tourism (SECTUR)	1
Total of agencies of Central Sector	288

Source: State Regulatory Improvement Commission, 2020.

Registry of the list of inspectors, verifiers, visitors or supervisors and home visits of the Executive Power of the State of Querétaro

The enrollment of 231 public officials whose function is to inspect, verify, visit or supervise the processes and services offered by the Executive Power, resulted in the registration of the number of home visits of each of the agencies and entities that are obliged.

These actions establish a fundamental mechanism to combat corruption, providing legal certainty to investors, businessmen and citizens.

8.2.3. Access to information

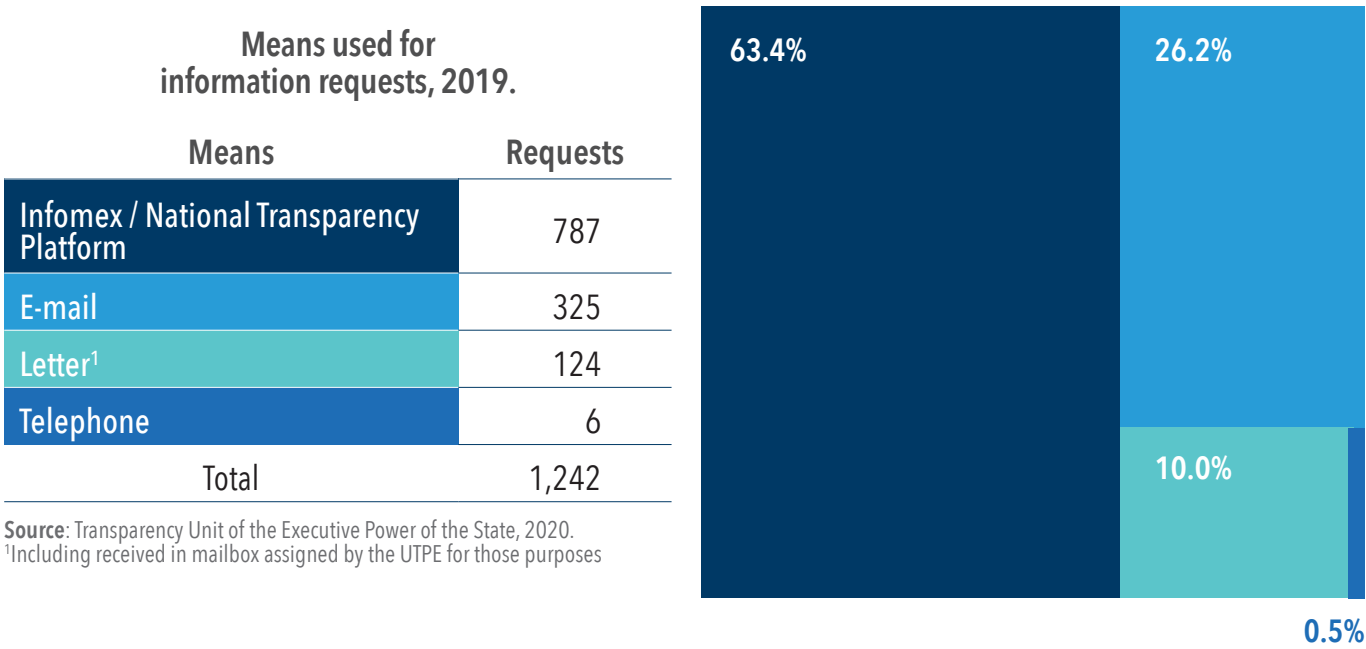
The Querétaro with Good Government principle of the State Development Plan 2016-2021, establishes as one of its strategies the strengthening of transparent and accountable management. Based on this, it was adopted as a line of action to facilitate citizens' access to government information.

Access to government information

During the year 2019, the Transparency Unit of the Executive Power registered a total of 1,242 requests for access to information, which were all attended in a timely manner:

Such requests were made through the following means:

1. System:
www.infomex.queretaro.gob.mx
www.plataformadetransparencia.org.mx/web/guest/inicio
2. E-mail address: utpe@queretaro.gob.mx
3. Letter personally delivered to the offices of the Transparency Unit: currently located at Andador Libertad número 54, planta alta, Colonia Centro. Querétaro, Qro., C.P. 76000 and/or mailbox located on ground floor.
4. Telephone (verbally): record of applicant's request contacting telephone number of the Transparency Unit: (442) 238-5000 ext. 5187, 5543 or 5544.



