PODER EJECUTIVO DEL ESTADO DE
QUERÉTARO

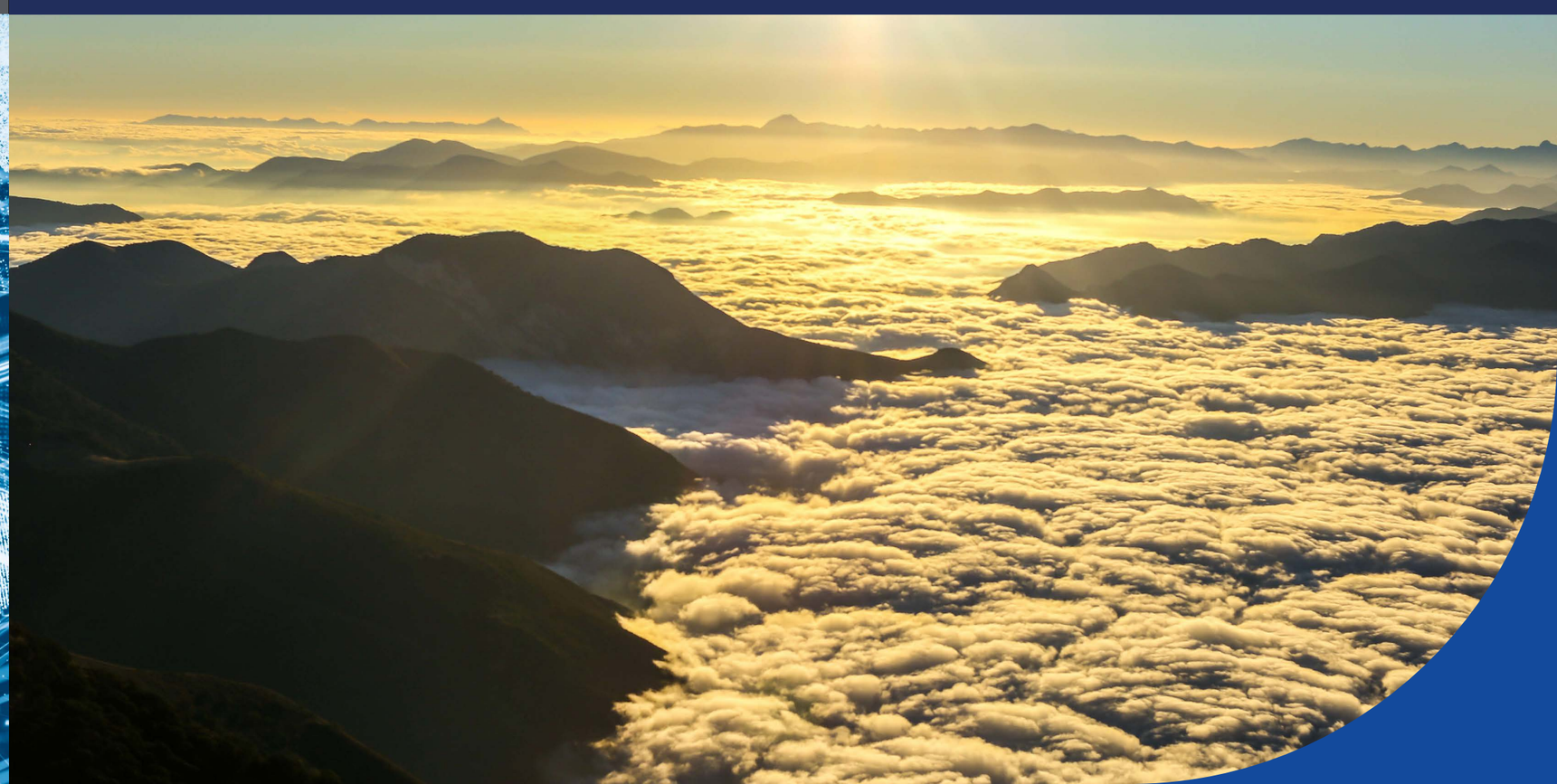
QUERÉTARO
GOBIERNO DEL ESTADO
Juntos, Adelante.

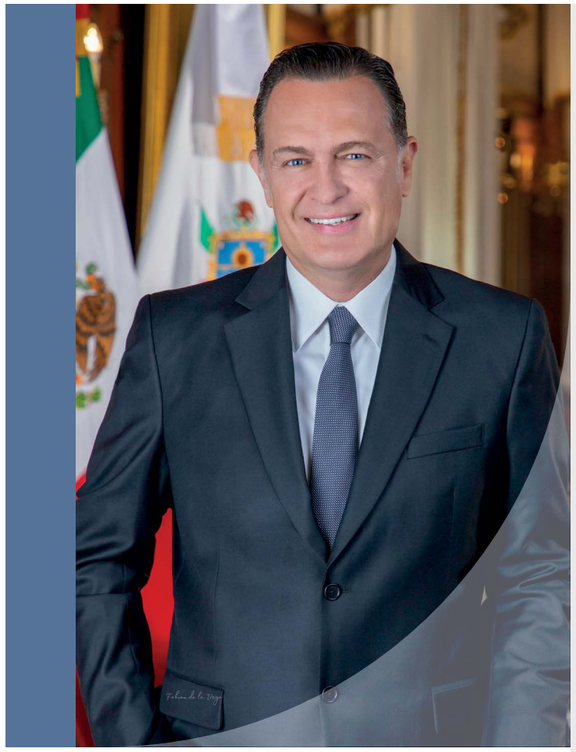




Competitive Querétaro

Economic Yearbook 2023





Since the beginning of my term in office, I have maintained the firm purpose of positioning Querétaro as a benchmark of great opportunities for development and growth. This vision is based on the generation of quality jobs, the strengthening of our health and public safety systems, the development of efficient infrastructure, and the protection of our natural environment.

Throughout these first two years at the head of the State Government, we have made significant progress in achieving these goals. Today, we are on the right track and Querétaro is on the right path, as it has consolidated its position as a national example, standing out as a prosperous State that guarantees the well-being of those who live there.

My responsibility to Querétaro is the highest I have ever had in my hands. Our commitment is to strengthen the economy, to offer Querétaro's families a better quality of life. Despite the challenges we have faced, the constant analysis of economic and social indicators is providing us with the direction we need to follow.

In order to offer citizens a basis for making informed strategic decisions, the Ministry of Sustainable Development presents the **Economic Yearbook 2023, Competitive Querétaro**. This document is the result of a close collaboration between various public and private institutions, which aims to detail the crucial variables that drive the development of our entity. We are confident that it will become an essential resource for research and analysis of our economic progress.

I express my sincere gratitude to each and every one of the public officials who made this document possible. Their tireless work and talent are fundamental to Querétaro's growth. Together, we will continue to give our best to take our State to the next level.

I reiterate my unwavering commitment to make Querétaro a better place to live and thrive. I am convinced that, by working together, we will achieve new heights of success and well-being for our communities.

Mauricio Kuri González
Governor of the State of Querétaro



Due to recent changes in social and economic dynamics, all countries are facing new realities. Querétaro's rapid adaptability and resilience are crucial to maintaining high levels of growth, productivity, attracting investments, job creation, and economic vitality.

As a result, our region has become a national benchmark, highlighting the state's ability to provide opportunities for growth and development, an aspect supported by the hard work and commitment of its citizens.

With the goal of showcasing the evolution of various areas such as the economy, education, environment, health, and infrastructure, the Ministry of Sustainable Development is pleased to present the **2023 Economic Yearbook, Competitive Querétaro**, developed with the support of various public and private institutions.

This document serves as a tool for analysis and research, enabling more informed decision-making through the presentation of essential indicators, necessary to demonstrate economic progress and evolution.

Once again, I reaffirm my commitment, as well as the commitment of everyone within the Ministry of Sustainable Development, to continue promoting the new growth example in the state, fostering economic development while preserving the environment, and thereby creating better living conditions for the people of Querétaro.

Marco A. Del Prete T.
Sustainable Development Minister, Executive Branch of the State of Querétaro.

CONTENT



1. Sustainable Querétaro



2. Infrastructure And Equipment



3. Quality of Life



4. Primary Sector



5. Secondary Sector



6. Tertiary Sector



7. Tourism and Culture



8. Government Services



Editorial



SUSTAINABLE QUERÉTARO

ENVIRONMENT

Querétaro has a privileged location and physical conditions that favor biodiversity. The current government's actions to generate sustainable development have been increasing. Thanks to the preservation and care of the environment, a dignified future for the population is assured.

1

1.1. GEOGRAPHY

1.1.1 LOCATION AND TERRITORIAL DIVISION OF THE UNITED MEXICAN STATES
1.1.2 PHYSIOGRAPHY AND OROGRAPHY
1.1.3 NATURAL REGIONS
1.1.4 CLIMATE
1.1.5 EDAPHOLOGY
1.1.6 HYDROLOGY
1.1.7 BIODIVERSITY

1.2. ENVIRONMENT AND ENVIRONMENTAL MANAGEMENT

1.2.1 AIR
1.2.2 WATER
1.2.3 ENERGY
1.2.4 PROTECTED NATURAL AREAS
1.2.5 WASTE
1.2.6 ENVIRONMENTAL EDUCATION

1.3. SOCIODEMOGRAPHIC

1.3.1 POPULATION STRUCTURE
1.3.2 BIRTH AND FERTILITY RATES
1.3.3 MORBIDITY
1.3.4 MORTALITY AND LIFE EXPECTANCY
1.3.5 OFFICE OF VITAL RECORDS
1.3.6 INDIGENOUS PEOPLES
1.3.7 MIGRATION

1.1. Geography

1.1.1 Location and territorial division of the United Mexican States

Geographic position of the United Mexican States

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: Own elaboration with data from the National Institute of Statistics and Geography (Statistical and Geographical Yearbook by Federal Entity 2021), 2023.

Map of the United Mexican States with political division



Source: National Institute of Statistics and Geography, 2023.

Mexico's dimensions and borders

Concept	Value km²
Surface area	
Total land area	1,964,375
Continental	1,959,248
Insular	5,127
International boundaries	
United States of America	3,152
Republic of Guatemala	956
Belice[1]	193

Source: Own elaboration with data from the National Institute of Statistics and Geography (Statistical and Geographical Yearbook by Federal Entity 2021), 2023.
Note: [1]Excludes 85.3 km of maritime boundary in Chetumal Bay.

Geographic aspects by state

#	Entity	Surface area km²	Municipalities
01	Aguascalientes	5,615.7	11
02	Baja California	71,450	7
03	Baja California Sur	73,909.4	5
04	Campeche	57,484.9	13
05	Coahuila de Zaragoza	151,594.8	38
06	Colima	5,626.9	10
07	Chiapas	73,311	124
08	Chihuahua	247,412.6	67
09	Ciudad de México	1,494.3	16
10	Durango	123,364	39
11	Guanajuato	30,606.7	46
12	Guerrero	63,595.9	85
13	Hidalgo	20,821.4	84
14	Jalisco	78,595.9	125
15	México	22,351.8	125
16	Michoacán de Ocampo	58,598.7	113
17	Morelos	4,878.9	36
18	Nayarit	27,856.5	20
19	Nuevo León	64,156.2	51
20	Oaxaca	93,757.6	570
21	Puebla	34,309.6	217
22	**Querétaro**	**11,690.6**	**18**
23	Quintana Roo	44,705.2	11
24	San Luis Potosí	61,138	58
25	Sinaloa	57,365.4	18
26	Sonora	179,354.7	72
27	Tabasco	24,730.9	17
28	Tamaulipas	80,249.3	43
29	Tlaxcala	3,996.6	60
30	Veracruz Ignacio de la Llave	71,823.5	212
31	Yucatán	39,524.4	106
32	Zacatecas	75,275.3	58

Source: Own elaboration with data from the National Institute of Statistics and Geography (Sociodemographic Overview by Federal Entity), 2023.

Geographic location of Querétaro

The entity is located at 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

Querétaro occupies a surface area of 11,690.6 km^2, an area that represents 0.6% of the country’s total. It is the sixth state with the smallest territorial extension.

Territorial division and extension of the municipalities

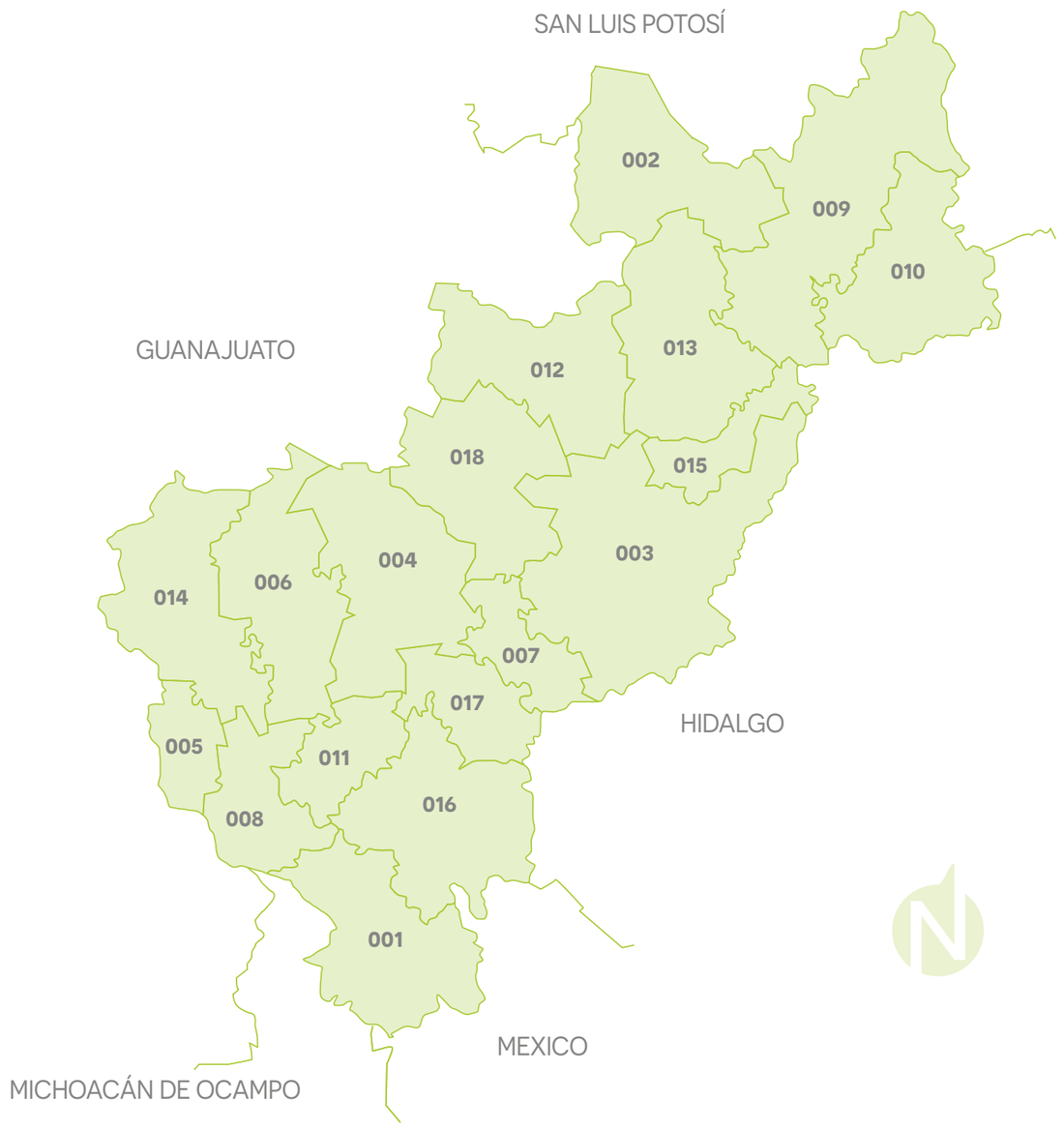
The state is divided into 18 municipalities, each with particular characteristics, allowing Querétaro to have diverse resources and, consequently, a wide variety of supply of inputs.

Geographical aspects by municipality

#	Entity	Surface area km^2	Locations
001	Amealco de Bonfil	713.3	160
002	Arroyo Seco	732.1	96
003	Cadereyta de Montes	1,347.4	279
004	Colón	810.3	157
005	Corregidora	234.9	99
006	El Marqués	747.6	312
007	Ezequiel Montes	300.2	188
008	Huimilpan	388.1	125
009	Jalpan de Serra	1,186.2	155
010	Landa de Matamoros	719.4	108
011	Pedro Escobedo	323.2	113
012	Peñamiller	695.0	138
013	Pinal de Amoles	712.1	211
014	Querétaro	682.8	206
015	San Joaquín	276.8	51
016	San Juan del Río	770.9	214
017	Tequisquiapan	369.6	143
018	Tolimán	680.7	119

Source: Own elaboration with data from the National Institute of Statistics and Geography, 2023.

Map of Querétaro with political division



Source: Own elaboration with data from the National Institute of Statistics and Geography, 2023



1.1.2 Physiography and orography

Mexico has 15 physiographic provinces; Querétaro is located within the area of influence of three of them: Sierra Madre Oriental, Central Mexican Plateau and Mexican Neovolcanic Axis. Its surface area is distributed in several subprovinces.

Surface area by type of subprovince

Subprovince	Topoforms	Surface area
Sierra Madre Oriental		
Carso Huasteco	Sierra	33%
	Plain	0.2%
	Typical cannon	3.4%
Central Mexican Plateau		
Plains and Sierras of the North of Guanajuato	Sierra	10.8%
	Plateau	2.9%
Neovolcanic Axis		
Plains and Sierras of Querétaro and Hidalgo	Sierra	20.3%
	Hill range	23.1%
	Plain	2.8%
A Thousand Summits	Sierra	2%
	Plain	0.5%
	Valley	0.7%
Lakes and Volcanoes of Anahuac	Sierra	0.2%

Source: Own elaboration with data from the National Institute of Statistics and Geography (Geographical Aspects of Querétaro), 2023.

Main elevations

The highest geographical point in Querétaro is El Zamorano hill, located in the municipality of Colón, 40 km from the state capital. The summit reaches 3,340 meters above sea level (masl) and marks the territorial limit with the state of Guanajuato. It ranks 23rd nationally.

Main elevations in Querétaro

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

Source: Own elaboration with data from the National Institute of Statistics and Geography (Geographical Aspects of Querétaro), 2023.
Note: masl: meters above sea level.

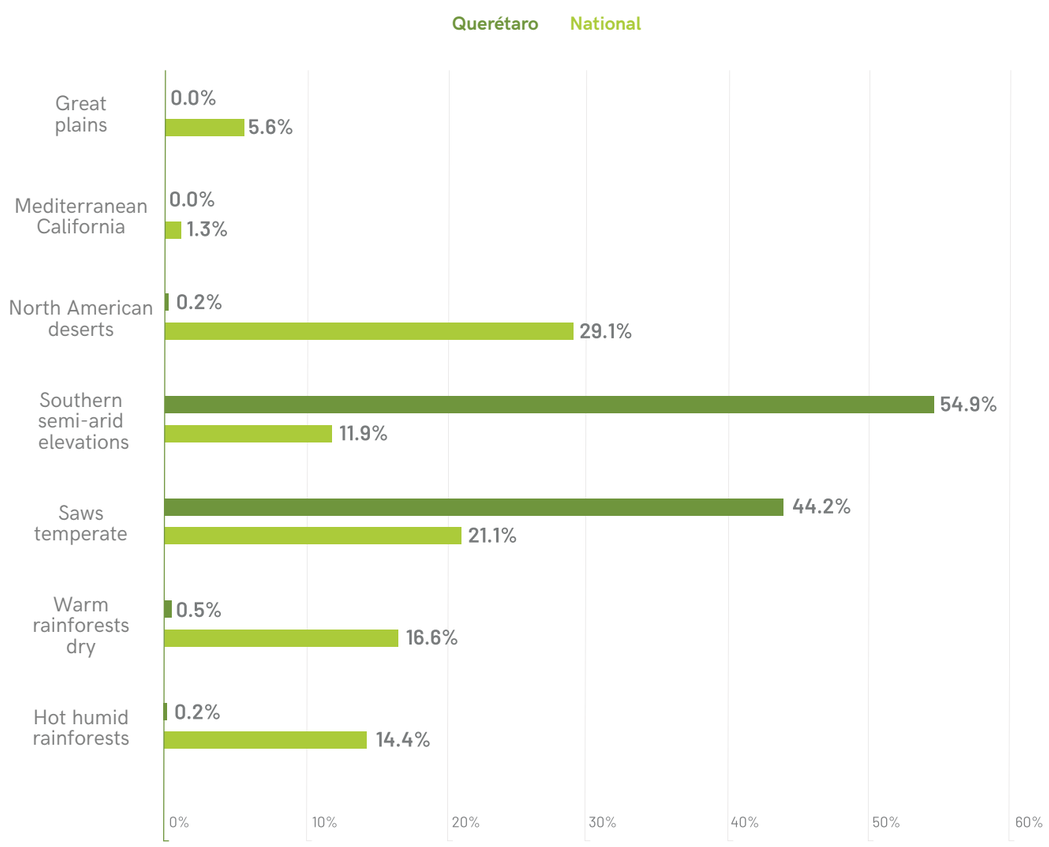
1.1.3 Natural regions

Ecoregions

According to the Statistical and Geographical Yearbook 2021, by state, natural terrestrial ecoregions are zones that consider similar climatological, geological and edaphological conditions, and represent different ecosystems within a region.

Of the total land area at the national level, the predominant ecoregion is the deserts of North America, while in Querétaro it is the semi-arid southern elevations.

Distribution of ecoregions in Querétaro and National (2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Statistical and Geographical Yearbook by Federal Entity 2021), 2023.

Forest area by ecosystem in Querétaro (2021)

Forest area	Ecosystem	Surface area
Wooded	Forests	180,161
	Jungles	67,211
Other forest areas	Arid zone vegetation	378,899
	Hydrophilic and halophilic vegetation	0
	Disturbed areas	111,550

Source: Own elaboration with data from the National Institute of Statistics and Geography (Statistical and Geographical Yearbook by Federal Entity 2021), 2023.
Note: Figures are expressed in hectares.



1.1.4 Climate

There are three climatic areas in the state of Querétaro: the first one corresponds to a part of the physical province of the Trans-Mexican Volcanic Belt; the second one adds some regions of the Sierra Madre Oriental and the Central Mexican Plateau; 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 climate groups that exist. Subhumid temperate climates are predominant in the south of the state; in the central region, dry and semidry climates prevail; and finally, in the northeastern region the main climates are warm and subhumid semi-warm.