Requests of access to information per agency, decentralized entity and central sector of the Government of the State of Querétaro, 2019.

No.	Agency or entity	Number of requests	No.	Agency or entity	Number of requests
1	Office of Governorship	14	16	Ministry of Social Development	17
2	Social Communication	46	17	Ministry of Culture	22
3	Ministry of Government	96	18	Educational and Cultural Center of the State of Querétaro "Manuel Gómez Morín"	2
4	Ministry of Finance	119	19	State Board Against Addictions	1
5	Ministry of Comptrollership	25	20	State Board of Population	2
6	Ministry of Sustainable Development	57	21	State Coordination of Civil Protection	4
7	Ministry of Agriculture	15	22	Local People Search Commission	4
8	Ministry of Urban Development and Public Works	52	23	State Records Office	8
9	Ministry of Education	44	24	Teacher's College of Querétaro	1
10	Ministry of Labor	31	25	Institute for Constitutional Studies of the State of Querétaro	1
11	Ministry of Tourism	7	26	Institute of Public Criminal Defense in the State of Querétaro	4
12	Ministry of Health	10	27	State of Querétaro Authority for the Supervision of Precautionary Measures, Conditional Suspension, Parole and Security Measures	7
13	Main Administrative Office	137	28	State System for the Protection of Boys, Girls and Teenagers	1
14	Ministry of Citizen Security	74	29	Transparency Unit of the Executive Power	286
15	Ministry of Youth	1	30	Attended by 2 or more agencies and/or decentralized entities	154

Source: Transparency Unit of the Executive Power of the State, 2020.

8.3. Federal and Municipal Orders

8.3.1. Federal Delegations

In Mexico, the federal system is integrated by three levels of government: federal, state and municipal. These are mainly related to each other in economic, administrative and legislative matters. Each level is divided into three powers: executive, legislative and judicial.

Federal delegations are representations of the Federal Executive Power in each state of the Mexican Republic.

Directory of federal delegations
in the State of Querétaro

**Banco Nacional de Obras y Servicios Públicos, S.N.C.
(BANOBRAS)**

Calle Ignacio Zaragoza No. 279 Pte.
Col. El Prado. Querétaro, Qro. C.P. 76030
T. (442) 215 3937

**Federal Roads and Bridges and Related Services
(CAPUFE)**

Autopista Querétaro-Irapuato, km 7+100 s/n.
Corregidora, Querétaro, Qro. C.P. 76180
T. (442) 238 1610

**Federal Commission of Electricity
(CFE), San Juan del Río**

Av. Ingenieros No. 402.
Col. El Marqués Querétaro C.P. 76047
T. (442) 211 5901

Federal Commission of Electricity (CFE), San Juan del Río

Blvd. Pablo Carrera esquina Calle Álvaro Obregón No. 63.
Col. Centro. San Juan del Río, Qro. C.P. 76800
T. (427) 268 1641

**National Commission of Natural Protected Areas
(CONANP)**

Andador Vicente Guerrero Esquina Carretera San Juan del Río-
Xilitla s/n. Col. Centro. Jalpan de Serra, Qro. C.P. 76340
T. (441) 296 0056, (441) 296 0136

**National Water Commission
(CONAGUA)**

Hacienda Santillán No. 119.
Col. El Jacal, Querétaro. C.P. 76187
T. (442) 256 1700

**National Forestry Commission
(CONAFOR)**

Circuito Moisés Solana No. 129.
Col. Balastradas. Querétaro. C.P. 76079
T. (442) 223 5303

**National Institute of the Indigenous People
(INPI)**

Calle Virrey de Bucareli No. 305.
Col. Los Virreyes. Querétaro. C.P. 76175
T. (442) 216 8817

**National Commission To Protect and Defend Financial Services
Users (CONDUSEF)**

Calle Ignacio Zaragoza No. 330 Pte.
Col. Centro. Querétaro. C.P. 76000
T. (442) 216 6937, (442) 216 3531

**National Institute of Sustainable Salary
(INSUS)**

Calle Amealco No. 112.
Col. Estrella. Querétaro. C.P. 76030
T. (442) 223 7516

**National Council for Educational Development
(CONAFE)**

Camino a Vanegas s/n.
Col. Emiliano Zapata. Corregidora. C.P. 76900
T. (442) 225 4042, (442) 225 4044

**Distribuidora y Comercializadora, S.A.
(DICONSA)**

Acceso IV, lote 9. Fraccionamiento Industrial Benito Juárez.
Querétaro, Qro. C.P. 76120
T. (442) 211 7850

Source: Ministry of Sustainable Development of the Executive Power. National Transparency Institute. Websites of Federal Government, 2020.