Climate profile

Distribution of land area by climate type (2021)

Type or subtype	Percentage
Temperate	25.4
Humid tropical	0
Dry tropical	19.5
Arid	0
Semi-arid	55.1
Total	**100**

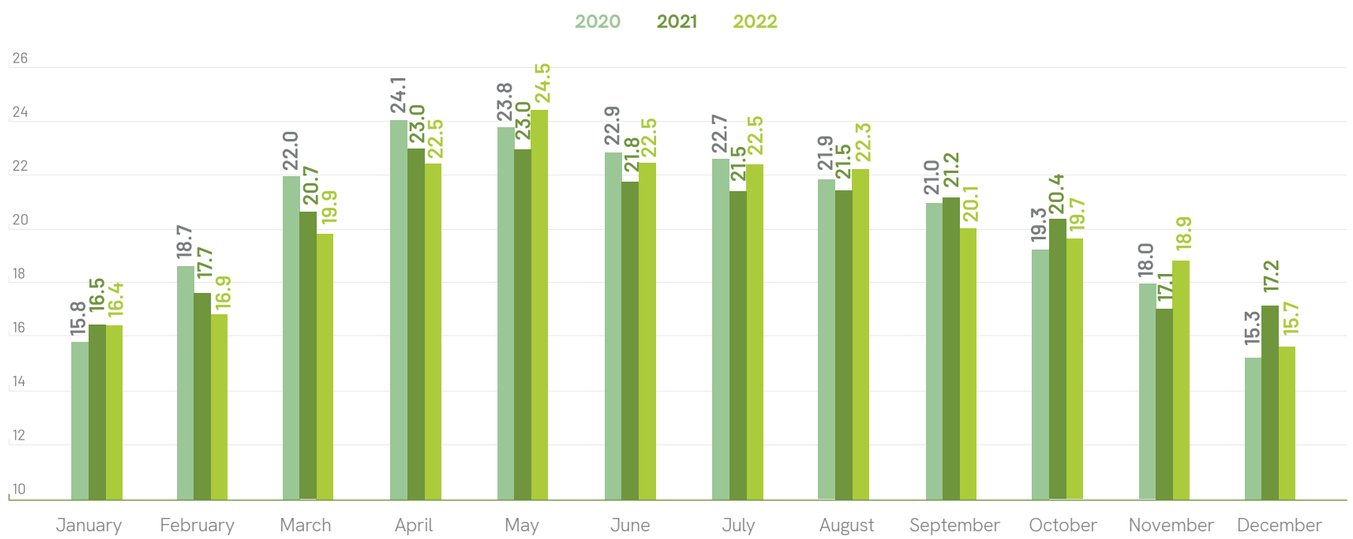
Source: Own elaboration with data from the National Institute of Statistics and Geography (Statistical and Geographical Yearbook by Federal Entity 2021), 2023.



Average annual temperature

According to the National Meteorological Service and the National Water Commission, during 2022, the average temperature in Querétaro was 20.2 °C, reaching the highest average in May, with 24.5 °C.

Average temperatures in Querétaro (2020 – 2022)



Source: Own elaboration with data from the National Meteorological Service (Monthly Summaries of Temperatures and Rainfall 2021), 2023.
Note: Figures are expressed in °C.

The maximum average temperature was reported in May, reaching 33.2 °C. This figure was 1.3 degrees higher compared to that published in April 2021, the warmest month of that year.

The minimum average temperature was recorded in January, with 8.1 °C, a figure that remained constant compared to that published in February 2021, which was the coldest month of that year.

Maximum average temperature (2021 – 2022)

Year	Month	Temperature °C
2022	May	33.2
2021	April	31.9

Average minimum temperature (2021 – 2022)

Year	Month	Temperature °C
2022	January	8.1
2021	February	8.1

Source: Own elaboration with data from the National Meteorological Service (Monthly Summaries of Temperatures and Rainfall 2021), 2023.

1.1.5 Edaphology

It is the study of soils based on their chemical, physical and biological properties. The importance of the discipline lies in the fact that, by knowing the characteristics of the land it is possible to carry out a good agricultural, livestock, forestry, handicraft or civil engineering management.

Although soil is an important support for human activities, these can contribute significantly to its deterioration. The main causes of degradation are erosion, pollution and occupation to meet the requirements of urban and industrial growth.

According to the National Institute of Statistics and Geography (INEGI by its acronym in Spanish), in Querétaro there are more than 10 dominant soil groups, with different characteristics and uses.



Soil types and characteristics in Querétaro

Type of soil	Features	Distribution
Leptosol	They are very susceptible to erosion by various human activities.	30.5%
Phaeozem	Semi-dry and sub-humid climate soils, the relief where these soils develop is generally flat or slightly undulating.	23%
Vertisol	Through a tillage and drainage program, these soils are quite fertile for agriculture due to their high moisture retention capacity and mineral exchange properties with plants. They are quite stable against erosion.	19.6%
Luvisol	Red, gray or light brown soils, generally fertile for agriculture. They are the fifth most widespread group of soils in the country and are susceptible to erosion.	13.8%
Regosol	Soils with insufficient physical or chemical properties to place them in another soil group.	5.4%
Calcisol	It is one of the most widespread groups in the country, many crops in this type of soil are successful, if they are fertilized.	1.7%
Cambisol	Young soils with some appreciable change in clay content or color between soil layers or horizons. They are moderately to highly susceptible to erosion.	0.9%
Planosol	They are typically found on flat grasslands that during some period of the year are covered by water, are poorly fertile, commonly with scattered shrubs and shallow root systems.	0.7%
Umbrisol	Soils of humid or sub-humid climate, mainly in mountainous environment. They are susceptible to erosion due to deforestation of the forest or jungle where they are located.	0.3%
Another	-	4.3%

Source: Own elaboration with data from the National Institute of Statistics and Geography (Geographical Aspects of Querétaro), 2023.

1.1.6 Hydrology

Regarding the bodies of water and their characteristics, Querétaro is located on the Pacific Ocean slopes of the Lerma-Santiago region and on the Gulf slope of the Mexico-Pánuco area.

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 cubic hectometers (hm^3) and an average annual availability of 9,503.8 hm^3.

The Pánuco region is made up of the Tamuín and Moctezuma river basins, covering a state water surface area of 23.2% and 55.6%, that is, three quarters of the total. It has an average annual volume of natural runoff of 20,223.6 hm^3 and an average annual availability of 49,069.6 hm^3.

Surface hydrology of Querétaro

Region	Basin	Distribution of the state's surface area	Sub-basin	Distribution of the state's surface area
Lerma-Santiago	Lerma-Toluca	1.8%	Atlacomulco-Paso de Ovejas	1.8%
	Laja	19.4%	Apaseo	19.4%
Pánuco	Tamuín	23.2%	(Underground drainage)	4.4%
			Santa María Bajo	18.6%
			Tamuín or Tampaón	0.3%
	Moctezuma	55.6%	Snail Drainage	7.1%
			Arroyo Zarco	0.5%
			Axtla	0.9%
			Extoraz	24.2%
			Moctezuma	6.0%
			Prieto	2.2%
			San Juan	14.3%
			Tecozutla	0.2%
Total		**100%**		**100%**

Source: Own elaboration with data from the National Institute of Statistics and Geography (Geographical Aspects of Querétaro), 2023.

Supply sources

According to the National Water Commission (CONAGUA by its acronym in Spanish), Querétaro is located at the confluence of 11 aquifers. The largest territorial extension is Tolimán, with 2,955.7 km^2, followed by the San Juan del Río Valley, with 2,031.4 km^2.

Aquifers in the state of Querétaro (2020)[1]

Aquifer	Extension	Municipalities included	R[2]	CND[3]	VEAS[4]	AMAW[5]
Querétaro Valley	491.2 km^2	Querétaro, Corregidora y El Marqués	70	4	129.7	-63.7
Amazcala Valley	600.7 km^2	El Marqués	34	2.8	54.4	-23.2
San Juan del Río Valley	2,031.4 km^2	San Juan del Río, Tequisquiapan, Colón, Pedro Escobedo, Huimilpan, Amealco y El Marqués	191.5	0	327.8	-136.3
Buenavista Valley	311.6 km^2	Western portion of the state of Querétaro	11	0.1	23.3	-12.4
Tequisquiapan Valley	756.7 km^2	Tequisquiapan, Ezequiel Montes y Colón	108.1	2.6	108.1	-2.6
Cadereyta de Montes Valley	458.6 km^2	Cadereyta y Ezequiel Montes	4.1	0	4.1	-0.04
Tolimán	2,955.7 km^2	Tolimán, Cadereyta, San Joaquín, Pinal de Amoles, Peñamiller y Colón	8.4	2.9	9.5	-4
Huimilpan Valley	434.7 km^2	Corregidora, Huimilpan, Pedro Escobedo	20	2	21.9	-3.9
Amealco de Bonfil Valley	304.1 km^2	Amealco	22.5	0.8	20.8	0.9
Moctezuma	239.46 km^2	Cadereyta y San Joaquín	50	6.5	0.1	43.4
Tampaón (highlands)	1,298.9 km^2	Arroyo Seco, Pinal de Amoles y Jalpan de Serra	49	13.6	2.4	33

Source: Own elaboration with data from the National Water Commission (Availability by Aquifers), 2023.
Notes: Figures are expressed in hm^3/year.
Average Annual Groundwater Availability (AMAW) = Average Annual Recharge (R) - Committed Natural Discharge (CND) - Volume of Extraction of Groundwater (VEAS)
[1]2020 is the most recent year of update in the system.
[2]Average Annual Recharge.
[3]Committed Natural Discharge.
[4]Groundwater Withdrawal Volume.
[5]Average Annual Groundwater Availability.

1.1.7 Biodiversity

It is defined as the variability of living organisms that exist in an ecosystem. According to the National Commission for the Knowledge and Use of Biodiversity, Mexico is considered a megadiverse country, as it is part of a select group of nations with a great variety of animals and plants.

Querétaro also has a wide biodiversity, mainly due to the interaction between physiographic provinces, as well as the presence of different geographic formations that favor the development of multiple ecosystems.



Animals and insects

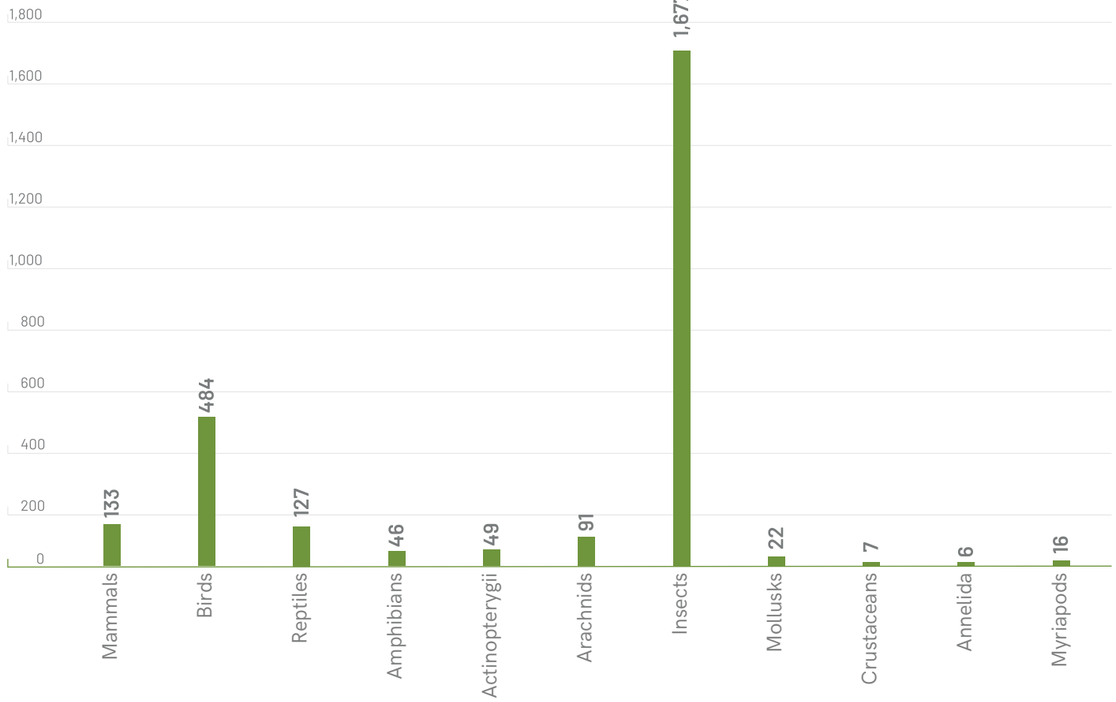
In Querétaro there are 2,658 registered species. Insects predominate, representing 63.1% of the total and 10.9% of the total number of insect species at the national level, followed by birds with 18.2% and 43.4%, respectively.

Animal species with the most records by group in Querétaro (2022)

Group	Type of species	No. of records	Category
Mammals	Malinche Mouse	1,126	Endemic
Birds	Cardinal flycatcher	3,274	Native
Reptiles	Mexican spiny lizard	456	Endemic
Amphibians	Cannon frog	272	Native
Actinopterygii	Atlantic voles	71	Native
Arachnids	Banded garden chandelier	199	Native
Insects	Monarch butterfly	825	Native
Mollusks	European garden snail	67	Exotic - invasive
Crustaceans	Mediterranean Cochineal	20	Exotic
Annelida	Leech Helobdella socimulcensis	9	Native
Myriapods	Scolopendra tigre	12	Native

Source: Own elaboration with data from the National Commission for the Knowledge and Use of Biodiversity (Enciclo-Vida), 2023.

Species registered by animal group in Querétaro (2022)



Source: Own elaboration with data from the National Commission for the Knowledge and Use of Biodiversity (EncicloVida), 2023.

Plants and fungi

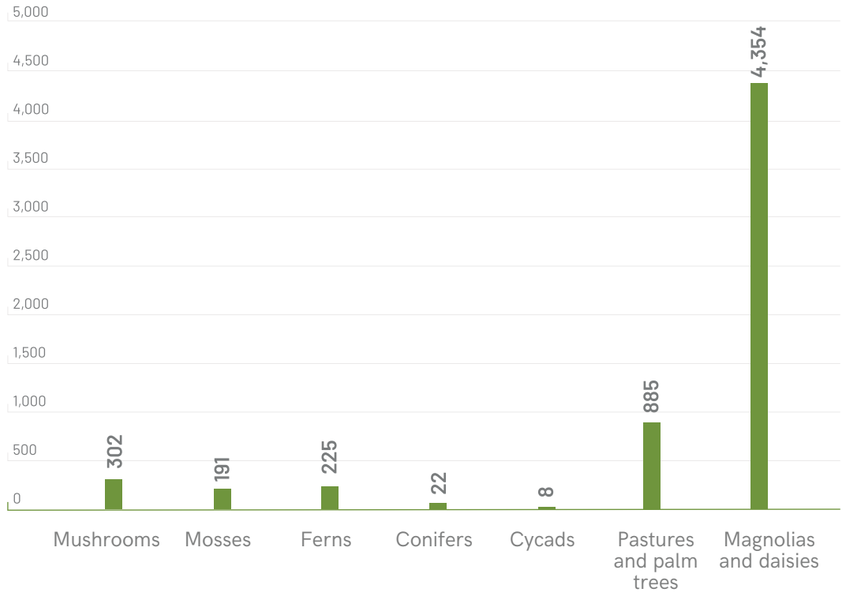
There are 5,987 species registered in the state, among which magnolias and daisies stand out, representing 72.7% of the state total and 18.1% at the national level, followed by grasses and palms, with 14.8% and 18%, respectively.

Plant species with the most records by group in Querétaro (2022)

Group	Type of species	No. of records	Category
Mushrooms	Turkey tail	43	Native
Mosses	Moss Didymodon rigidulus	49	Native
Ferns	Common millipede fern	90	Native
Conifers	White cypress	181	Native
Cycads	Chamal	20	Endemic
Pastures and palm trees	Corn	408	Native
Magnolias and daisies	Garambullo	634	Endemic

Source: Own elaboration with data from the National Commission for the Knowledge and Use of Biodiversity (EncicloVida), 2023.

Species recorded by plant and fungi group in Querétaro (2022)

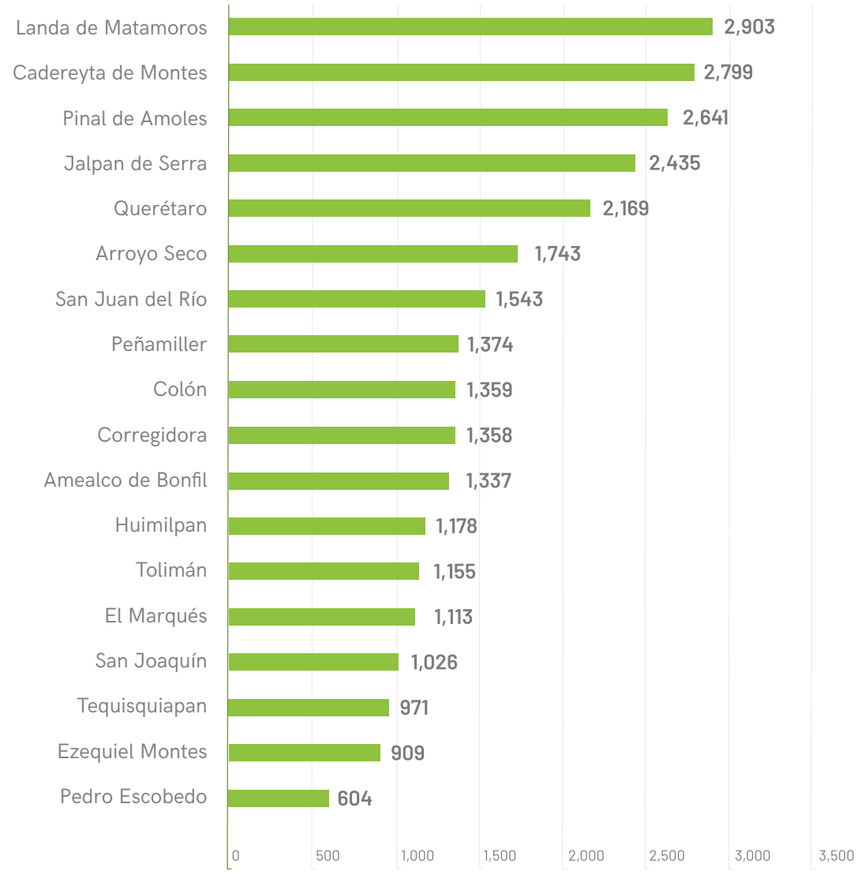


Source: Own elaboration with data from the National Commission for the Knowledge and Use of Biodiversity (EncicloVida), 2023.



Biodiversity by municipality

Species registered by municipality (2022)



Source: Own elaboration with data from the National Commission for the Knowledge and Use of Biodiversity (EncicloVida), 2023.

1.2 Environment and environmental management

1.2.1 Air

The increase in energy consumption, mainly from fossil fuels, increases emissions of pollutants and greenhouse gases. As a result, air quality deteriorates, increasing the concentration of gases and aerosols in the atmosphere.

Pollutant emissions

Queretaro's emissions inventory is a strategic tool for monitoring air quality. Knowing the type and quantity of pollutants emitted by the different sectors or categories makes it possible to implement and evaluate control actions and measures.

Main emission categories by pollutant (base year 2015)

Contaminants	Subcategory
PM_{10}	Residential wood combustion (28%)
	Agricultural burns (16%)
	Tillage (13%)
$PM_{2.5}$	Residential wood combustion (36%)
	Agricultural burning (21%)
SO_x	Chemical industry (51%)
	Pulp and paper (23%)
	Private cars (7%)
CO	Private cars (39%)
	Pick up truck (26%)
	Residential wood combustion (10%)
NO_x	Private cars (29%)
	Biogenic sources (20%)
	Pick up truck (15%)
COV	Biogenic sources (41%)
	Residential wood combustion (14%)
NH_3	Fertilizer expansion (55%)
	Livestock activities (39%)

Source: Own elaboration with data from the Environmental Control Directorate (SEDESU), 2023.
Note: Pollutant nomenclatures refer to 1) PM_{10} -particles with an aerodynamic diameter less than 10 microns; 2) $PM_{2.5}$ - aerodynamic diameter less than 2.5 microns; 3) SO_x -sulfur oxides; 4) CO - carbon monoxide; 5) NO_x - nitrogen oxides; 6) VOC - volatile organic compounds; 7) NH_3 -ammonia.

Atmospheric monitoring

The Ministry of Sustainable Development (SEDESU by its acronym in Spanish) has the Air Quality Monitoring System of the State of Querétaro (SMCAQ by its acronim in Spanish) that allows to know the behavior of the pollutant criteria and generate statistical data to make decisions in order to protect the health of the population.

The SMCAQ operates in accordance with NOM-156-SEMARNAT-2012. The information is reported in the official media of the State Air Quality Monitoring Center (CEMCAQ by its acronym in Spanish) and in the National Air Quality Information System (SINAICA by its acronym in Spanish), complying with the guidelines for the publication of the Air and Health Index (ICARS by its acronym in Spanish) established in NOM-172-SEMARNAT-2019. There are currently six stations in operation:

Air quality monitoring stations in Querétaro (2022)

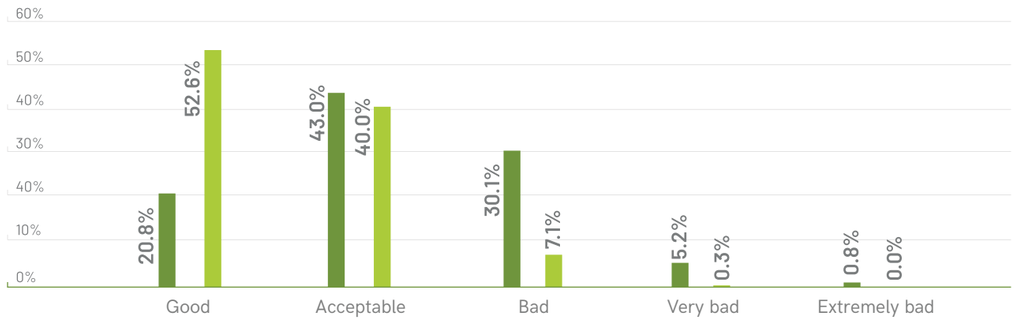
Station	Key	Location
Carrillo Puerto	CAP	Felipe Carrillo Puerto Community Cultural Center, Alfonso Reyes No. 500, Col. Plutarco Elías Calles, Querétaro, Qro.
Corregidora	COR	Corregidora Municipal Palace and Services, Ex Hacienda el Cerrito No. 100, Col. El Pueblito, Corregidora, Qro.
Epigmenio González	EPG	Epigmenio González Municipal Delegation, Tláloc No. 102, Col. Desarrollo San Pablo, Querétaro, Qro.
Félix Osores	FEO	Félix Osores Monitoring Station, CECyTEQ campus 5, Kiliwas s/n, Col. Cerrito Colorado, Querétaro, Qro.
Josefa Vergara	JOV	Josefa Vergara Municipal Delegation, Calle 21, No. 1000, Col. Lomas de Casa Blanca, Querétaro, Qro.
San Juan del Río	SJR	UAQ San Juan del Río Campus, Av. Río Moctezuma 249, Z/O Secc. B, San Cayetano, San Juan del Río, Qro.

Source: Own elaboration with data from the Environmental Control Directorate (SEDESU), 2023.

During 2022, air quality performance reported on average over 97.5% validated data. The figure was 22.5% higher than the regulatory requirement.

In the same year, the Querétaro Metropolitan Zone maintained good and acceptable air quality 63.8% of the days, while in San Juan del Río, the figure rose to 92.6%.

AIR QUALITY IN QUERÉTARO (2022)



Source: Own elaboration with data from the Environmental Control Directorate (SEDESU), 2023.

In the Queretaro Metropolitan Zone, nitrogen dioxide (NO_2), carbon monoxide (CO) and sulfur dioxide (SO_2) met the maximum permissible limits (MPL) established by environmental health standards. In San Juan del Río, all, with the exception of particles with an aerodynamic diameter of less than 2.5 microns ($PM_{2.5}$), complied.

SOURCES OF POLLUTION

- Fixed: Arising from industrial, commercial, service, or activity operations or processes.
- Airborne: Result from various anthropogenic activities and are too numerous and dispersed to be efficiently included in a inventory of point sources but, collectively, significantly degrade the air.
- Natural: Emit atmospheric pollutants that do not come directly from human activities, classified as biogenic and geogenic.
- Mobile: Contribute significantly because all internal combustion engine vehicles on roadways generate them.

Other sources include those generated as a result of urban and industrial development and those originating from forest fires.

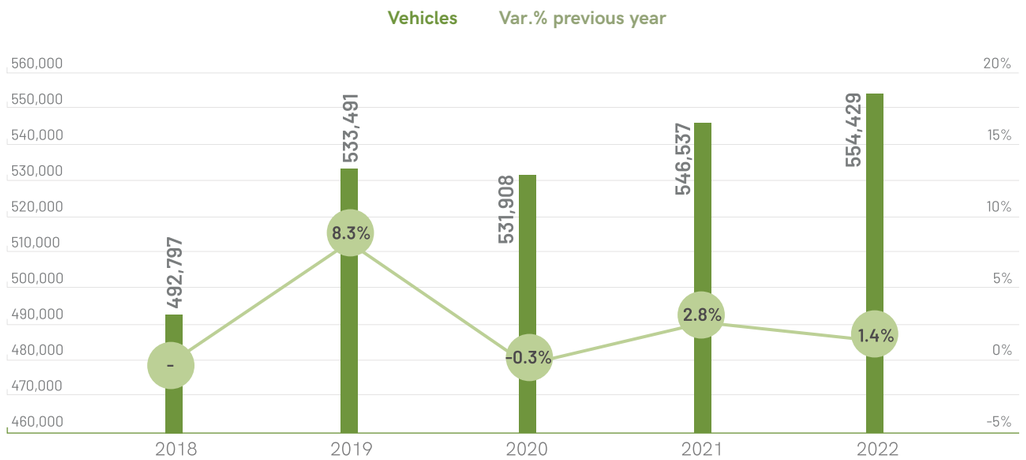
POLLUTANT EMISSIONS BY GENERATING SOURCE (2022)

Source	Emissions (t/a)[1]						
	PM_{10}	$PM_{2.5}$	SO_X	CO	NO_X	COV	NH_3
Fixed	1,478.3	1,297.6	3,155.9	2,682.5	7,969.0	5,334.3	116.6
Airborne	6,300.2	4,432.9	85.7	30,606.4	1,357.8	51,251.2	32,807.1
Natural	-	-	-	-	8,707.8	48,815.1	-
Mobile	817.7	739.0	543.0	149,930.2	24,726.9	13,041.4	208.2
Total	**8,596.1**	**6,469.5**	**3,784.7**	**183,219.1**	**42,761.5**	**118,442.0**	**33,131.9**

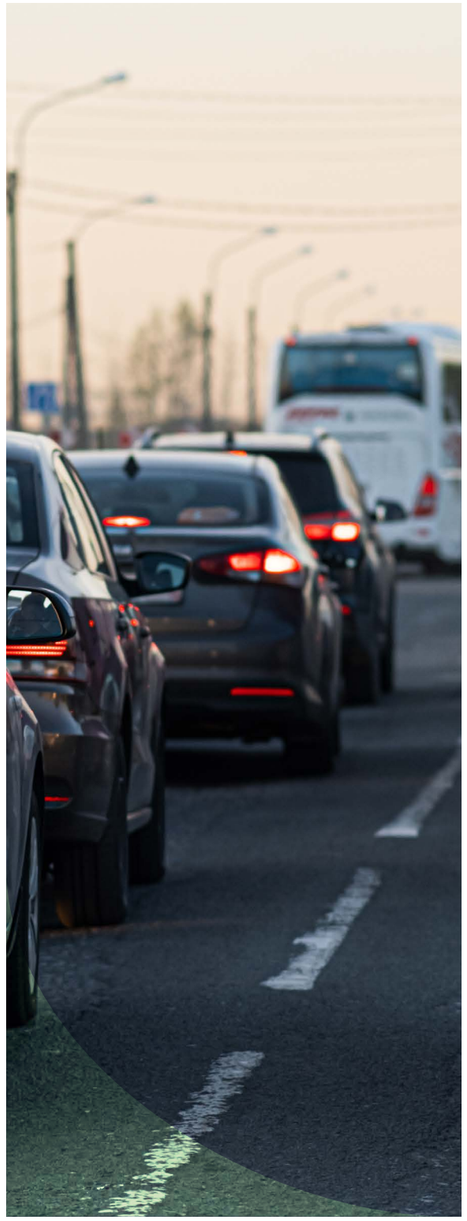
Source: Own elaboration with data from the Ministry of Sustainable Development, Subministry of the Environment, Directorate of Environmental Control, 2022.
Note: [1]Tonsper year

In 2022, according to the Ministry of Finance, there were 711,776 motor vehicles in circulation in Querétaro, of which 554,429 were automobiles. The figure was 1.4% higher than in 2021.

EVOLUTION OF REGISTERED AUTOMOBILES IN CIRCULATION IN QUERETARO (2018 – 2021)



Source: Own elaboration with data from the Ministry of Finance, 2023.
Note: The 2018 figure for Var. % was not presented because the number of cars registered in circulation in 2017 was not available.



REGISTERED AUTOMOBILES IN CIRCULATION BY MUNICIPALITY (2021 – 2022)

Municipality	2021	2022	Var. %
Amealco de Bonfil	8,292	8,616	3.9%
Arroyo Seco	1,795	1,867	4.0%
Cadereyta de Montes	7,667	7,943	3.6%
Colón	6,835	7,289	6.6%
Corregidora	64,516	66,046	2.4%
El Marqués	34,433	38,047	10.5%
Ezequiel Montes	6,796	6,946	2.2%
Huimilpan	7,106	7,410	4.3%
Jalpan de Serra	3,390	3,515	3.7%
Landa de Matamoros	1,698	1,792	5.5%
Pedro Escobedo	10,082	10,493	4.1%
Peñamiller	1,668	1,794	7.6%
Pinal de Amoles	1,385	1,489	7.5%
Querétaro	320,259	320,030	-0.1%
San Joaquín	872	904	3.7%
San Juan del Río	55,259	55,572	0.6%
Tequisquiapan	11,724	11,853	1.1%
Tolimán	2,760	2,823	2.3%
Total	**546,537**	**554,429**	**1.4%**

Source: Own elaboration with data from the Ministry of Finance, 2022.

PREVENTION AND CONTROL OF ATMOSPHERIC POLLUTION

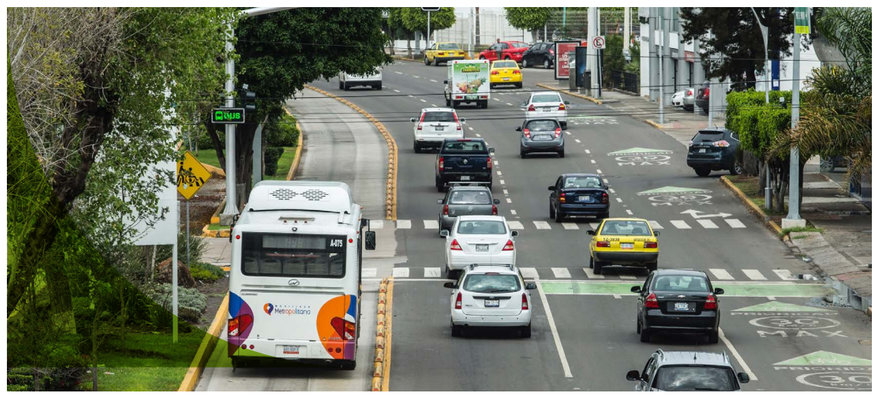
SEDESU, through the Subministry of the Environment, prevents and controls air pollution through the State Vehicle Verification Program, with the support of various training programs and permits.

The strategy consists of a biannual review of pollutant emissions from private, heavy-duty, public service, cargo, passenger, utility and official vehicles.

During 2022, 512,828 vehicles were verified in the 47 vehicle verification centers distributed in 10 municipalities in the state of Querétaro.

In order for industrial establishments to fully report their pollutant emissions, a 4-session training course was given during January and February 2022, with the participation of 547 people, 399 of them from the business sector.

In the same year, 724 (preliminary figure) Annual Operation Cards (COA by its acronym in Spanish) were entered through the online procedures platform. This is a document through which the annual report for the registration of pollutant transfer emissions is submitted by persons or organizations engaged in industrial, commercial, agricultural and livestock production or services under state jurisdiction that have sources of atmospheric pollutant emissions.



1.2.2 Water

The State Water Commission (CEA by its acronym in Spanish) has implemented effective measures to guarantee water quality and faces the challenge of providing an efficient and sufficient supply of this vital liquid, in response to the tremendous demographic and economic growth of the state.

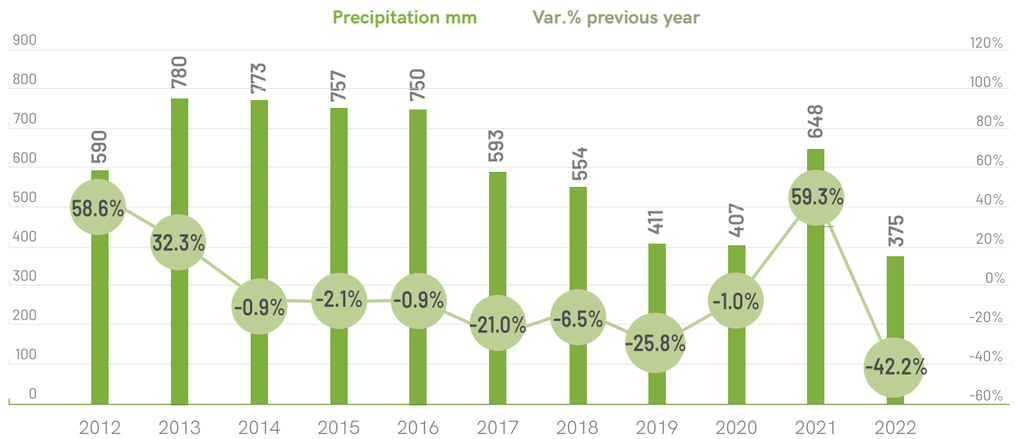
It is important to continue working on the preservation and sustainable management of this resource. Changing environmental conditions pose additional challenges that require careful planning and continued investment in infrastructure and technology to ensure a safe and adequate water supply for future generations.

Rainfall

Rainfall in Mexico varies according to the region and the specific climatic conditions of each year. In 2022, they reached 743.4 mm, 72.9% in the months of June to September. Compared to 2021, they decreased by 26.1 mm, or 3.4%.

In the same year, precipitation in Queretaro was 375 mm, equivalent to 50.4% of the national average. It is important to mention that the figure has been the lowest in the state in the last 21 years.

Evolution of annual precipitation in Querétaro (2012 – 2022)



Source: Own elaboration with data from the National Water Commission (Monthly Temperature and Rainfall Summaries), 2023.
Note: Figures are expressed in millimeters (mm).

Low precipitation levels impact not only vegetation, but also catchments and surface resources, which is why it is necessary to redouble efforts to obtain and care for water.

Water treatment

It is a fundamental process to ensure the availability of clean and safe water for human use and consumption, as well as for the protection of the environment. CEA is working to achieve a higher volume of wastewater treatment and utilization.

The drainage system collects and conveys water to treatment plants where it is processed for reuse or returned to its natural condition. The process is carried out in all municipalities, except San Juan del Río.

In 2022, CEA operated 41 treatment plants with a total installed capacity of 1,813.85 liters per second (lps). The annual volume treated totaled 39,472,066.20 m^3; 21,659,930 m^3 in the Metropolitan Zone and 17,812,136 m^3 in the interior of the state.

Inventory of wastewater treatment plants CEA Querétaro (2022)

Municipality	No. of plants	Installed capacity (lps)
Amealco de Bonfil	2	27
Arroyo Seco	1	1
Cadereyta de Montes	2	24
Colón	4	27.5
Corregidora	3	448
El Marqués	5	169
Huimilpan	6	29
Jalpan de Serra	2	21
Landa de Matamoros	3	5.5
Pedro Escobedo	1	15
Pinal de Amoles	1	4
Querétaro	6	964.4
San Joaquín	1	3
Tequisquiapan	2	65
Tolimán	2	10.5
Total	**41**	**1,813.9**

Source: State Water Commission, 2023.
Note: (lps) : liters per second.

1.2.3 Energy

Energy Agency of the State of Querétaro

Created on October 1st, 2021, it is a decentralized agency of the state public administration with technical, operational and managerial autonomy. Effective as of January 1st, 2022.

It is committed to strengthening and expanding infrastructure through new plans, programs and public and private investment projects for the consolidation of the energy sector in Querétaro.

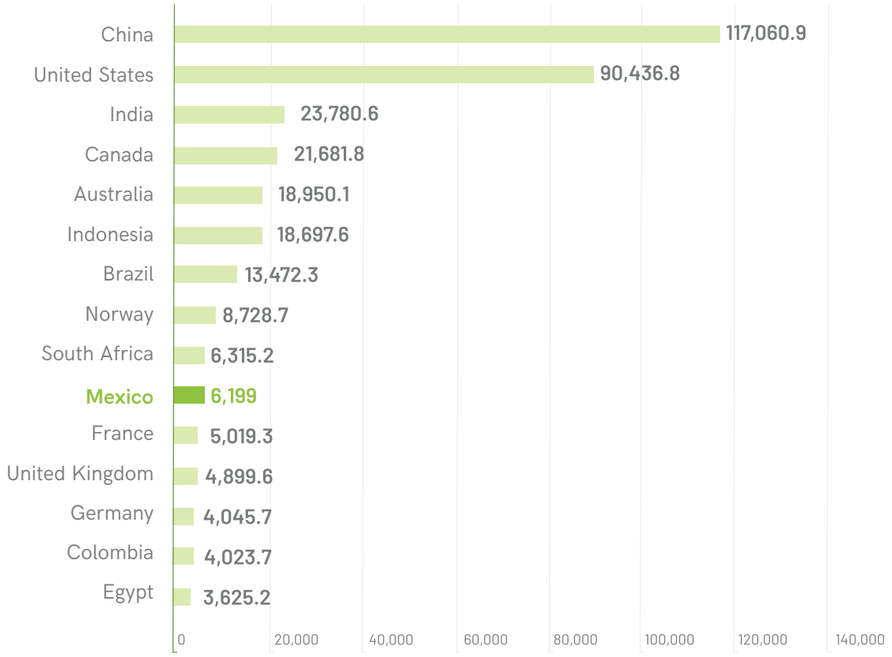
Among its main objectives are the following:

- To meet the state's electricity demand needs.
- Develop projects to strengthen the transmission and distribution infrastructure.
- Guarantee electricity sufficiency for investors for the next six years.

Energy landscape in Mexico

According to the International Energy Agency, in 2020 Mexico will be the 10th largest energy producer.

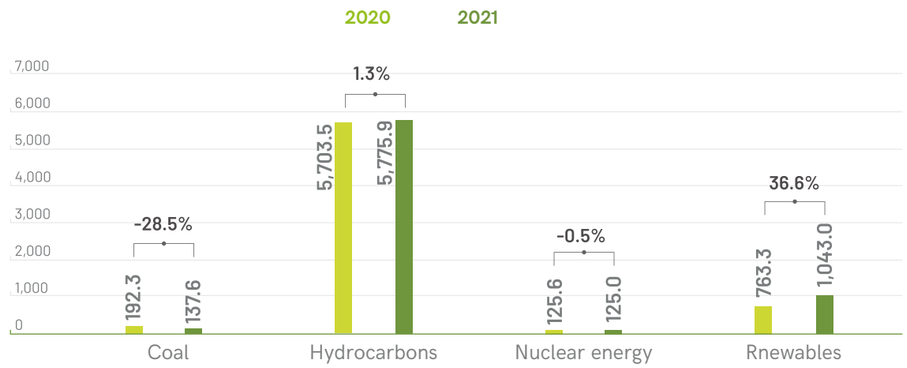
International Energy Agency member countries with the highest energy production (2020)



Source: Own elaboration with data from the International Energy Agency (World Energy Balances), 2023.
Note: The energy production figures are expressed in petajoules and may vary due to the fact that the data may be updated; however, they are very approximate figures that show the trend and position of the country.

According to the Ministry of Energy, Mexico will produce 7,081.4 petajoules (PJ) in 2021, up 4.4% compared to the previous year. Hydrocarbons accounted for 81.6% of the total.

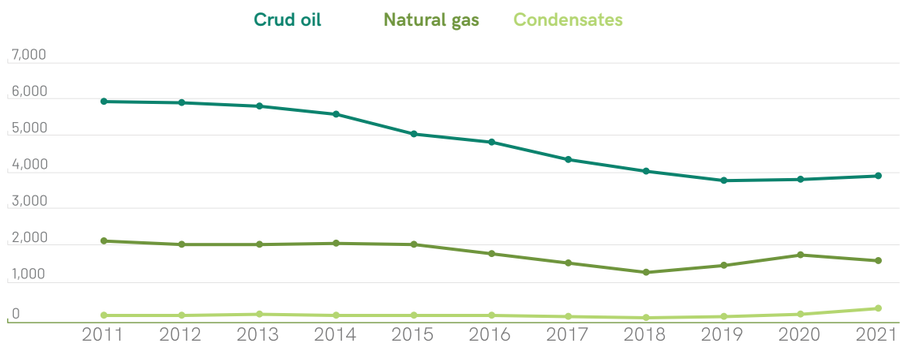
Production by type of energy in Mexico (2020 – 2021)



Source: Own elaboration with data from the Ministry of Energy (Energy Information System), 2023.
Note: Figures are expressed in petajoules.

Historically, crude oil has predominated in the production of hydrocarbons, but has been on a downward trend in recent years.

Evolution of hydrocarbon production in Mexico (2011 – 2021)

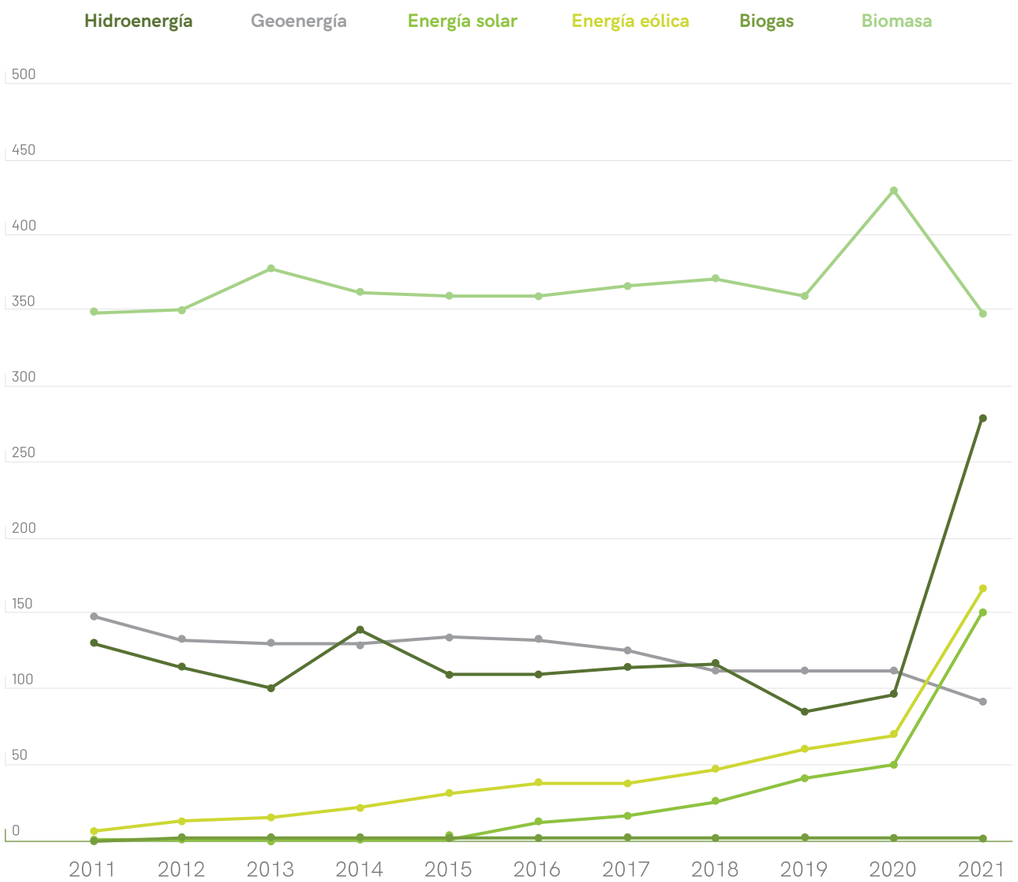


Source: Own elaboration with data from the Ministry of Energy (Energy Information System), 2023.
Note: Figures are expressed in petajoules.

Currently, the production of renewable energies is a priority for national governments, as it reduces the harmful effects on the environment. The increase in its generation within the country must be an essential factor.

These alternatives maintain stable production over time. In the span of a decade, they increased their share from 6.8% in 2011 to 14.7% in 2021, a year in which hydro, solar and wind energy grew significantly.