**Electrical Energy Saving Trust Fund
(FIDE)**

Privada Lázaro Cárdenas No. 6.
Col. Ampliación Cimatario, Qro. C.P. 76030
T. (442) 215 9037

National Financial Entity of Rural, Forestry and Fishing Agriculture Development (FND)

Calle Ramiro Maetzu No. 1 esq. Epigmenio González.
Frac. Los Molinos. Querétaro. C.P. 76150
T. (442) 213 4188, (442) 223 5559

**National Fund for Workers Consumption
(FONACOT)**

Av. Manuel Gutiérrez Nájera No. 113.
Col. Centro. Querétaro. C.P. 76000
T. (442) 212 5105, (442) 212 4614

**Institute for Social Security and Services for State Workers
(ISSSTE)**

Av. de los Morales No. 20 esq. Av. Cañaveral.
Col. Carrizal. Querétaro. C.P. 76030
T. (442) 227 4200

**National Workers' Housing Fund Institute
(INFONAVIT)**

Blvd. Bernardo Quintana Arrijoja No. 4038.
Col. Balcón Campestre. Querétaro. C.P. 76159
T. (442) 368 0500

**Mexican Social Security Institute
(IMSS)**

Av. 5 de Febrero No. 102.
Col. Centro. Querétaro. C.P. 76000
T. (442) 211 2300

**National Institute of Anthropology and History
(INAH)**

Calle Andrés Balvanera No. 2.
Col. Centro. Querétaro. C.P. 76000
T. (442) 245 5204

**National Institute of Social Economy
(INAES)**

Av. Estadio No. 106.
Col. Centro Sur. Querétaro. C.P. 76090
T. (442) 216 5600

**National Institute for Senior Citizens
(INAPAM)**

Av. Estadio No. 106.
Col. Centro Sur. Querétaro. C.P. 76090
T. (442) 229 1182, (442) 229 1833

**National Institute of Immigration
(INM)**

Prol. Pino Suárez No. 479.
Col. Ejido Modelo. Querétaro. C.P. 76177
T. (442) 214 1538

**National Institute for Adult Education
(INEA)**

Av. Luis Vega y Monroy s/n.
Col. Centro Sur. Querétaro. C.P. 76090
T. (442) 213 4862, (442) 224 7428

LICONSA

Acceso IV No. 5. Fraccionamiento Industrial Benito Juárez.
Querétaro, Qro. C.P. 76120
T. (442) 199 0113

**National Financial Institution
(NAFIN)**

Insurgentes Sur No. 1971. Col. Guadalupe Inn, Delegación
Álvaro Obregón. CDMX. C.P. 01020
T. (55) 5325 6000

**Institute for Returning to the People What is Stolen
(INDEP)**

Calle Manuel Gómez Morín No. 3870. Col. Centro Sur.
Querétaro. C.P. 76090
T. (442) 223 4636, (442) 223 4931

**Federal Police
(PF)**

Av. Luis Vega y Monroy No. 700.
Col. Centro Sur. Querétaro. C.P. 76090

**Agrarian Attorney's Office
(PA)**

Av. Constituyentes No. 70 Ote.
Col. Arquitos. Querétaro. C.P. 76050
T. (442) 223 0433

**Attorney's Office for Taxpayer Defense
(PRODECON)**

Calle Rufino Tamayo No. 29.
Col. Pueblo Nuevo. Corregidora. C.P. 76900
T. (442) 225 0898

**Federal Attorney's Office of Work Defense
(PROFEDET)**

Calle Ignacio Zaragoza No. 313 Pte.
Col. San Ángel. Querétaro. C.P. 76030
T. (442) 215 0002, (442) 215 0003

**Federal Attorney's Office of Environmental Protection
(PROFEPA)**

Av. Constituyentes No. 102 Ote., primer piso.
Col. El Marqués. Querétaro. C.P. 76047
T. (442) 213 4212, (442) 213 8071

**Federal Attorney's Office of Consumers
(PROFECO)**

Circuito Moisés Solana No. 82.
Col. Prados del Mirador. Querétaro. C.P. 76070
T. (442) 223 5782

**Attorney General Office of the Republic
(FGR)**

Av. Estadio s/n.
Col. Colinas del Cimatario. Querétaro. C.P. 76090

Source: Ministry of Sustainable Development of the Executive Power. National Transparency Institute. Websites of Federal Government, 2020.