EVOLUTION OF RENEWABLE ENERGY PRODUCTION IN MEXICO (2011 – 2021)



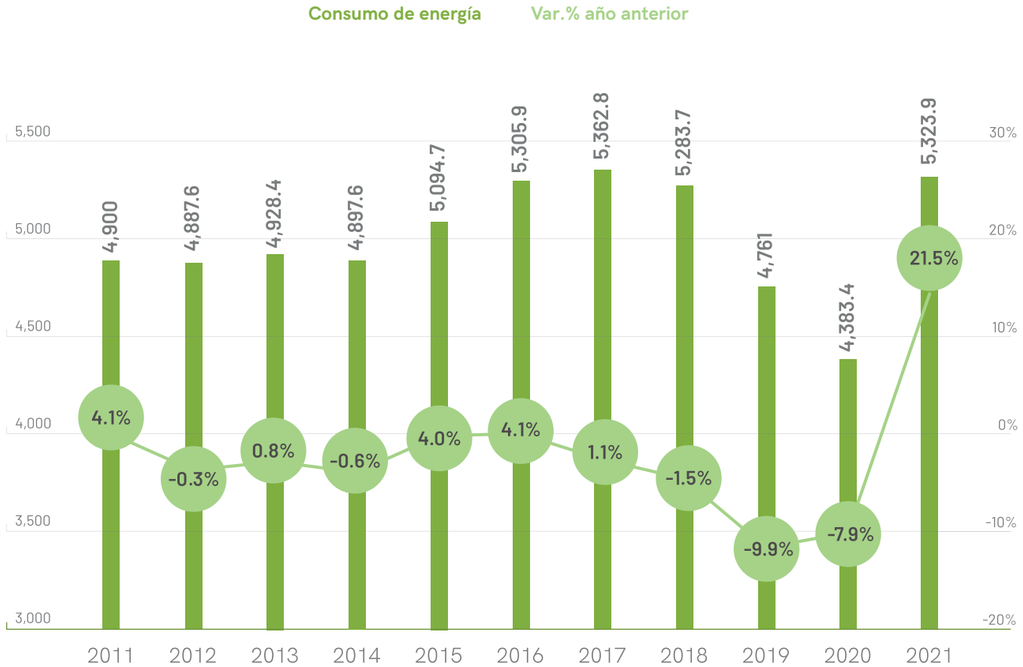
Source: Own elaboration with data from the Ministry of Energy (Energy Information System), 2023.
Note: Figures are expressed in petajoules.

EFFICIENT USE OF ENERGY

It consists of taking advantage of it in such a way that, with the same amount or less, the same activities are carried out and the same results are obtained, through changes in habits and the use of more efficient technologies.

In 2021, Mexico recorded a final energy consumption of 5,357.4 PJ, 21.5% higher than the figure reported the previous year. The rebound is noteworthy since, for three consecutive years (2018-2020), energy consumption had been declining.

EVOLUTION OF ENERGY CONSUMPTION IN MEXICO (2011 – 2020)



Source: Own elaboration with data from the Ministry of Energy (Energy Information System), 2023.
Note: Figures are expressed in petajoules.

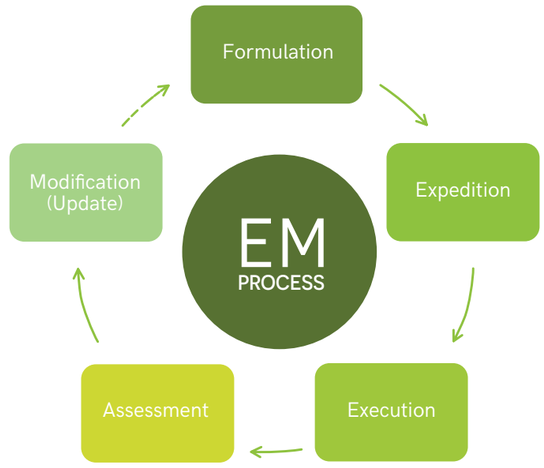


Ecological Land Management Program for the State of Querétaro

It is an environmental policy instrument for the planning and application of measures that regulate, induce and evaluate land use, and program the management of natural resources and productive activities to achieve environmental protection.

The goal is to preserve and make sustainable use of natural resources, based on the analysis of deterioration trends, their possible recovery and potential for use.

Ecological Management Stages (2022)



Source: Environmental Planning Directorate (Ministry of Sustainable Development), 2023.

I. Formulation: Approach to generation mechanisms and instruments.

II. Expedition: Legal procedure followed by the competent authority for its decree.

III. Execution: Technical, administrative and financial actions carried out by the competent authority, within the scope of its powers, for its implementation and follow-up.

IV. Evaluation: Evaluates their compliance, as well as the effectiveness of ecological guidelines and strategies in the solution of environmental conflicts.

V. Modification: Updating, reorientation or adaptation of guidelines, strategies and limits of the Environmental Management Units, through the same procedure followed for their formulation, as a result of their evaluation.

In addition to the General Ecological Land Management Program, there are two types of subprograms:

- **Regional**: When they cover the entire state territory or an area involving more than one municipality.

- **Local:** When it encompasses a part or the entirety of the territory of a single municipality.

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

Published on September 7, 2012 in the Official Gazette of the Federation, the Federal Government, through the Ministry of the Environment and Natural Resources (SEMARNAT by its acronym in Spanish), issued the POEGT, regionalizing the national territory into Biophysical Environmental Units (UAB by its acronym in Spanish), which are integrated from the main environmental factors: climate, relief, vegetation and soil.

In order to manage the UABs, 10 ecological guidelines, 44 general strategies and environmental policies for preservation, protection, restoration and sustainable use were established.

Biophysical Environmental Units in which Querétaro is located

Region key	UAB[1]	Name of UAB[1]	Development drivers	Development contributors	Development partners	Other sectors of interest	Environmental policy	Level of priority attention
5.2	30	Northern Huastec Karst	Forestry	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 Northern Guanajuato	Agriculture and preservation of flora and fauna	Livestock and mining	Population	Indigenous peoples	Restoration and sustainable use	High
	52	Plains of Northern Guanajuato	Agriculture and preservation of flora and fauna	Agriculture, social development, livestock and mining		PEMEX and indigenous peoples	Restoration and sustainable use	Intermediate

Source: Environmental Planning Directorate (SEDESU, General Ecological Land Use Planning Program 2012), 2023.
Note: [1]Biophysical Environmental Units

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

It was published on September 5, 2022 in the Official Gazette of the Government of the State of Queretaro La Sombra de Arteaga , and registered in the Public Registry of Property with registry folio 00000100/0003 on October 20, 2022.

It results from the observance of the POEGT issued by SEMARNAT; the POEREQ published in 2009; the integration of the Natural Protected Areas issued in the State; the Environmental Management Units of the Local Ecological Management Programs (POEL by its acronym in Spanish) issued by the municipalities of the State; and the provisions of the State Program for Land Management and Urban Development (PEOTDU by its acronym in Spanish).

It is integrated by the regionalization of the territory into 327 Environmental Management Units (UGA by its acronym in Spanish), each of which has independent environmental policies, guidelines and ecological strategies for the protection, conservation, restoration and sustainable use of natural resources to establish environmental regulation criteria to ensure sustainable development in the use of the territory and human settlements.

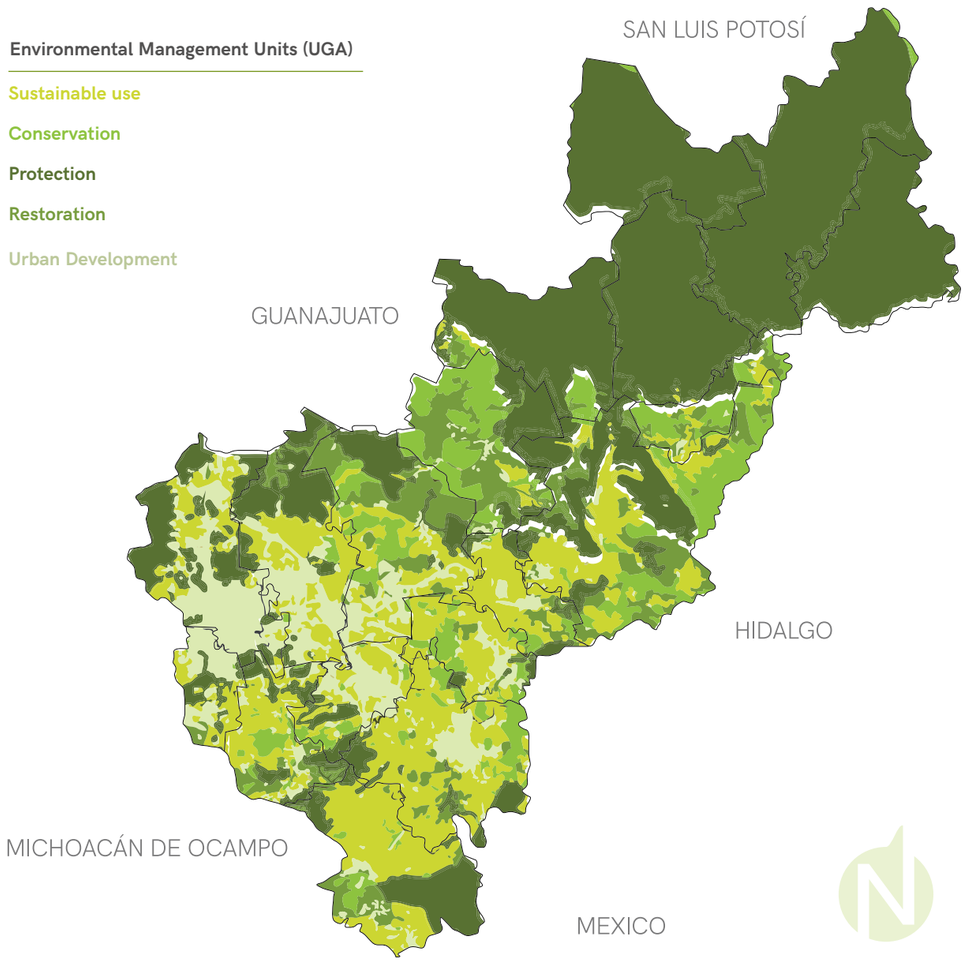


POEREQ Environmental Management Units (UGA by its acronym in Spanish) by Environmental Policy

	Policy	Total no. of UGA	% of territory
PP	Protection	108	49.3%
PC	Conservation	86	10.1%
PR	Restoration	53	9.4%
PAS	Sustainable use	51	20.7%
PDU	Urban Development	29	10.5%
Total		**327**	**100%**

Source: Environmental Planning Directorate (Ministry of Sustainable Development), 2023.

Distribución de las UGA en Querétaro (2022)



Source: Environmental Planning Directorate (Ministry of Sustainable Development), 2023.

POEREQ firsts

1. To regulate, outside of population centers, the activities of the territory, with the purpose of protecting, conserving and preserving the environment; restoring and taking advantage of natural resources in a sustainable manner.

2. Strengthening and establishment of Natural Protected Areas and other conservation instruments.

3. Restore disturbed ecosystems and degraded areas.

4. Preserve productive areas for agricultural, livestock and forestry activities.

5. To establish ecological regulation criteria for the protection, conservation, restoration and sustainable use of natural resources within the ecologically ordered territory and population centers.

Querétaro is an orderly and balanced state in its development that, based on the protection and conservation of its natural and cultural heritage, has improved the levels of well-being of its inhabitants, while respecting the natural environment of the territory and the needs of its regions, which maintain a sufficient relationship between the natural resource base, green areas and population.

It is a highly competitive entity, with a productive and economic diversification that, under principles of sustainability and regional balance, with measures of adaptation and action in the face of climate change, and the systematic integration of the circular economy, has been projected as reliable and prosperous.



Local Ecological Ordering Programs (POEL by its acromyn in Spanish)

They cover a geographic extension whose dimensions allow land use regulation. The municipality, as the competent authority based on its POEL and the environmental opinion issued by the state, will conclude the feasibility and conditions for granting a land use outside the population center.

List of POELs in Querétaro

Municipality	Stage	Approval	Gaceta | Sombra de Arteaga	RPP[1]
Regional	Execution	23/08/22	05/09/22	20/10/22
Querétaro	Execution	29/04/14	13/05/2014 | 16/05/2014	08/09/14
Corregidora	Expedition/execution	14/12/16	01/02/2017 | 10/02/2017	Pending
Huimilpan	Execution	28/03/18	31/03/2018 | 12/04/2018	04/06/18
El Marqués	Expedition/execution	11/04/18	20/04/2018 | 01/06/2018	Pending
Pedro Escobedo	Execution	12/01/17	Enero 2017 | 17/02/2017	15/02/18
Colón	Execution	08/02/18	15/02/2018 | 23/02/2018	12/09/18
Tequisquiapan	Execution	28/09/15	30/09/2015 | 30/10/2015	22/01/19
Amealco	Execution	22/04/16	25/04/2016 | 24/06/2016	12/09/18
San Juan del Río	Expedition/execution	13/10/17	16/02/2018 | 12/01/2018	17/03/22
Cadereyta	Expedition/execution	14/11/17	09/05/2018	Pending
San Joaquín	Expedition/execution	06/09/18	01/09/2018 | 21/09/2018	20/11/19
Tolimán	Expedition/execution	13/09/18	28/09/2018 | 25/09/2018	14/01/22
Ezequiel Montes	Expedition	16/01/20	-0.005115512	Process

Source: Environmental Planning Directorate (Ministry of Sustainable Development), 2023.
Note: [1] Public Property Registry.

There are currently thirteen POELs in force in the municipalities of Amealco, Cadereyta, Colón, Corregidora, El Marqués, Ezequiel Montes, Huimilpan, Pedro Escobedo, Querétaro, San Joaquín, San Juan del Río, Tequisquiapan and Tolimán.

This ecological planning covered 67.2% of the state's territory where 95.5% of the total population lived. The rest of the districts are part of protected natural areas.

Querétaro is the first state in Mexico to have environmental instruments for the planning and management of natural resources and land use and destination under a sustainable approach.

Linking environmental management and urban development

The updates of the Municipal Urban Development Programs of San Juan del Río and Tequisquiapan -in compliance with articles 69 and 93 of the Environmental Code of the State of Querétaro (CAEQ by its acronym in Spanish), in relation to the urban planning of the development of the territory in accordance with the provisions of the ecological management of the territory- have been carried out in compliance with the observance and linkage of the ecological management programs, including works, actions and strategies to mitigate and compensate the environmental impacts generated by the development; the environmental criteria of the environmental regulation of human settlements, which will be evaluated in the environmental impact statements for conformity, will also be established.

In compliance with articles 10 section XVII, 69 and 95 of the CAEQ, the evaluation of the congruence of regional ecological planning in the control and surveillance of land use is carried out through the environmental report issued by SEDESU and the environmental opinion as support for federal procedures. The report is an indispensable requirement for registration with the Public Registry of Property, and evaluates the observance and linkage of ecological management with the works and actions related to the use of the territory. In 2022, 33 environmental reports and 50 environmental opinions were issued.

1.2.4 Protected Natural Areas (ANP by its acronym in Spanish)

ANPs are state areas that have been subject to the protection regime through a decree to preserve natural environments, safeguard biodiversity, make a sustainable use of natural resources, preserve and improve the quality of the environment and the environmental benefits provided by the ecosystems.

ANP in the entity

In Querétaro there are areas that, due to their physical and biological importance, the environmental services they provide, or because of the special interest of the state, should be subject to preservation, conservation or restoration programs. To this end, protection declarations are issued to indicate when an area is under a protection regime.

In 2021, the state had 15 ANPs in 13 of its 18 municipalities. Of these, 4 were federal, 6 state and 5 municipal. The decreed areas totaled 434,928.6 hectares, representing 37.2% of the state's surface area.



Protected Natural Areas in the state of Querétaro

Order	Protected Natural Area	Category	Municipalities	Area (hectares)	Distribution in the state area
Federal order	Cerro de las Campanas	National Park	Querétaro	3.8	0%
	El Cimatario	National Park	Corregidora Huimilpan Querétaro	2,447.9	0.2%
	Sierra Gorda	Biosphere Reserve	Arroyo Seco Jalpan de Serra Landa de Matamoros Peñamiller Pinal de Amoles	383,567.4	32.8%
	Forest Protection Zone	Natural Resources Protection Area	Amealco de Bonfil San Juan del Río	23,255.0	2.0%
State order	Mario Molina Pasquel "El Pinalito"	State Reserve	El Marqués	1,592.5	0.1%
	El Tángano	Area Subject to Ecological Conservation	El Marqués Huimilpan Querétaro	717.7	0.1%
	Bordo Benito Juárez	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park	Querétaro	27.6	0%
	Tángano II	Ecological Reserve Zone	El Marqués Huimilpan	137.6	0.01%
	Peña de Bernal	Protected Landscape	Ezequiel Montes Tolimán	263.9	0.02%
	El Batán	Ecological Reserve Zone	Corregidora	3,341.6	0.3%
Municipal order	Western Micro-watershed area	Area Subject to Ecological Conservation	Querétaro	12,234.1	1.1%
	Jurica Poniente	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park		224.1	0.02%
	Cañada Juriquilla	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park		22.1	0%
	Sierra de El Raspiño	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park		4,104.2	0.4%
	Cerro Grande	Ecological Preservation Zone in Growth Centers with a Subcategory of Intraurban Park		2,989.2	0.3%

Source: Own elaboration with data from the Environmental Planning Directorate (Secretary of Sustainable Sustainable Development), 2023.

ANP MANAGEMENT PROGRAMS

These are guiding planning and regulatory instruments that establish activities, actions and basic guidelines for the management and administration of ANPs.

MANAGEMENT PROGRAMS FOR NATURAL PROTECTED AREAS IN THE STATE OF QUERÉTARO

Regime	Protected Natural Area	Date of publication	Justification
State	Bordo Benito Juárez	Summary - June 4, 2010	The vegetation cover and the body of water present in the ANP help regulate the temperature in the north of the city, filter the air, recharge the aquifer and produce a qualitative change in the urban landscape. At the time of publication, it was home to 25% of the total number of migratory waterfowl arriving to the national territory.
	El Batán	Summary - June 3, 2016	Its ecosystem is in a good state of conservation, its landscape is made up of diverse types of vegetation and an orography that has allowed it to serve as a refuge for numerous species of fauna; it serves as a buffer to the expansion of the urban sprawl.
	El Tángano	Summary - September 21, 2005	Soil conservation within the area is vital because it is the support and source of nutrients for the vegetative cover. At the time the program was published, there were 180 plant species recorded, 26 of which have some medicinal or edible use, as well as a total of 54 species that migrated to the area because there are conditions that allow them to live.
	Peña de Bernal	Summary - June 24, 2011	The Peña de Bernal is a tourist attraction that provides an important economic benefit for the entire region, it is considered a remarkable geological element, since it is an intrusive igneous formation unique in the country; it is an important place for the Otomí-Chichimeca culture; it is an important geological element that protects the town of Bernal from the winds coming from the north.
Federal	Sierra Gorda Biosphere Reserve	September 1999	The reserve has flora species that are endemic or listed as threatened, rare, endangered or subject to special protection; it has valuable hydrological resources, as well as medium and high slopes that are important water catchment and supply areas that promote ecological processes and water supply for local communities.

Source: Own elaboration with data from the Environmental Planning Directorate (Ministry of Sustainable Development; La Sombra de Arteaga, volumes CXXXVIII, CXLIII, CXLIV, CXLIX; Sierra Gorda Biosphere Reserve Management Program), 2023.

PROJECTS SUPPORTED IN CONSERVATION AND NATURAL PROTECTED AREAS (2022)

Project name	Beneficiary
El Batán Ecological Park, Corregidora	Municipality of Corregidora
Alternative Tourism, El Tlacuache Ecological Reserve	Fideicomiso Queretano de Medio Ambiente, Municipality of Queretaro
Support for plant maintenance and relocation in the State of Querétaro	Autonomous University of Querétaro
Design and Edition of the Work of Biodiversity in Querétaro, State Study.	Autonomous University of Querétaro
Executive project Modernization of municipal nursery	Municipality of Huimilpan
Local Payment Mechanism for Environmental Services through Concurrent Funds 2022.	National Forestry Commission (CONAFOR by its acronym in Spanish)

Source: Own elaboration with data from the Environmental Planning Directorate (Ministry of Sustainable Development), 2023.



1.2.5 Waste

As a result of the intensification of industry in Mexico and the increase in the population's demand for goods and services, waste generation has increased considerably. Querétaro has a broad legal framework that establishes rules for its management.

On December 3, 2021, a law for the prevention, integral management and circular economy of state waste was published in the official newspaper of the State of Querétaro "La Sombra de Arteaga", with the purpose of increasing the productivity of the materials that constitute them, support the regeneration of natural resources and mitigate the release of greenhouse gases, seeking economic prosperity and social equality.

Municipal solid waste (MSW)

In Querétaro, during 2022, MSW reached 2,604 tons per day, 2.9% higher than the previous year. Of the total tons, 80% come from the Querétaro Metropolitan Area and 72% are organic waste that can be treated for later use.

According to SEMARNAT's basic diagnosis for integrated waste management, the state's projected per capita contribution is 1.2 kg, which is higher than the national average (0.9 kg).

According to the 2015 base year inventory, Querétaro contributes 3% of total greenhouse gas emissions.

Waste requiring special handling

In 2022, it was estimated that 7 thousand tons (t) of this type of waste were generated daily in Querétaro, of which 58.2% was recovered and the rest was confined in landfills.

That same year, 489 Environmental Service Providers were authorized for waste management, and the Secretariat of Sustainable Development (SEDESU by its acronym in Spanish) authorized a diversion of 183,937 tons of waste, distributed as follows:

- 301,099 tons as a soil improver in accordance with NOM-004-SEMARNAT-2002.
- 4,659 tons as cattle feed.
- 41,229 tons in authorized draught bank for restoration.
- 14,701 tons as raw material for other production processes.

The purpose of this is to prevent waste from being deposited in final disposal sites and shortening its useful life.

Final disposal sites

In 2022, Querétaro had 12 points in operation. Of the total, 8 were sanitary landfills and 4 were controlled sites (considered as such because, although they were built as sanitary landfills, they did not comply with the operational characteristics).

Due to the logistics of optimizing collection and transportation, 4 municipalities had transfer stations for subsequent deposit in final disposal sites; 6 deposited their urban solid waste in a different demarcation; and 2 had their own sites that, for administrative reasons, remained closed.

In 2022, 97% of the urban solid waste generated in Querétaro was confined in landfills and 3% in controlled sites.

Final disposal sites and transfer stations in Querétaro (2022)

Municipality generating the waste	Transfer station	Site status	Ranking	Municipality where the depositing site is located
Amealco de Bonfil	N.A.	Operating	Controlled site	Amealco de Bonfil
Arroyo Seco	N.A.		Landfill	Arroyo Seco
Cadereyta de Montes	N.A.	No operation by the municipality	N.A.	Colón
Colón	N.A.	Operating	Landfill	Colón
Corregidora	N.A.			Corregidora
El Marqués	YES	N.A.	N.A.	Colón
Ezequiel Montes	N.A.	Closed		Colón
Huimilpan	N.A.	Operating	Controlled site	Huimilpan
Jalpan de Serra	N.A.		Landfill	Jalpan de Serra
Landa de Matamoros	YES			Landa de Matamoros
Pedro Escobedo	N.A.	N.A.	N.A.	San Juan del Río
Peñamiller	N.A.	Operating	Controlled site	Peñamiller
Pinal de Amoles	YES	N.A.	N.A.	Colón
Querétaro	N.A.	Operating	Landfill	Querétaro
San Joaquín	N.A.		Controlled site	San Joaquín
San Juan del Río	N.A.		Landfill	San Juan del Río
Tequisquiapan	N.A.			Tequisquiapan
Tolimán	YES	N.A.	N.A.	Colón

Source: Own elaboration with data from the Environmental Control Directorate (SEDESU), 2023.
Note: N.A. (Not Applicable).

Actions for the efficient management of MSW and special handling waste

During 2022, in order to improve integrated waste management, municipalities and legal entities were provided with the amount of $14,405,000 pesos for support, through various projects:

Projects benefiting from waste management in Querétaro (2022)

Project name	Beneficiary	Amount approved
Consolidation and operation of the Circular Economy System of Querétaro - Phase I Complementary	Automotive Cluster AC	$1,600,000
Strengthening of the Urban Solid Waste Collection Service	Municipality of El Marqués	$2,000,000
Acquisition of solid waste collection and transportation trucks	Municipality of Colón	$2,000,000
Adelante San Juan with the circular economy. Bases for the transition to a circular economy in the municipality of San Juan del Río, Querétaro	Municipality of San Juan del Río	$2,000,000
Preparation of the Municipal Program for the Prevention, Integral Management and Circular Economy of Waste in the Municipality of Querétaro	Municipality of Querétaro	$250,000
Implementation of the Regional Program for the Prevention and Integral Management of Solid Waste in the Sierra Gorda region	Sierra Gorda Ecological Group	$555,000
Consolidation and operation of Querétaro's Circular Economy System - Phase II	Automotive Cluster AC	$4,000,000
Request for support for the acquisition of urban solid waste collection and cleaning units	Municipality of Tequisquiapan	$2,000,000

Source: Environmental Control Directorate (SEDESU), 2023.

Circular economy

During 2022, the promotion of this economic model was a priority for SEDESU. Through the Circulas Economy System Phase I, the capacities of organizations located in the entity were developed through initiatives that enabled cleaner production, process optimization, cost savings and waste prevention.

Circularity strategies, such as recycling, reuse and eco-design, favored energy optimization, product exchange, infrastructure sharing and collaboration in the value chain. All this contributed to the implementation of business models that contemplate sustainable consumption, impact investment and information technologies.

The system is designed to scale to a critical mass of participating clusters, companies and institutions. It began in 2021 with 55 organizations and seeks to consolidate close to 1,000 actors that drive business competitiveness through the circular economy by 2027.

Strategic lines and actions of the Circular Economy System

In 2022, phase 1 of the scaling-up of the Querétaro Circular Economy System was developed, with 10 business chains that brought together 114 companies and 210 participants, who together formulated 135 projects with significant economic and environmental benefits.

Economic benefits of the projects in Querétaro (2022)

Concept	Amount
Economic benefits	662 million pesos
Materials and wastes avoided and utilized	117,065 tons/year
Water saved or recirculated	369,328 m^3/year
Energy saved or generated from renewable sources	71.5 million kWh/year
Carbon emissions avoided	37,639 ton Co_2eq/year

Source: Own elaboration with data from the Environmental Control Directorate (SEDESU), 2023.

In addition, an institutional chain was developed with 50 representatives from 19 state and municipal government institutions, academia, research centers, business associations and civil society. Together they formulated 9 mechanisms for innovation in regulations, generation of incentives and economic instruments, and information systems and capacity building to promote the circular economy and remove barriers to its implementation.

State government institutions representing the institutional chain:

- 3 ministries: Sustainable Development, Youth and Agricultural Development.
- 5 municipal governments: Querétaro, Amealco, Colón, San Juan del Río and Cadereyta.
- 5 universities: Tecnológico Nacional México Campus Querétaro, Universidad Tecnológica de Querétaro, Universidad Politécnica de Querétaro, Universidad Aeronáutica de Querétaro and Universidad Autónoma de Querétaro.
- 2 research centers: Centro de Investigación y Desarrollo en Electroquímica de Querétaro and Colegio de Químicos del Estado de Querétaro.
- 2 clusters: Automotive Cluster and Instituto Queretano de Herramentales.
- 1 business chamber: CANACINTRA San Juan del Río.
- 1 civil society organization: Cristina Cortinas Foundation.



1.2.6 Environmental education

SEDESU, through the Environmental Education Department, reached 10,659 people during 2022, exceeding the previous year's figure by 3,542. Those involved were sensitized through 189 activities, which included workshops, events, courses and training for environmental conservation and care. Among the most important were:

- Support and advice provided to companies and civil association organizations.
  - In coordination with the Aeronautical University of Querétaro (UNAQ by its acronym in Spanish), during September 2022, the Environmental Promoters Training Course was held, with the participation of 40 people from educational institutions, companies, municipal officials, civil society organizations and the general public.

- Support to educational institutions
  - In conjunction with the State Commission for Higher Education Planning in Querétaro (COEPES by its acronym in Spanish) and the Polytechnic University of Santa Rosa Jáuregui (UPSRJ by its acronym in Spanish), the conference "EAS 2022 Environmental Education for Sustainability" was held. A total of 68 academic events were held and 2,265 people attended.

- Environmental Communication Strategy
  - A total of 13 videoconferences were held with the participation of 289 national and international participants. Among the main topics discussed were the botanical garden, forest fires and decarbonization trajectories, among others.

- Reforestation activities
  - In coordination with municipalities, educational institutions, civil society organizations and companies, 8 actions were carried out in the municipalities of Colón, Querétaro, Tequisquiapan and Corregidora, with the aim of mitigating climate change and conserving biodiversity. The species donated were white cedar, broad leaf privet, guava, pinyon pine, pomegranate, mesquite, among others.

- We gave 39 environmental awareness talks in companies, subdivisions and schools.

- Two PET plastic and cardboard collection centers were opened, one at the Ximhai Science Museum at the Universidad Autónoma de Querétaro and the other at the Zona Viva urban garden.

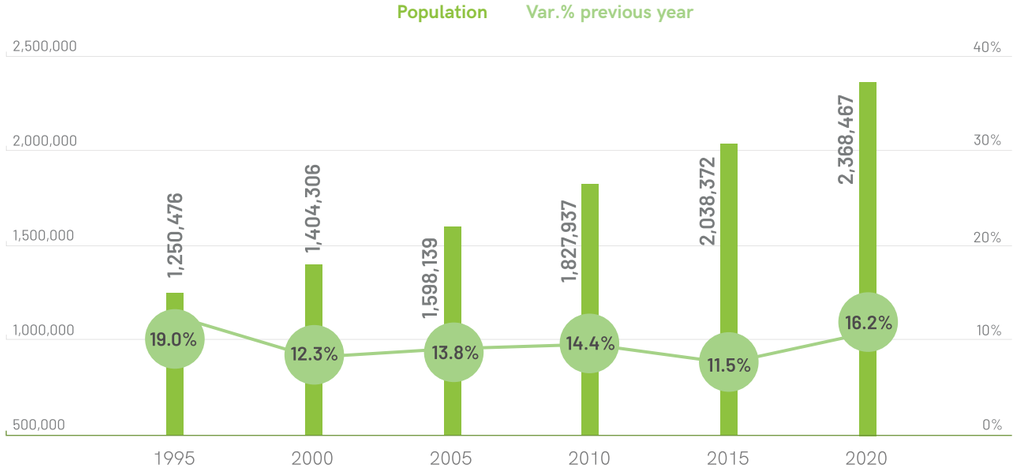
1.3 Sociodemographic

1.3.1 Population structure

According to the 2020 Population and Housing Census, published by INEGI, Querétaro is the 21st most populated state, with 2,368,467 inhabitants.

The population of the entity has maintained a constant growth trend, ranging between 10% and 20%.

Population growth in Querétaro (1995 – 2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (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, Population and Housing Census 2020), 2023.

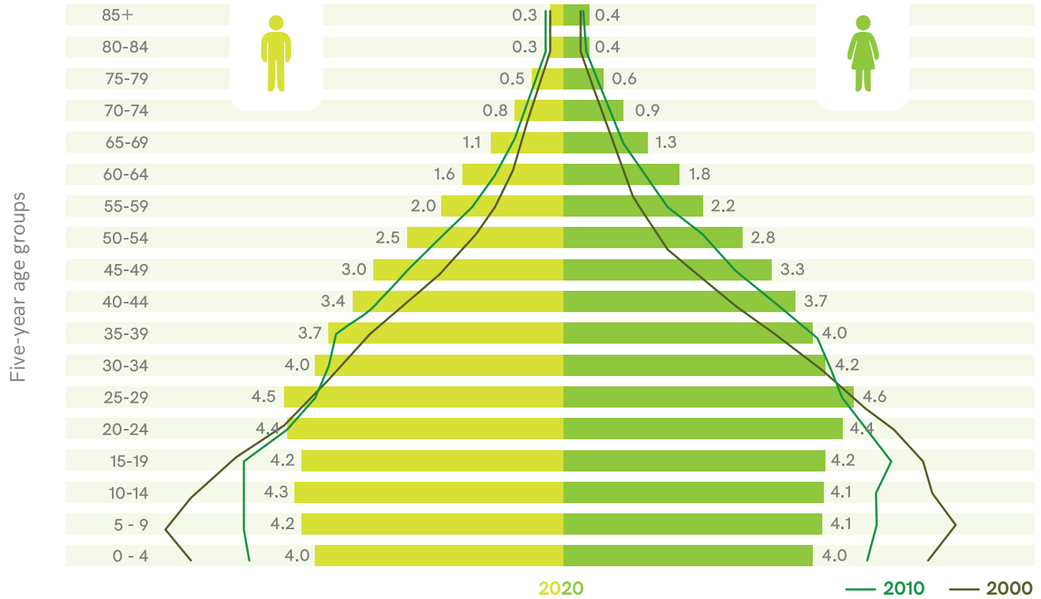
During 2020, 51.2% of Queretaro's population was female and 48.8% was male; this trend was maintained throughout the period between 1990 and 2020.

Population dynamics in the entity

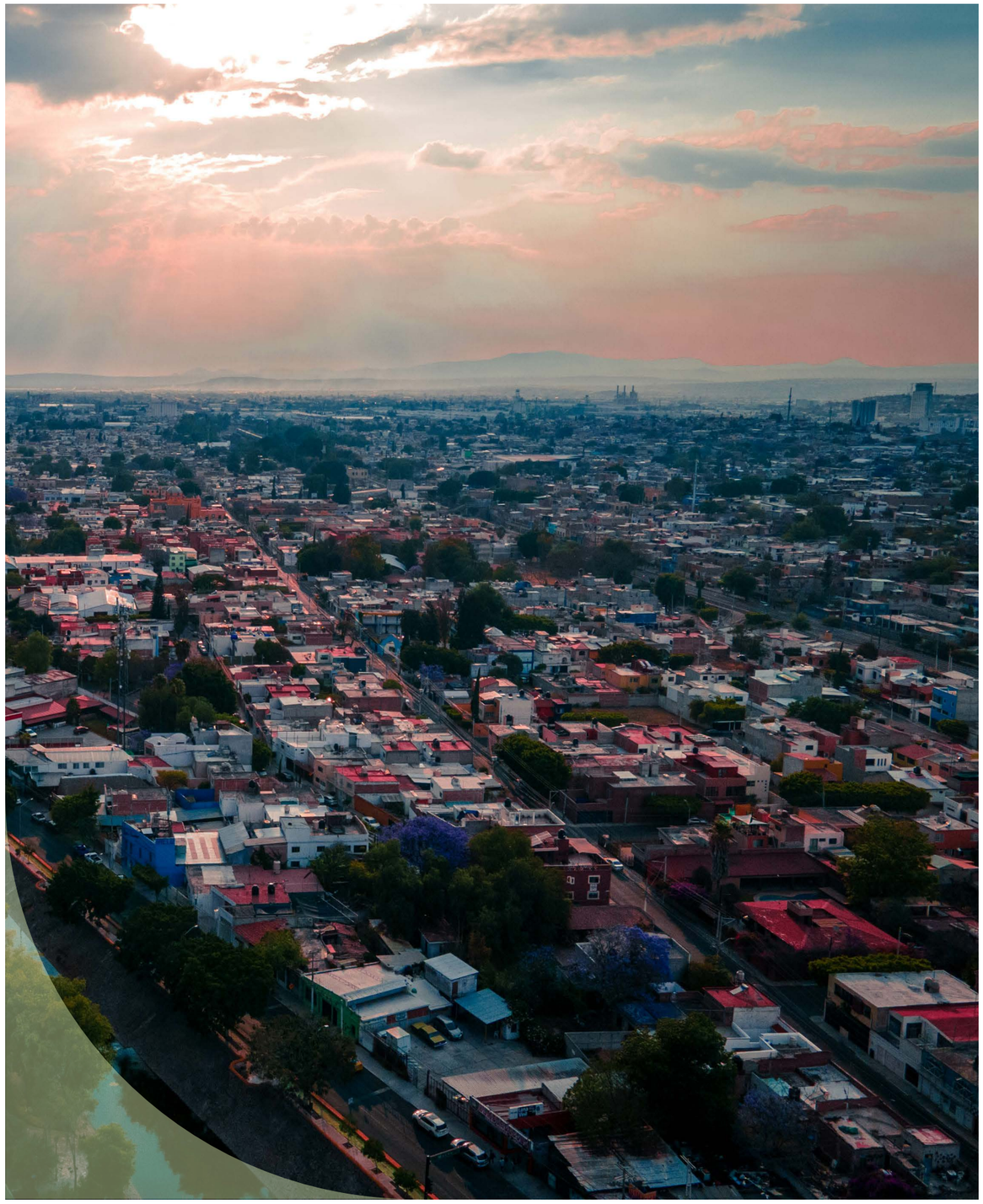
In 2020, the average age in Querétaro was 29 years old; the population under 15 years of age represented 24.6% of the total, those of working age constituted 68.3%, and the elderly 6.7%.

In the same year, the population pyramid showed a decrease in the base, compared to 2000 and 2010. In 20, the age groups between 29 and 29 years old were more representative, hence Querétaro is perceived as a young state.

Population structure dynamics in Querétaro (2020)



Source: National Institute of Statistics ans Geography (Housing Census 2020), 2023.
Note: Percentages may not add up to 100% due to rounding, which generates insignificant differences.



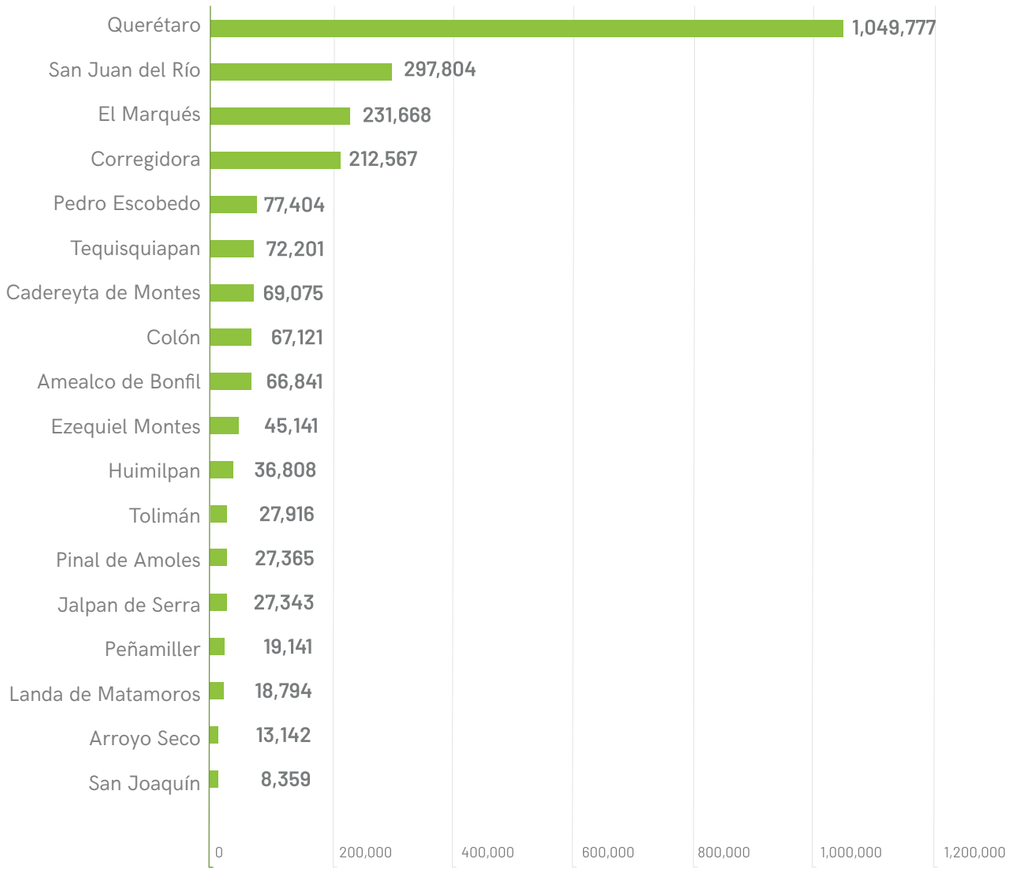
Population dynamics in the municipalities

The municipality with the largest population was Querétaro, followed by San Juan del Río, El Marqués and Corregidora, together accounting for 75.7% of the total. The districts with the fewest inhabitants were San Joaquín, Arroyo Seco, Landa de Matamoros and Peñamiller; together they account for only 2.5% of the total.

From 2010 to 2020, the municipalities with the highest population growth were:

- El Marqués, 98.9%
- Corregidora, 48.6%
- Querétaro, 30.9%
- San Juan del Río, 23.2%
- Pedro Escobedo, 21%

Population by municipality in Querétaro (2020)



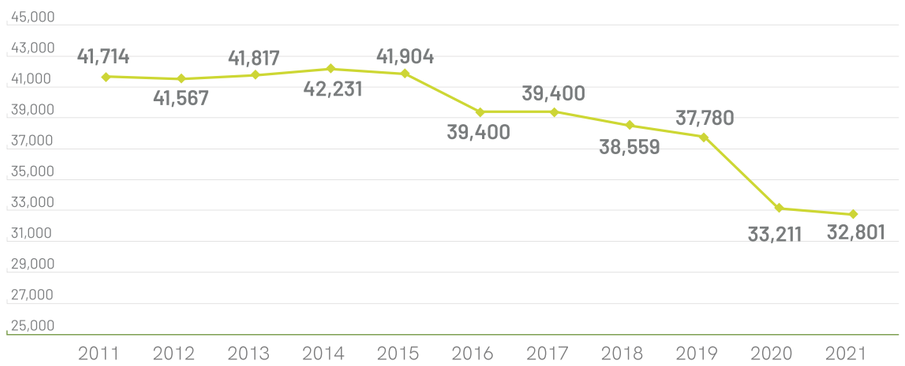
Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.

1.3.2 Birth and fertility rates

Birth rate

In 2021, 1,912,178 births were registered nationwide, of which 1.7% occurred in Queretaro. At the state level, the birth rate trend has been decreasing.

Registered births in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (birth rate and fertility), 2023.

In the same year, of the total number of births in Queretaro, 49.3% were female and 50.7% were male.

The percentage of teenage pregnancies has decreased over the years; in 2010 the percentage was 16.7%, while in 2021 the figure dropped to 12.7%.

Birth rate in Querétaro (2019 – 2021)

Year	Total	Women	Men	Var. % previous year	Teenage pregnancy
2019	**37,780**	18,714	19,066	-4.1%	14.2%
2020	**33,211**	16,893	16,318	-12.1%	12.8%
2021	**32,801**	16,167	16,634	-1.2%	12.7%

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI), 2023.

Fertility

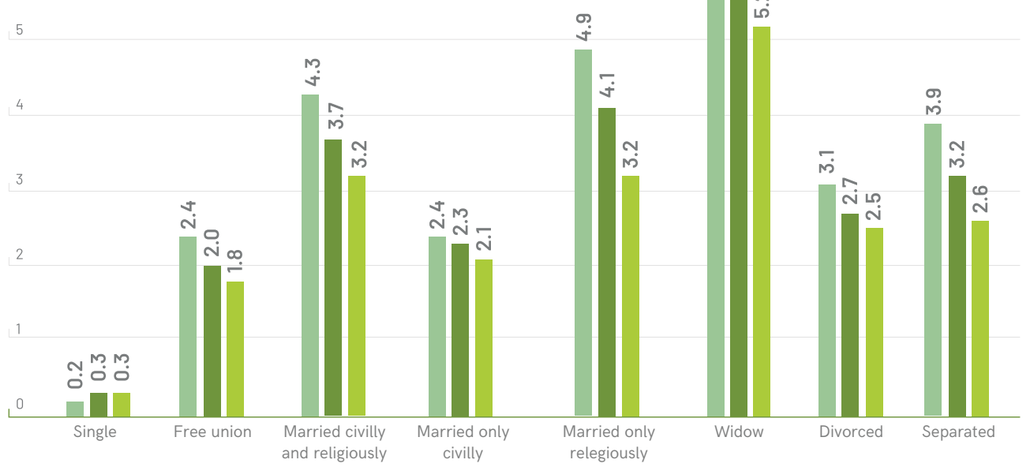
Average births (2010 – 2020)

Level	2010	2015	2020
National	2.6	2.3	2.1
Querétaro	2.6	2.3	2.0

Source: Own elaboration with data from the National Institute of Statistics and Geography (birth rate and fertility), 2023.

In recent years, the fertility factor in Querétaro has been generally declining, with widows reporting the highest rate.

Average number of children born alive by marital status in Querétaro (2000 – 2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (birth rate and fertility), 2023.
Note: The average number of children born contemplates women 12 years of age and older.