**National Agrarian Registry
(RAN)**

Circuito Moisés Solana No. 189.
Col. Balastradas. Querétaro. C.P. 76080
T. (442) 223 3902

**Ministry of Agriculture and Rural Development
(SADER)**

Acceso IV Lote 7 s/n. Fraccionamiento Industrial Benito Juárez.
Querétaro. C.P. 76120
T. (442) 309 1100

**Ministry of Communications and Transportation
(SCT)**

Av. Constituyentes No. 174.
Col. Mariano de las Casas. Querétaro. C.P. 76037
T. (442) 212 4090

**Ministry of Territorial and Urban Agrarian Development
(SEDATU)**

Circuito Moisés Solana No. 187.
Col. Balastradas. Querétaro. C.P. 76087
T. (442) 213 4408

Ministry of Welfare

Av. Estadio No. 106.
Col. Centro Sur. Querétaro. C.P. 76090
T. (442) 229 0602

**Ministry of Economy
(SE)**

Calle Manuel Gómez Morín No. 3881.
Col. Centro Sur. Querétaro. C.P. 76090
T. (442) 689 3056

**Ministry of Public Education
(SEP)**

Privada Fernando Díaz Ramírez No. 13.
Col. Centro. Querétaro. C.P. 76000

**Ministry of Government
(SEGOB)**

Privada Coronel Julio Ma. Cervantes s/n.
Col. Centro Sur. Querétaro. C.P. 76090

**Ministry of Environment and Natural Resources
(SEMARNAT)**

Calle Ignacio Pérez No. 50 Sur.
Col. Centro. Querétaro. C.P. 76000
T. (442) 238 3400, (442) 238 3401

**Ministry of Foreign Affairs
(SRE)**

Blvd. Bernardo Quintana Arriola No. 112.
Col. Carretas. Querétaro. C.P. 76050
T. (442) 340 0207, (442) 340 0208

**Ministry of Labor and Social Welfare
(STPS)**

Av. Ignacio Zaragoza No. 313 Pte.
Col. San Ángel. Querétaro. C.P. 76030
T. (442) 215 2957, (442) 215 3813

**National Service for Employment
(SNE)**

Calle Ezequiel Montes No. 23.
Col. Centro. Querétaro. C.P. 76000
T. (442) 235 6600, (442) 214 0251

**Mexican Postal Service
(SEPOMEX)**

Calle José María Arteaga No. 5.
Col. Centro. Querétaro. C.P. 76002
T. (442) 212 0112

**Telecommunications of Mexico
(TELECOMM)**

Calle Francisco I. Madero No. 81 Pte.
Col. Centro. Querétaro, C.P. 76000



Source: Ministry of Sustainable Development of the Executive Power. National Transparency Institute. Websites of Federal Government, 2020.

8.3.2. Municipal Governments

The Municipal Government is the entity in charge of the municipality. It has political, fiscal and administrative autonomy within the limits agreed upon by the Mexican Constitution and decentralization laws. The state of Querétaro is made up of 18 municipalities.

Directory of municipal governments
of the state of Querétaro

Amealco de Bonfil

Plaza de la Constitución No. 20. Col. Centro.
Amealco de Bonfil, Qro. C.P. 76850
T. (448) 278 0101 | www.amealco.gob.mx

Arroyo Seco

Plaza Principal s/n.
Arroyo Seco, Qro. C.P. 76400
T. (487) 874 2110 | www.arroyoseco.gob.mx

Cadereyta de Montes

Calle Benito Juárez No. 10. Col. Centro.
Cadereyta de Montes, Qro. C.P. 76500
T. (441) 276 0180 | www.cadereytademontes.gob.mx

Colón

Jardín Héroes de la Revolución No. 1. Col. Centro.
Colón, Qro. C.P. 76270
T. (419) 234 3700 | www.colon.gob.mx