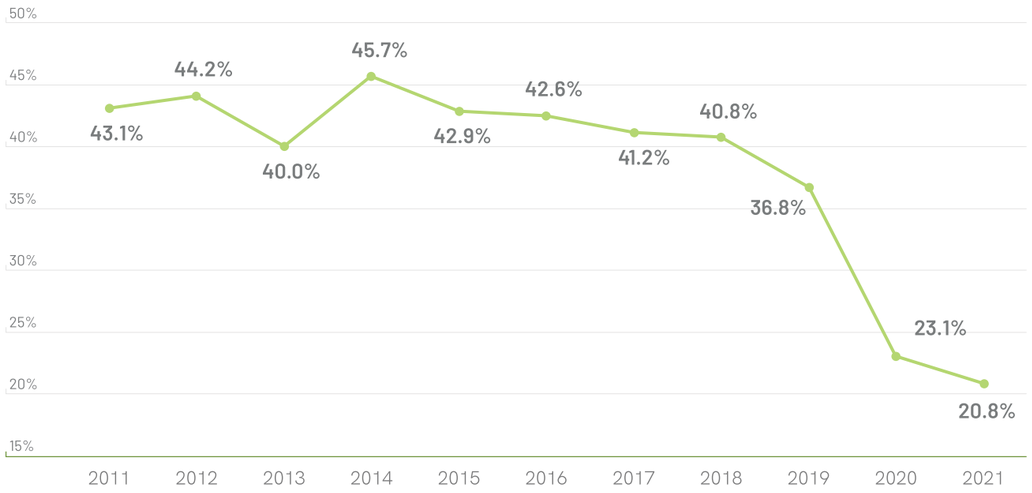
1.3.3 Morbidity

The Ministry of Health defines it as any separation, subjective or objective, from the state of physiological or psychological well-being. State or municipal morbidity refers to the content of general or selected diseases, according to the state or municipality of the patient's usual residence.

Epidemiological profile

Historically, the morbidity rate in Querétaro has maintained a downward trend. In 2011, 43.1% of the population reported having suffered from a disease, while in 2021, this figure dropped to 20.8%.

Evolution of the morbidity rate in Querétaro (2011 – 2021)



Source: Own elaboration with data from the Ministry of Health (Morbidity Yearbook 2011 - 2020), 2023.
Note: The calculation was made considering the population reported for each year in the Morbidity Yearbooks.

During 2021, acute respiratory diseases were the leading cause of illness, accounting for 43.2% of all illnesses among the population of Queretaro.

Main causes of disease registered in the health sector of Querétaro (2020 –2021)

Ailment	2020	2021	Variation %
Acute respiratory infections	292,954	208,572	-28.8%
COVID-19	36,538	65,513	79.3%
Intestinal infections by other organisms	45,206	50,620	12.0%
Urinary tract infection	51,652	52,361	1.4%
Gingivitis and periodontal diseases	8,486	11,119	31.0%
Conjunctivitis	12,950	11,390	-12.0%
Ulcers, gastritis and duodenitis	11,119	12,937	16.4%
Obesity	7,277	8,240	13.2%
Motor vehicle transportation accidents	5,321	7,933	49.1%
Arterial hypertension	5,761	7,096	23.2%
Vulvovaginitis	6,200	6,642	7.1%
Non-insulin dependent diabetes mellitus (type II)	4,181	6,110	46.1%
Acute medium otitis	7,077	6,285	-11.2%
Scorpion sting poisoning	4,079	4,239	3.9%
Domestic violence	2,411	3,354	39.1%
Peripheral venous insufficiency	1,735	2,232	28.6%
Dog bites	1,271	1,661	30.7%
Prostate hyperplasia	-	1,243	-
Burns	1,107	1,131	2.2%
Pneumonia and bronchopneumonia	1,521	880	-42.1%
Other causes	13,487	13,512	0.2%
Total	**520,333**	**483,070**	**-7.2%**

Source: Own elaboration with data from the Ministry of Health (Morbidity Yearbook 2019 - 2020), 2023.
Note: Prostate hyperplasia is a disease that was not registered among the main diseases in 2020, which is why it does not appear that year.

Diseases were recorded most frequently in the following age groups:

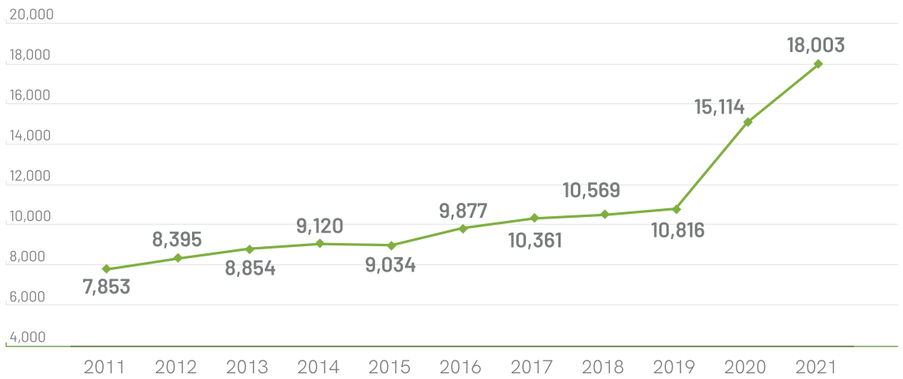
- 25 to 44 years of age 34.5%. - 20 to 24 years 10.5% - 50 to 59 years of age 10.3%.

1.3.4 Mortality and life expectancy

Mortality

In 2021, 1,122,249 deaths were registered nationwide, 1.6% of them in Queretaro. In recent years, at the state level, deaths have shown an accelerated growth. The figure in 2021 was 19.1% higher than in 2020.

Deaths registered in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Mortality), 2023.

In the same year, of the total number of deaths in the entity, 42.3% were women and 57.7% were men.

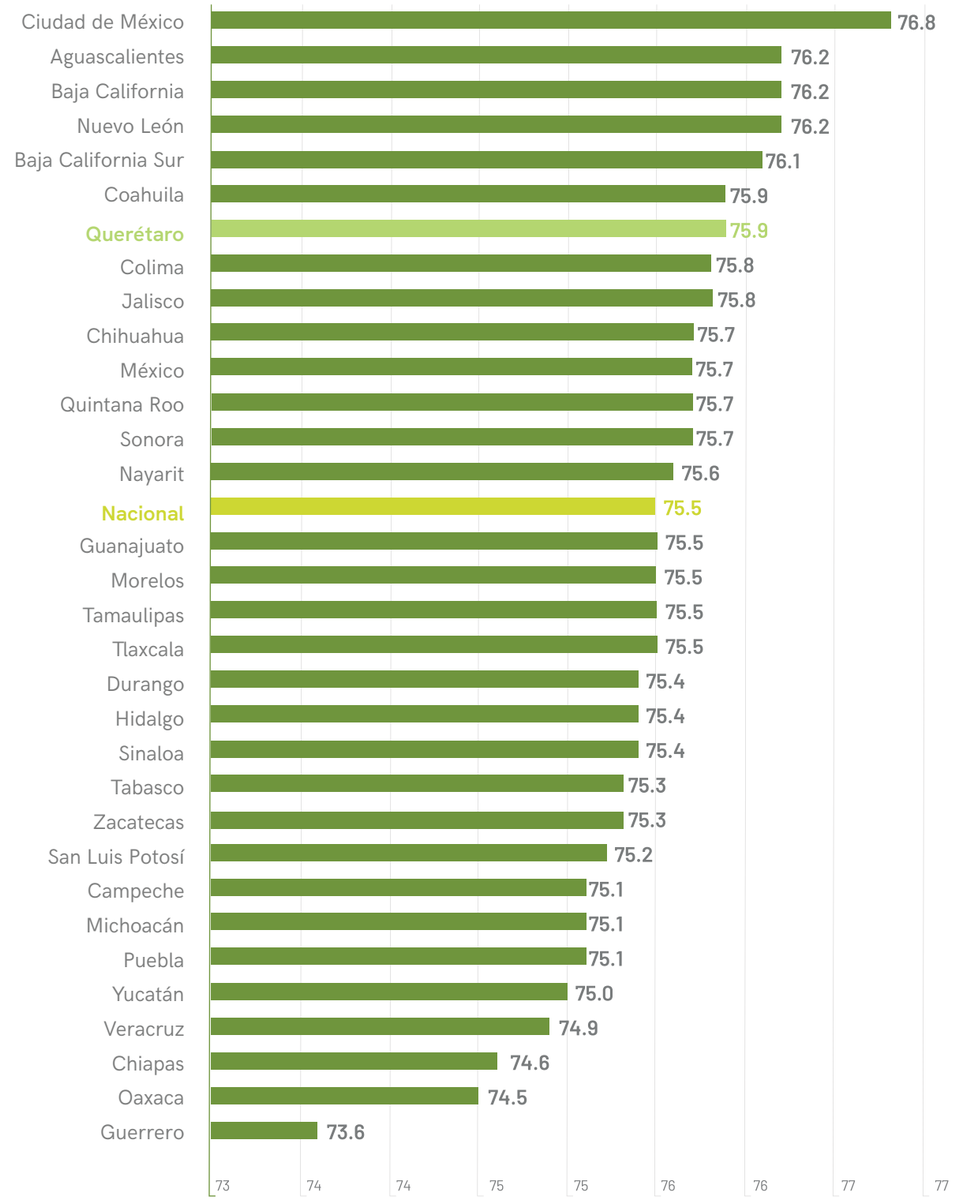
Mortality in Querétaro (2019 – 2021)

Year	Total	Women	Men	Not specified	Var. % previous year
2019	**10,816**	4,816	5,999	1	2.3%
2020	**15,114**	6,256	8,856	2	39.7%
2021	**18,003**	7,611	10,387	5	19.1%

Source: Own elaboration with data from the National Institute of Statistics and Geography (Mortality), 2023.

Life expectancy

Life expectancy by federal state (2022)



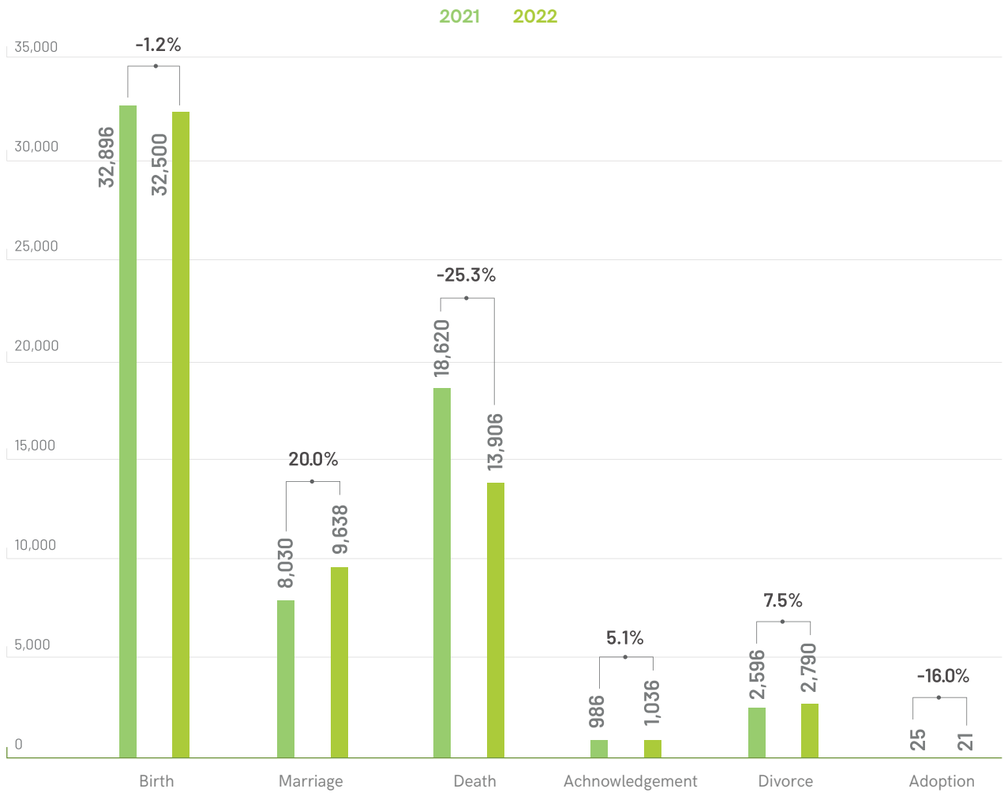
Source: Own elaboration with data from the National Institute of Statistics and Geography (Mortality), 2023.

1.3.5 Office of vital records

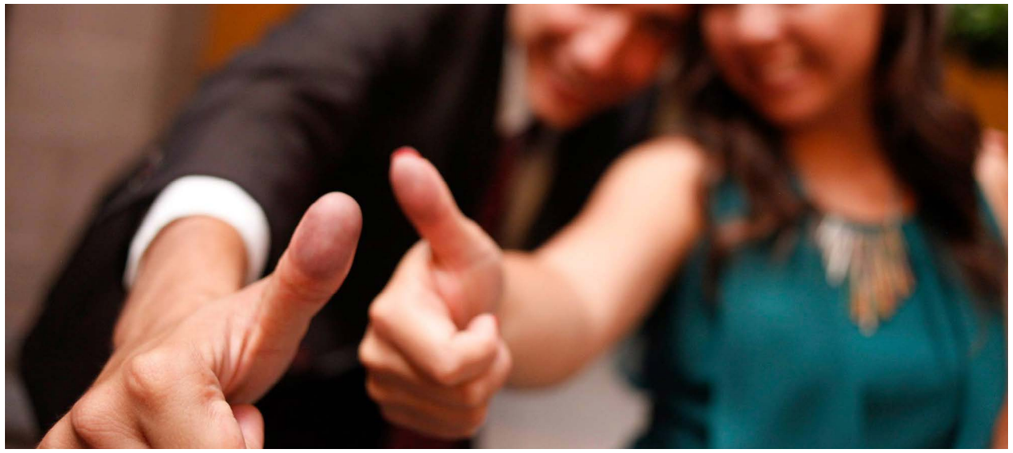
In 2021, 59,891 procedures were handled at the state agency, a 5.2% decrease compared to 2021.

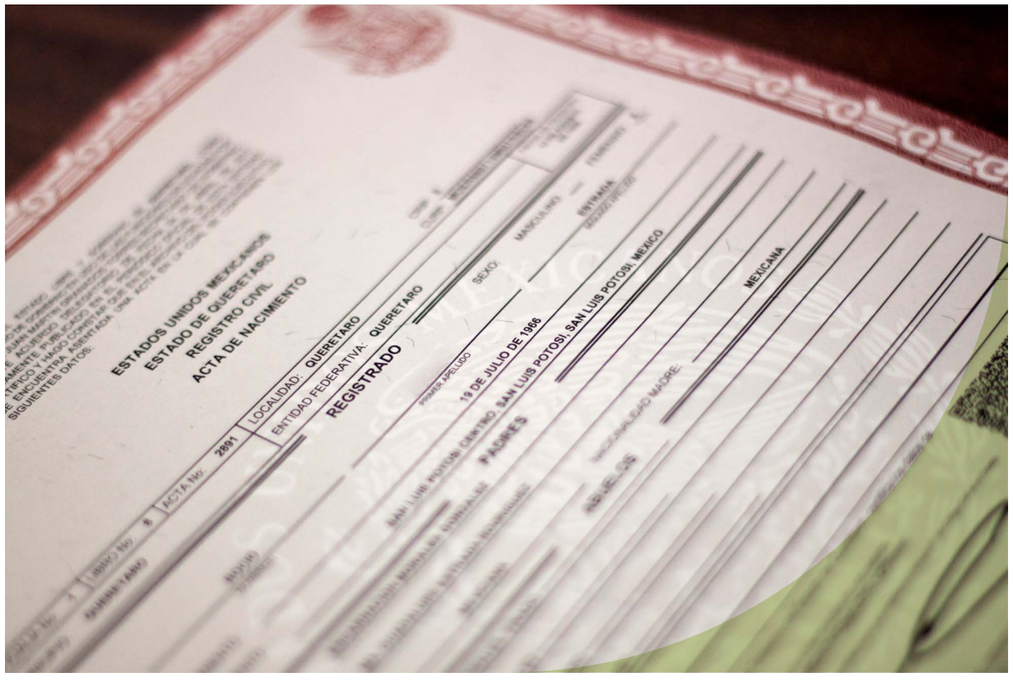
The most requested procedures during 2022 were births, with 54.3%; followed by deaths, with 23.2%. The lowest demand was for adoptions, with only 0.04% of the total.

Annual indicators of acts and facts of marital status of persons in Querétaro (2021 – 2022)



Source: Own elaboration with data from the State Office of Vital Records, 2023.





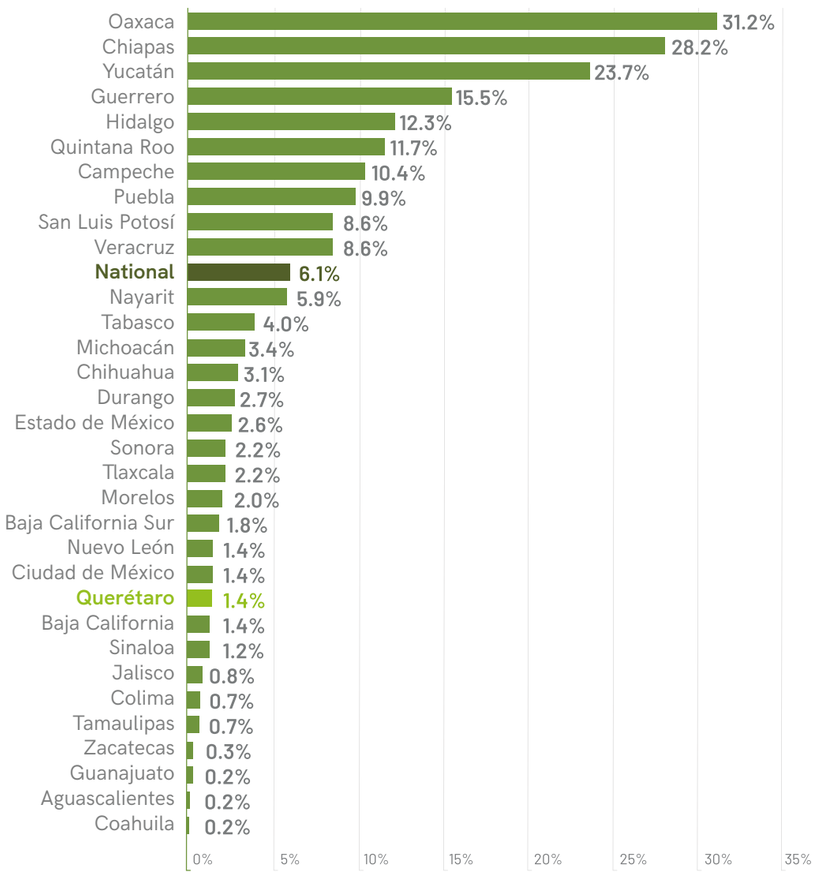
1.3.6 Indigenous peoples

According to the Law of Rights and Culture of the Indigenous Peoples and Communities of the State of Querétaro, they are human collectives whose members are descendants of settlers who inhabited the region before the beginning of colonization and who have maintained political, economic, social and cultural practices that existed before the conformation of the entity, giving them a multicultural present.

Population representation of indigenous language speakers

Information published by the 2020 Population and Housing Census reveals that, in Queretaro, 1.4% of the total population speaks an indigenous language.

Rate of indigenous language speaking population by state (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.

The most representative languages in Queretaro are Otomi, Nahuatl, Mazahua and Zapotec. Of the total number of speakers, 49.2% are men and 50.8% are women. 1.9% of the total do not speak Spanish, only some indigenous language.

Population 3 years old or older speaking an indigenous language in Querétaro (2020)

Age group	Indigenous language speakers	Distribution
03-09	1,485	4.7%
10 - 19	3,913	12.5%
20 - 29	6,613	21.1%
30 - 39	6,097	19.4%
40 - 49	4,855	15.5%
50 - 59	3,610	11.5%
60 - 69	2,387	7.6%
70 -79	1,404	4.5%
80 and over	1,019	3.2%
Total	**31,383**	**100%**

Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.

Level of education

Querétaro has indigenous schools at the preschool level in the municipalities of Amealco de Bonfil, Cadereyta de Montes, Colón, Ezequiel Montes and Tolimán; and at the elementary level in Amealco de Bonfil, Cadereyta de Montes, Ezequiel Montes and Tolimán.

According to statistics from the Unit of Services for Basic Education in the State of Querétaro (USEBEQ by its acronym in Spanish), during the 2021-2022 school year, indigenous preschools saw a 1.3% decrease in enrolled students compared to the previous school year, reaching 2,894 students. However, the existing enrollment increased by 0.1% due to those who completed the school year. The percentage of graduates also increased, in this case, by 6.2%.

Enrolled, existing and graduated students, teaching staff and schools in indigenous preschools at the end of the school year, by municipality (school year 2021–2022)

Municipality	Enrolled students[2]	Students in existence[1]	Graduated students[1]	Personal staff [2]	Schools [2,3]
Amealco de Bonfil	1,223	1,261	566	57	28
Cadereyta de Montes	575	559	206	32	23
Colón	22	23	10	2	1
Ezequiel Montes	218	219	107	11	7
Tolimán	856	864	316	41	25
Total	**2,894**	**2,926**	**1,205**	**143**	**84**

Source: Own elaboration with data from the Educational Planning Department of the USEBEQ, 2023.
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 like the one taught in kindergardens.
[1] Existing students and graduates reported in the F911 statistical entry at the end of the 2020-2021 cycle of October 2021.
[2] Enrolled students, teaching staff and schools reported in the F911 statistical entry at the beginning of the 2020-2021 cycle of October 2020.
[3] The quantification of schools is expressed through the shifts offered by the same campus and not in terms of physical facilities.

During the 2021-2022 school year, the number of students increased to 5,895 at the elementary level, with 5,852 of them still enrolled and 1,005 graduates. The terminal efficiency for the academic year was 101.8%.

At the elementary level, the number of students increased to 5,895 in the 2021 - 2022 school year in existence and 1,005 graduates. Terminal efficiency for the cycle was 101.8%.

Enrolled, existing and graduated students, teaching staff and schools in indigenous primary education at the end of the school year, by municipality (school year 2021–2022)

Municipality	Enrolled students[2]	Students in existence[1]	Graduated students[1]	Personal staff [2]	Schools [2,3]
Amealco de Bonfil	3,543	3,475	614	156	24
Cadereyta de Montes	1332	1354	207	74	35
Ezequiel Montes	470	470	88	21	8
Tolimán	550	553	96	27	7
Total	**5,895**	**5,852**	**1,005**	**278**	**74**

Source: Own elaboration with data from the Educational Planning Department of the USEBEQ, 2023.
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 like the one taught in kindergardens.
[1] Existing students and graduates reported in the F911 statistical entry at the end of the 2020-2021 cycle of October 2021.
[2] Enrolled students, teaching staff and schools reported in the F911 statistical entry at the beginning of the 2020-2021 cycle of October 2020.
[3] The quantification of schools is expressed through the shifts offered by the same campus and not in terms of physical facilities.

In the 2022-2023 school year, 6,350 students who speak an indigenous language will be enrolled in elementary, middle and higher education. The municipality of Amealco de Bonfil concentrated the largest number of students, with 49.8%, followed by Tolimán, with 20.5%. Primary education accounted for 53.5% of enrollment, followed by secondary education with 14.7%.

INDIGENOUS LANGUAGE-SPEAKING STUDENTS SERVED AT DIFFERENT EDUCATIONAL LEVELS (SCHOOL YEAR 2021-2022)

Municipality	Preschool	Elementary	Junior High School	High School	University
Amealco de Bonfil	329	2,002	569	242	18
Arroyo Seco	0	0	0	6	0
Cadereyta de Montes	62	456	61	43	11
Colón	3	388	0	8	13
Corregidora	1	0	0	16	2
El Marqués	29	6	0	45	2
Ezequiel Montes	0	94	0	25	0
Huimilpan	0	0	0	0	0
Jalpan de Serra	0	4	0	8	3
Landa de Matamoros	0	0	0	11	0
Pedro Escobedo	2	0	0	7	0
Peñamiller	0	0	0	10	0
Pinal de Amoles	0	0	0	10	0
Querétaro	20	49	1	106	283
San Joaquín	0	0	0	5	0
San Juan del Río	0	0	0	39	40
Tequisquiapan	2	0	0	15	4
Tolimán	380	395	302	223	0
Total	**828**	**3,394**	**933**	**819**	**376**

Source: Own elaboration with data from the Basic Education Services Unit in the State of Querétaro (Educational Planning Directorate), 2023.

1.3.7 Migration

Increasing globalization is a major factor in the rise of worldwide migration. According to the Economic Commission for Latin America and the Caribbean (ECLAC), forced displacement is increasing due to natural disasters, climate variability, violence and socio-political crises.

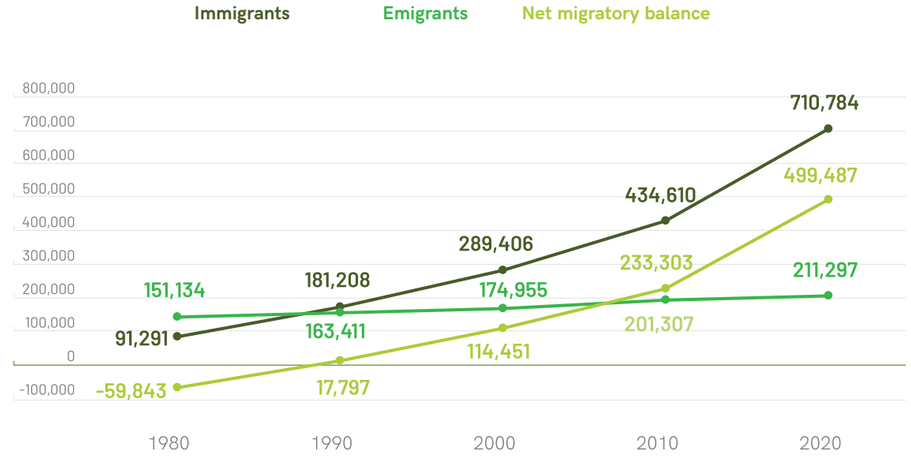
Querétaro receives a significant number of migrants, mainly interstate, due to factors such as economic growth, security and opportunities that the state offers its population. It ranks 9th with the highest number of residents born in another state and 16th in terms of foreign residents.

Migratory phenomenon

Historically, this has been an increasing occurrence in Querétaro. In 1980, the outflow of native-born persons was greater than the number of arrivals. However, by 2020, the number of people who settled in the entity was 3.4 times higher than those who emigrated.

In 2020, Queretaro's emigrants increased by 5% compared to 2010, while migrants increased by 63.5%.

EVOLUTION OF MIGRATION, EMIGRATION AND NET MIGRATION BALANCE IN QUERÉTARO (1980 – 2020)



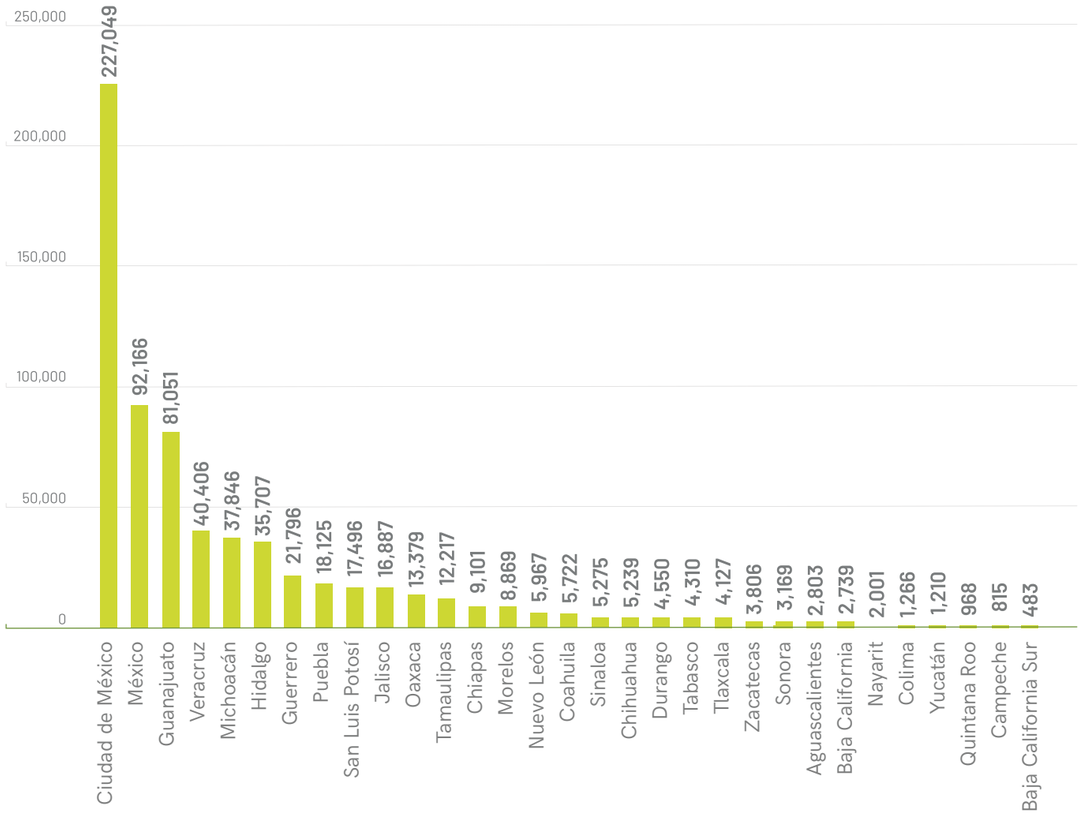
Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 1980 - 2020), 2023.
Note: The figures represent population movements according to place of birth.

Interstate migration

In 2020, 686,545 people born in a different state resided in Querétaro, of which 48.8% were men and 51.2% were women. Mexico City was the entity from which the largest number of migrants came, representing 33.1% of the total.

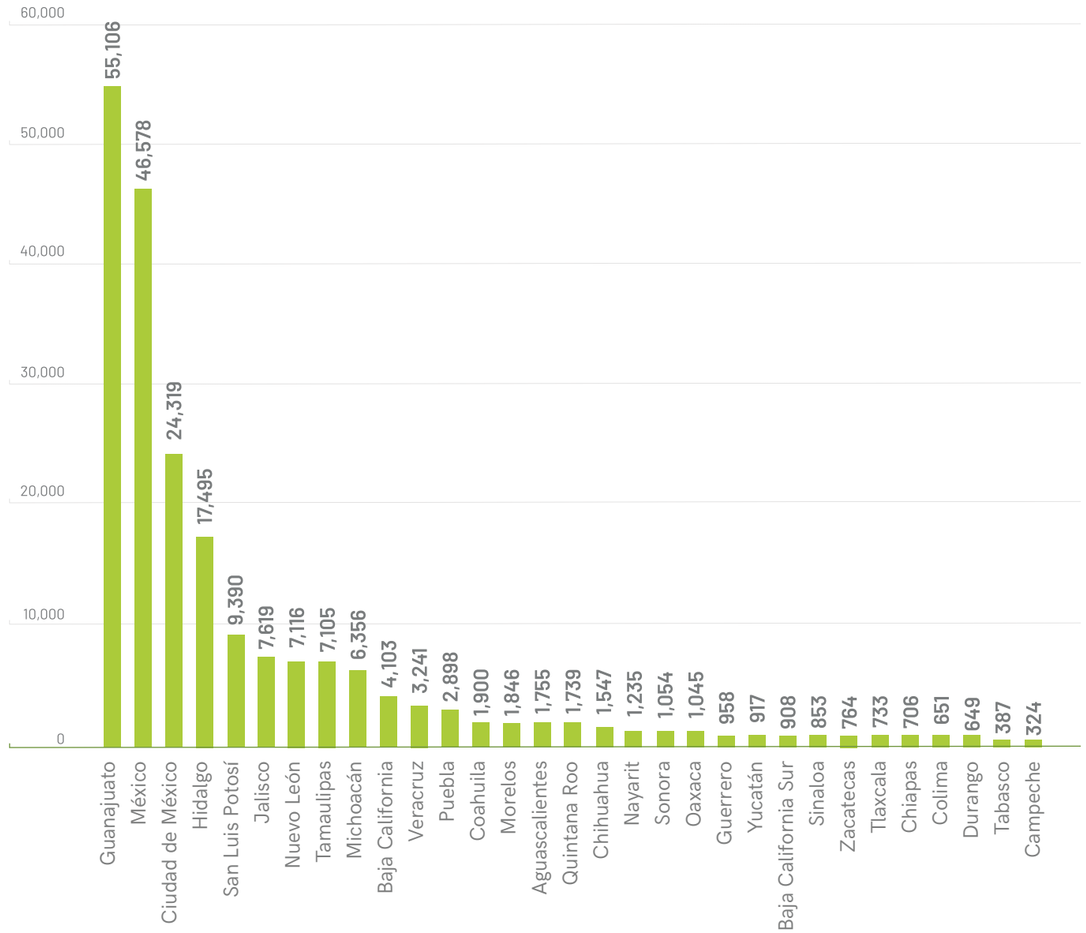
Of the 211,297 people born in Queretaro who resided in other states of the country, 46.4% were men and 53.6% were women. The entity to which the largest number of Queretaro people migrated was Guanajuato.

Interstate immigrants by state (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Note: The figures represent population movements according to place of birth.

Interstate emigrants by state (2020)

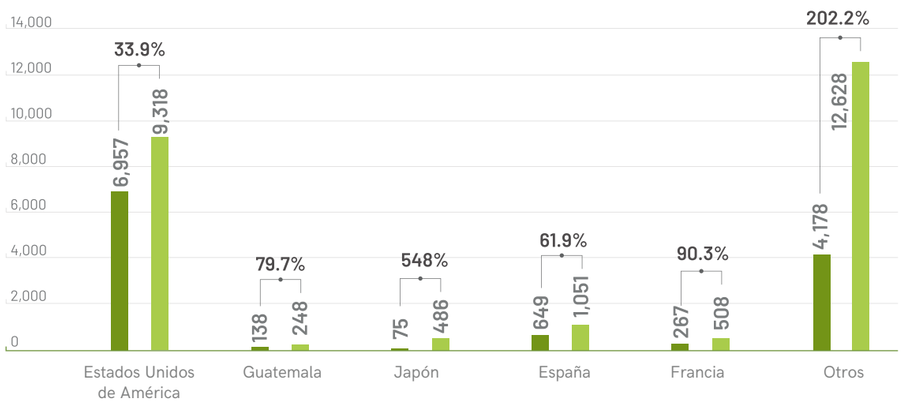


Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Note: The figures represent population movements according to place of birth.

International immigrants

In 2020, 1,212,252 people born in another country resided in Mexico; 2% of the total lived in Querétaro, that is, 24,239 individuals, of which 51.4% were men and 48.6% were women. From 2010 to 2020, the state's increase in foreign immigrants increased 97.6%.

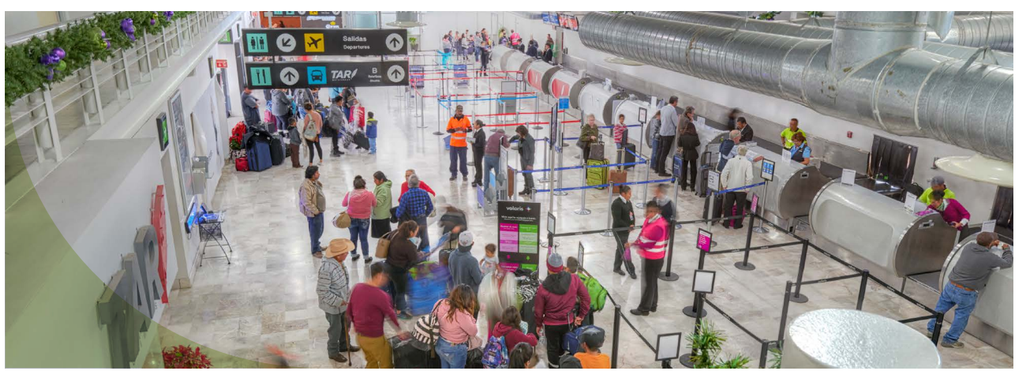
Migrants by country of origin in Querétaro (2010 – 2020)



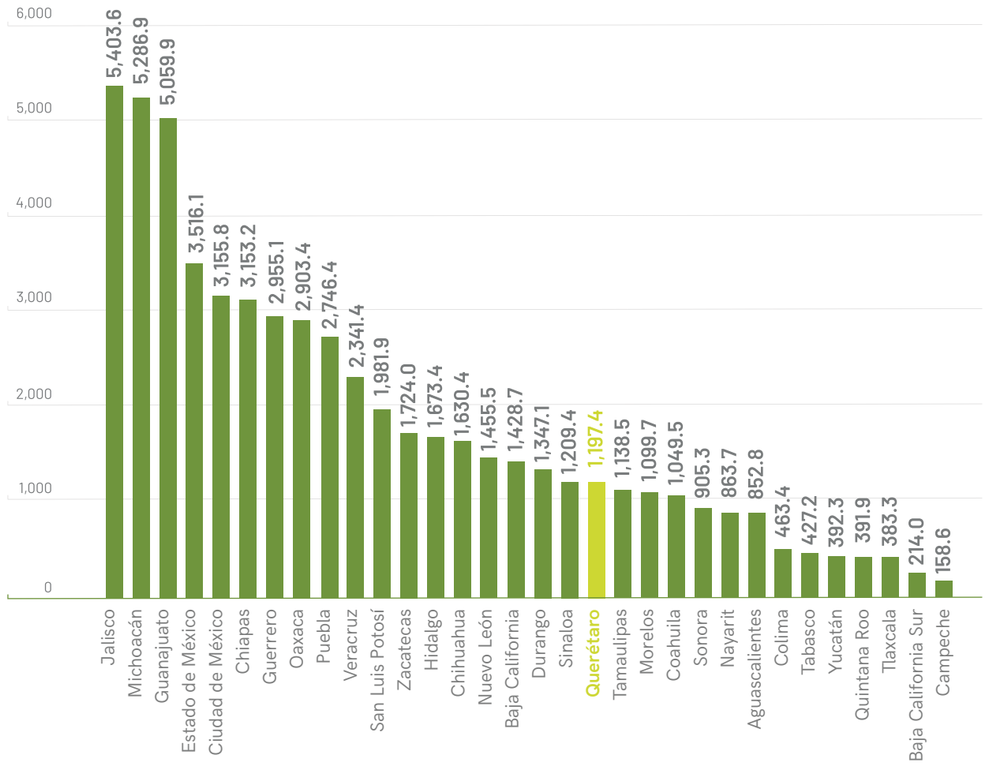
Source: Own elaboration with data from the National Institute of Statistics and Geography (Migration 2010 - 2020), 2023.
Note: The figures represent population movements according to place of birth.

Remittances

In 2022, Mexico received $58,509.7 million dollars (USD) derived from this concept, exceeding 13.4% the amount recorded in 2020. States such as Jalisco, Michoacán and Guanajuato showed the highest flow. Querétaro obtained 2%, placing it in 19th place in terms of the lowest reception.



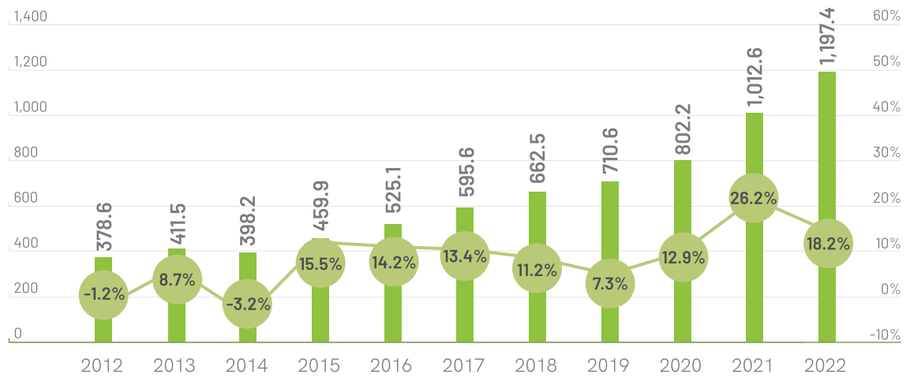
Remittance income by state (2022)



Source: Own elaboration with data from Banco de México (Remittance income), 2023.
Note: Figures are expressed in millions of dollars.

In 2022, Queretaro received 1,197.4 MDD in remittances, exceeding the previous year's figure by 18.2%.

Evolution of remittance income in Querétaro (2012 – 2022)



Source: Own elaboration with data from Banco de México (Remittance income), 2023.
Note: Figures are expressed in millions of dollars.

INFRASTRUCTURE AND UTILITIES

Querétaro is a reference as a logistics center thanks to government strategies that promote the development and growth of the different areas of social activities and economic sectors. Optimizing the operation of public transportation and water and storm water infrastructure is fundamental to maintaining sustainable mobility and ensuring a good quality of life for citizens.



2

2.1. URBAN DEVELOPMENT AND HOUSING

2.1.1. URBAN DEVELOPMENT
2.1.2. OCCUPIED DWELLINGS

2.2. HYDRAULIC SECTOR

2.2.1. HYDRAULIC INFRASTRUCTURE OF THE STATE WATER COMMISSION (CEA FOR ITS SPANISH INITIALS)
2.2.2. MUNICIPAL POTABLE WATER AND SEWERAGE BOARD (JAPAM BY ITS SPANISH INITIALS)

2.3. ENERGY SECTOR

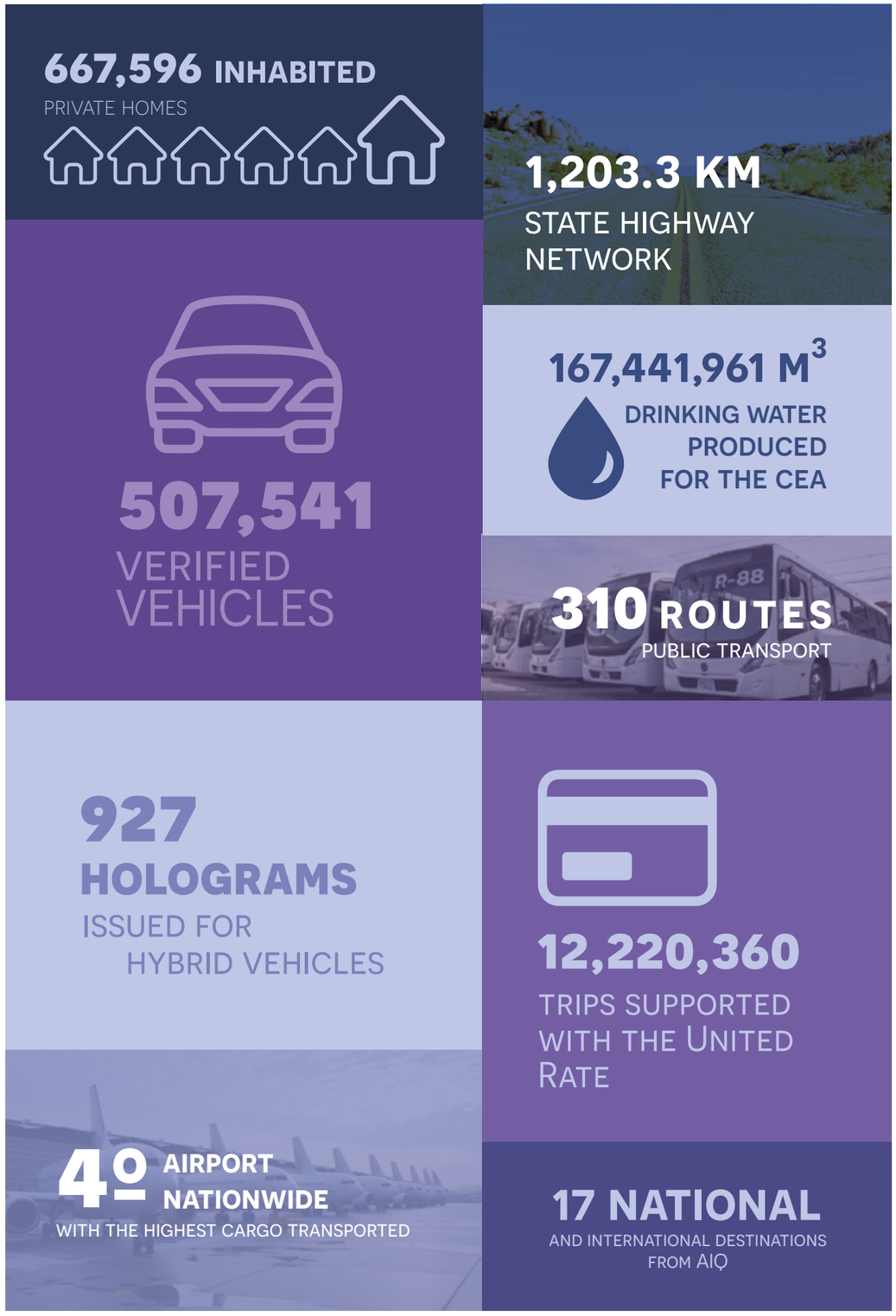
2.3.1. NATIONAL ELECTRIC SYSTEM (SEN BY ITS SPANISH INITIALS)
2.3.2. NATURAL GAS

2.4. ROAD AND COMMUNICATIONS SECTOR

2.4.1. ROAD INFRASTRUCTURE

2.5. TRANSPORTATION AND MOBILITY

2.5.1. RAILWAY INFRASTRUCTURE
2.5.2. VEHICLE EMISSIONS AND SAFETY VERIFICATION PROGRAM
2.5.3. INTERNATIONAL AIRPORT OF QUERÉTARO (AIQ)
2.5.4. QUERÉTARO BUS TERMINAL (TAQ BY ITS SPANISH INITIALS)
2.5.5. MOBILITY



2.1. URBAN DEVELOPMENT AND HOUSING

2.1.1. URBAN DEVELOPMENT

The Ministry of Urban Development and Public Works (SDUOP for its Spanish abbreviation) promotes and supervises programs, projects and the execution of public works in the state of Querétaro, in addition to regulating city growth and preserving the built cultural heritage, promoting the right to the city and an inclusive policy focused on people, through the guiding principles of universal accessibility, sustainable mobility and comprehensive human 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, in 2022 expert opinions regarding the congruence of the following programs were issued:

- **In San Juan del Río:**

  San Juan del Río Municipal Urban Development Program.