Corregidora

Calle Ex Hacienda El Cerrito No. 100. Col. El Pueblito.
Corregidora, Qro. C.P. 76900
T. (442) 209 6000 | www.corregidora.gob.mx

El Marqués

Calle Venustiano Carranza No. 2. Col. La Cañada.
El Marqués, Qro. C.P. 76240
T. (442) 238 8400 | www.elmarques.gob.mx

Ezequiel Montes

Calle Belisario Domínguez No. 104. Col. Centro.
Ezequiel Montes, Qro. C.P. 76650
T. (441) 277 0707 | www.ezequielmontes.gob.mx

Huimilpan

Calle Reforma No. 158 Ote. Col. Centro.
Huimilpan, Qro. C.P. 76950
T. (448) 278 5047 | www.huimilpan.gob.mx

Jalpan de Serra

Calle Independencia No. 12. Col. Centro.
Jalpan de Serra, Qro. C.P. 76340
T. (441) 296 0243 | www.municipiodejalpan.gob.mx

Landa de Matamoros

Av. Constitución s/n. Col. Centro.
Landa de Matamoros, Qro. C.P. 76360T.
T. (441) 292 5207 | www.landadematamorosqro.gob.mx

Pedro Escobedo

Calle Reforma No. 1 Nte. Col. Centro.
Pedro Escobedo, Qro. C.P. 76700
T. (448) 275 0006 | www.pedroescobedo.gob.mx

Peñamiller

Plaza Principal s/n. Col. Centro.
Peñamiller, Qro. C.P. 76450
T. (441) 296 6052 | www.penamiller.gob.mx

Pinal de Amoles

Calle Benito Juárez No. 4. Col. Centro.
Pinal de Amoles, Qro. C.P. 76300
T. (441) 292 5030 | www.pinaldeamoles.gob.mx

Querétaro

Blvd. Bernardo Quintana Arriola No.10000. Col. Centro Sur.
Querétaro, Qro. C.P. 76090
T. (442) 238 7700 | www.municipiodequeretaro.gob.mx

San Joaquín

Palacio Municipal s/n. Col. Centro.
San Joaquín, Qro. C.P. 76550
T. (441) 293 5000 | www.sanjoaquin.gob.mx

San Juan del Río

Paso de los Guzmán no. 24, Barrio de la Concepción.
San Juan del Río, Qro. C.P. 76800
T. (427) 268 1000 | www.sanjuandelrio.gob.mx

Tequisquiapan

Calle Palmas No. 5. Col. Los Sabinos.
Tequisquiapan, Qro. C.P. 76750
T. (414) 273 2327 | www.municipiodetequisquiapan.gob.mx

Tolimán

Calle Benito Juárez No. 3. Col. Centro.
Tolimán, Qro. C.P. 76600
T. (441) 296 7206 | www.toliman.gob.mx

Source: Ministry of Sustainable Development of the Executive Power, with information from the web pages of the Municipal Presidencies of the State of Querétaro, 2020.



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DIRECTORY

DIRECTORY

- Ministry of Sustainable Development of the State of Querétaro (SEDESU)**
Blvd. Bernardo Quintana No. 204.
Querétaro, Qro. C.P. 76050
Colonia Carretas.
(442) 211 6800
www.sedesu.queretaro.gob.mx
sedesu@queretaro.gob.mx
- Sub Ministry of Economic Development**
PyMES Support Directorate
Entrepreneurial Development Directorate
Regional Development Directorate
Industrial Promotion Directorate
(442) 211 6814
- Sub Ministry of Environment**
Environmental Control Directorate
Environmental Planning Directorate
Climate Change and Ecology Center
(442) 211 6801
- International Airport of Querétaro (AIQ)**
Carretera Estatal 200 Qro-Tequisquiapan No. 22500
Colonia Galeras. Colón, Qro. C.P. 76270
(442) 192 5500
- Querétaro's Craft House (CQA)**
Andador Libertad No. 52.
Colonia Centro. Querétaro, Qro. C.P. 76000
(442) 214 1235 y (442) 224 3456
- Employment Promotion Trust (FIPROE)**
Plaza Pabellón Querétaro Local no. 70,
Ignacio Zaragoza No. 332 Pte. Querétaro, Qro.

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COMPETITIVE QUERÉTARO

Economic Yearbook

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