- **In Tequisquiapan:**

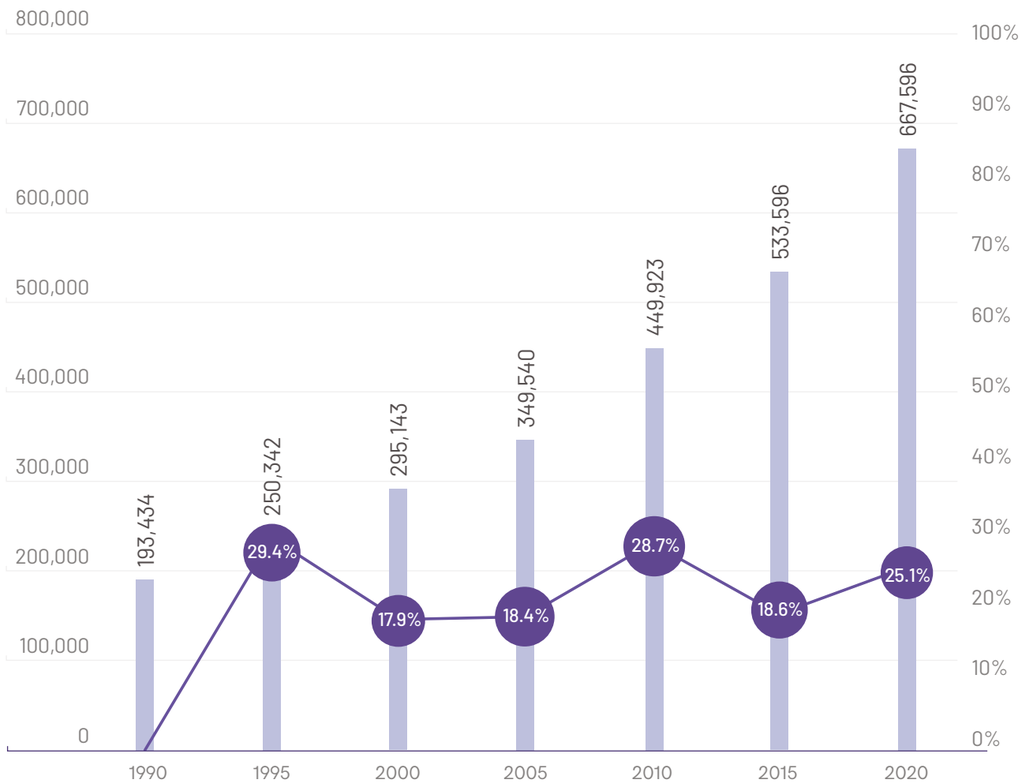
  Municipal Urban Development Program of Tequisquiapan.

During the same period, the State Land Management and Urban Development Program and the State Housing Program were prepared and registered in the Public Registry of Property of the State of Querétaro.

2.1.2. Occupied dwellings

According to the National Institute of Statistics and Geography (INEGI by its Spanish acronym), in 2020 Querétaro had 667,596 inhabited private homes, a number that represented an increase of 25.1% compared to 2015. This figure is equivalent to 1.9% of the total number of private occupied dwellings at the national level.

Evolution of private occupied dwellings in Querétaro (1990 – 2020)

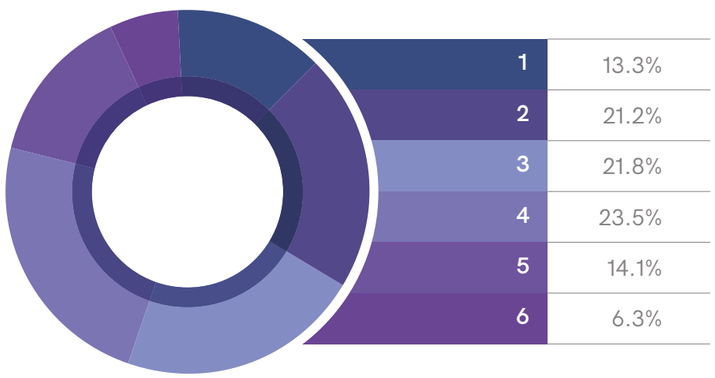


Source: Own elaboration with data from the National Institute of Statistics and Geography (Private housing inhabited according to the availability of services), 2023.



In 2020, the average number of occupants in private homes was 3.5, which was lower than the number reported in 2015, 3.8.

Private occupied dwellings by number of occupants in Querétaro (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Private occupied dwellings according to the availability of services), 2023.

In 2020, of the total number of private occupied dwellings in Mexico, 99% had electricity, 77.6% had interior piped water, 95.5% had sewerage and 98.1% had a toilet. In Querétaro, all services exceeded the national average, except for toilet availability, with less than half a percentage point below.

PRIVATE OCCUPIED DWELLINGS ACCORDING TO SERVICE AVAILABILITY IN QUERÉTARO (2000 – 2020)

Service	2000	2005	2010	2020
Total number of inhabited homes	**295,143**	**349,540**	**449,923**	**667,596**
Electricity available	277,436	336,696	439,566	661,924
% of homes compared to the total	94.0%	96.3%	97.7%	99.2%
Piped water available inside the dwelling	260,314	314,720	411,735	569,045
% of homes compared to the total	88.2%	90.0%	91.5%	85.2%
Drainage available	223,465	302,913	409,186	648,556
% of homes compared to the total	75.7%	86.7%	90.9%	97.1%
Toilet available	245,191	309,706	417,510	652,696
% of homes compared to the total	83.1%	88.6%	92.8%	97.8%

Source: Own elaboration with data from the National Institute of Statistics and Geography (Private occupied dwellings according to the availability of services), 2023.

During 2020, the municipalities with the largest number of private occupied dwellings were:

- Querétaro with 305,046 (45.7%).
- San Juan del Río with 83,656 (12.5%).
- El Marqués with 67,880 (10.2%).
- Corregidora with 64,188 (9.6%).
- Pedro Escobedo with 19,051 (2.9%).
- Rest of the municipalities with 127,775 (19.1%).

The availability of electric power in all the districts was above 90%. Corregidora had the highest coverage, with 99.7%, while Pinal de Amoles had the lowest, with 94.4%.

There was a wider gap between municipalities in terms of piped water supply. The highest coverage for this service was in Huimilpan and Pedro Escobedo, with 99.1%, while Landa de Matamoros had the lowest, with 73.2%.



2.2. HYDRAULIC SECTOR

2.2.1. Hydraulic Infrastructure of the State Water Commission (CEA for its Spanish initials)

Supply sources

These are the bodies of water or means through which the supply for human, industrial and agricultural consumption is obtained. The sources consist mainly of wells, rivers, dams, springs and waterwheels. Querétaro is supplied by the State Water Commission (CEA).

In 2022, the CEA generated 167,441,961 m^3 of potable water, of which 24.1% of the total came from Acueducto II, a volume equivalent to 40,351,480 m^3. The remaining 75.9% was obtained from various sources, such as wells, rivers, dams, springs and waterwheels.

Storage tanks

Also known as towers, cistern tanks or reservoirs, they contain potable water for distribution for domestic and drinking purposes. These reservoirs balance fluctuations in water quantity and quality, and allow for the efficient management and regulation of the CEA's reserves.

During 2022, the CEA had 1,021 tanks with a storage capacity of 219,391 m^3 per day, of which 83.6% came from within the state. The figure is equivalent to 853 tanks and a volume of 105,586 m^3 per day.

Transmission and distribution networks

It is the set of pipes and infrastructure that guarantees the transfer of potable water from the supply sources to the homes, buildings and businesses of all the communities of the entity.

Between 2021 and 2022, the CEA increased its transmission networks by 3.9% and distribution networks by 2.5%, reaching 1,916 km and 7,118 km, respectively. Of the former, 83.7% are located in the interior of the state, the remaining 16.3% in the metropolitan area of the city of Querétaro.

Situation of potable water in Querétaro (2022)

Category	Unit	2021	2022
Treatment coverage	Percentage	87.75	59.61
Localities supplied	Unit	1,693	1,920
Supply sources	Unit	300	300
Annual volume produced	m^3	163,011,986	167,441,961
Storage tanks	Unit	954	1,021
Daily storage capacity	m^3	255,680	219,391
Transmission lines	km	1,841	1,916
Distribution network	km	6,940	7,118
Contracted water inlets	Unit	488,584	497,337

Source: State Water Commission, 2023.

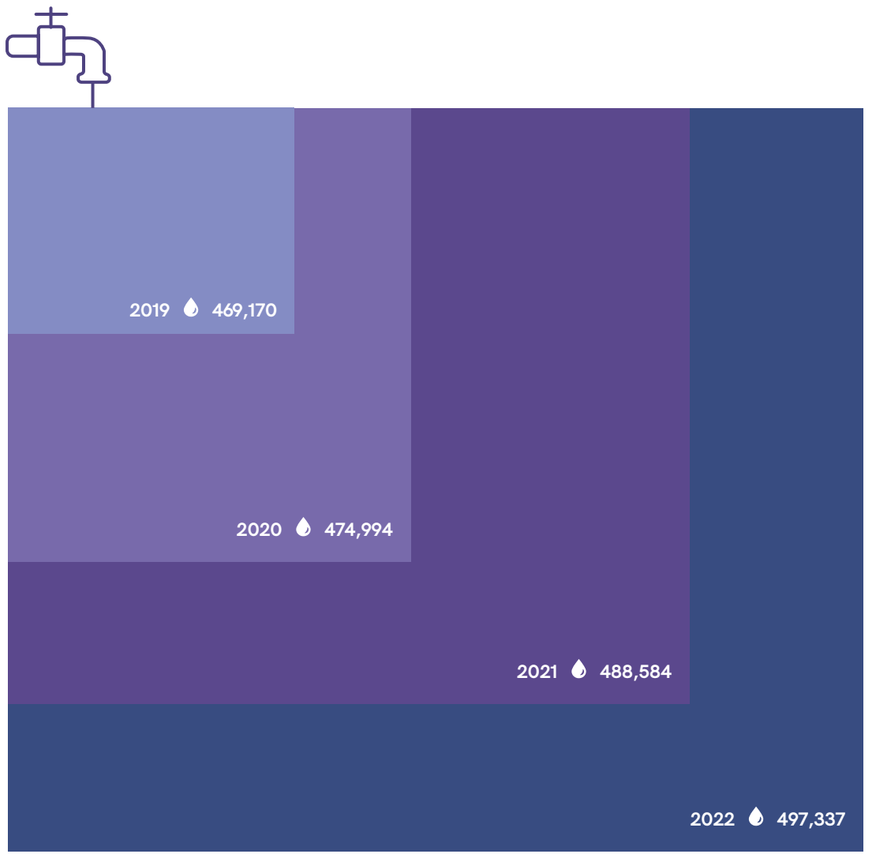


Contracted water inlets

It is the contract that establishes the legal relationship of a user with the distribution network that supplies potable water to their property. The CEA classifies inlets according to the purpose of use, which includes domestic, commercial and industrial, among others.

At the end of 2022, the CEA recorded 497,337 active contracted inlets (potable water supply services, regardless of the type of users, with or without meter service). The figure represented an increase of 1.8% over 2021, which is equivalent to 8,753 units. Of these, 94.7% were residential, 0.1% industrial, 4.2% commercial and 0.9% others.

Contracted water inlets in Querétaro (2019 – 2022)



Source: Own elaboration with data from the State Water Commission (CEA), 2023.



Potable water treatment plants

These are facilities designed to purify water and make it safe for human consumption. In Querétaro, the CEA has five units that play a crucial role in supplying communities, guaranteeing the vital liquid and complying with the quality standards established to protect public health. The Acueducto II water treatment plant, located in the municipality of Cadereyta de Montes, accounts for 93.6% of the total volume supplied.

Water treatment plants in operation in Querétaro (2021 – 2022)

Municipality	Plant	Installed capacity (liters per second)	Annual volume of potable water supplied (millions of m^3)	
			2021	2022
Cadereyta de Montes	Acueducto II	1,500	34.5	40.4
Jalpan de Serra	Jalpan y Tancoyol	70	0.9	1.3
Pinal de Amoles	Chuveje	25	1.0	1.1
San Joaquín	Aguacatillo	4.5	0.3	0.3
Total	**5**	**1,599.5**	**36.7**	**43.1**

Source: State Water Commission, 2023.

2.2.2. Municipal Potable Water and Sewerage Board (JAPAM by its Spanish initials)

It is a decentralized public agency in charge of supplying users with potable water, sanitary sewerage and sanitation in the required quantity and quality. It also promotes the culture of water care in the municipality of San Juan del Río.

In 2022, the demarcation registered 93,418 outlets that, with respect to 2021, presented a variation in their commercial, domestic and industrial modalities, 1.8%, 2.4% and -53.1%, respectively.

Situation of potable water in the municipality of San Juan del Río (2021 – 2022)

Concept		2022
Piping	Distribution (km)	1,324.9
	Transmission (km)	166.1
Wells in operation		40
Daily production (liters per second)		733.8
Average volume extracted daily (m^3)		63,397.5
Water inlets	Commercial	4,385
	For construction	71
	For municipal agency	89
	Residential	85,804
	Livestock	2
	Industrial	167
	Mixed	2,900

Source: Municipal Potable Water and Sewerage Board (JAPAM), 2023.



The JAPAM invested $12.5 million pesos in the operation and maintenance of 10 treatment plants in operation during 2022, serving 133,071 inhabitants, with an average daily treated flow of 1,992 m^3.

In the same year, the agency carried out several actions in conjunction with the National Water Commission to improve the living conditions of citizens. The following were among the most important:

- Expansion of 4.1 km of sanitary sewerage coverage, with an investment of $10.4 million pesos.
- Expansion of 2.3 km of potable water distribution pipeline, with an investment of $4.3 million pesos.
- Replacement of potable water transmission, supply and distribution lines, with an investment of $9.4 million pesos.
- Automation of pumping equipment for optimal control of the hydraulic and energy operation of the Central Sector, with an investment of $3.8 million pesos.
- Acquisition of desilting equipment for the maintenance of the sanitary sewerage system, with an investment of $11.7 million pesos.

Interactive Museum of Water Culture (MICA by its Spanish initials)

It disseminates information about the culture of water care, in order to avoid its pollution and waste, strengthening people's reflection through educational activities and digital entertainment. It is the only interactive museum of its kind in Querétaro and the third nationwide. In 2022 it received 1,649 visitors.

In 2022, with an investment of 4.5 million pesos, the second and third stages of the museum were inaugurated to continue its dissemination and expansion, incorporating the "MICA Virtual" program (meaning Virtual MICA), which included the development of a mobile application and a humanoid robot.

As part of the activities to foster water culture, 54 schools in the municipality of San Juan del Río were visited through the JAPAM and received relevant information in the process of raising awareness on the use and care of the precious liquid.



2.3. ENERGY SECTOR

2.3.1. National Electric System (SEN by its Spanish initials)

According to the National Electric System Development Program (PRODESEN by its Spanish acronym) 2020-2036, the SEN is made up of 9 Regional Control Centers located throughout the country; the National Interconnected System (SIN by its Spanish initials), on the other hand, comprises 7 regions, among them they share resources and capacity reserves in view of the diversity of demands and operational situations, which allows an exchange of energy resulting in an economical and reliable operation.

The National Energy Control Center (CENACE by its Spanish acronym) is the decentralized public entity that handles the operational control of the SEN, observes the Wholesale Electricity Market's operation and guarantees objectivity in the access to the National Transmission Network and the General Distribution Networks. The current transmission network has been developed mainly by the Federal Electricity Commission.

Federal Electricity Commission (CFE by its Spanish abbreviation)

It is a public company that provides electricity to the country, it is wholly owned by the federal government, with technical, operational and management autonomy. As of 2022, it had 91,824 active workers in the national territory and met the demand of almost 47.5 million customers.

Electric power generation

During 2022, the CFE generated 139,831 gigawatts per hour (GWh) of electric power nationwide, obtaining it from the following sources: 64.5% fossil; 27.7% renewable; 7.8% other clean energy sources. Of the latter, hydroelectric power contributed the largest amount.

Transmission

By the end of 2022, the productive infrastructure of the National Transmission Network had 110,449 km of transmission lines and 2,279 substations, reaching a transformation capacity of 165,541 megavolt amperes (MVA).

Boosting the power grid

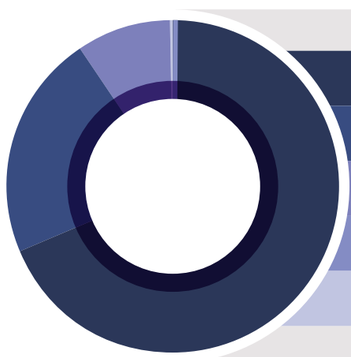
In 2022, two projects were signed that will add 100 MVA and 30 reactive volt-amperes (var) to reinforce the grid in regions located in Chihuahua, Querétaro, Campeche and Nayarit. At the same time, construction began on 10 interconnection works and transmission networks, located in seven states, including Querétaro.

Coverage

The coverage goal established for 2022 for electric energy service was 99.27%, a figure that was surpassed at the end of the year, reaching 99.29%, with only 917,888 inhabitants pending benefits.

Thanks to the CFE's effort, the following goals were achieved with the electrification works:

Distribution of clean energy production in Mexico (2022)



Type of energy	Amount GWh	Distribution
Hydroelectric	34,109	68.8%
Nuclear	10,850	21.9%
Geothermoelectric	4,543	9.2%
Eoloelectric	70	0.1%
Photovoltaic	7	0.01%
Total	49,579	100%

Source: Own elaboration with data from the Federal Electricity Commission (Annual Report 2022), 2023.

Main indicators of national coverage and in Querétaro (2022)

Concept	National	Querétaro	Participation
Works carried out	3,255	54	1.7%
Kilometers of distribution line	2,132	22	1%
Benefited homes	64,581	654	1%
Benefited inhabitants	268,962	2,719	1%
Investment exercised (millions of pesos)	2,335	24	1%
Poles installed	47,382	490	1%
Transformers installed	8,193	87	1.1%

Source: Own elaboration with data from the Federal Electricity Commission (Annual Report 2022), 2023.

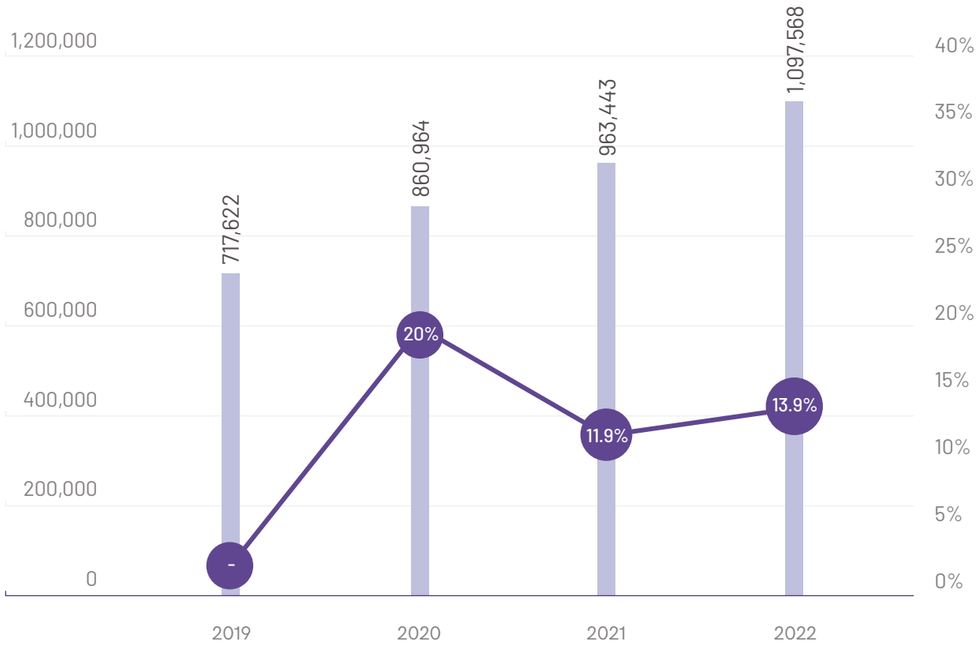
Jobs in the sector

According to data from the Mexican Social Security Institute (IMSS by its Spanish initials), as of December 2022, 1,389 people worked in the generation, transmission and distribution of electricity subsector in Querétaro, of which 26.1% (363) were women and 73.9% (1,026) were men.

2.3.2. Natural gas

According to the National Hydrocarbons Commission, governments and international communities are increasingly concerned about the effects of climate change, so the transition to renewable energies and natural gas is increasing day by day. This resource plays a fundamental role as it constitutes an abundant and competitive primary energy source.

Evolution of the volume of natural gas supplied (2019 – 2022)



Source: Own elaboration with data from the Federal Electricity Commission (Annual Report 2022), 2023.
Note: The numbers are expressed in millions of cubic feet.
Note: The figure for 2018 is not available, so the variation cannot be calculated.



Continental natural gas

During 2022, according to the CFE's 2022 Annual Report, the volume of natural gas generated in the country amounted to 1,097 billion cubic feet.

2.4. ROAD AND COMMUNICATIONS SECTOR

The State Infrastructure Commission (CEI by its Spanish initials) has the objective of providing the population with highways, roads, streets and equipment through the planning, execution, maintenance and conservation of public works.

Throughout 2022, the CEI executed 73 works at the state level in order to seek the welfare and development of the population, among which the following stood out:

- Management before the National Bank of Public Works and Services of 50% of the total cost of the project "Modernization (Expansion) of the Vehicular Overpass (PSV by its Spanish initials) from km 12+800 to 12+880, as well as the modernization of the section from km 13+860 to 17+260 of State Highway 540, Querétaro-Chichimequillas".
- Construction of the "Distribuidor Vial y Ampliación de la carretera estatal 413, Corregidora, Qro" (meaning Road Distributor and Expansion of State Highway 413), connecting the southern part of the state with the macro-bypass, through an efficient and safe fast roadway. The project benefited more than 85,000 people, with an investment of more than $420 million pesos.



- Modernization of the Metropolitan Airport System, including the construction of a dormitory module and perimeter fencing within the facilities of the Querétaro International Airport, with an investment of more than $33 million pesos.
- Construction and furnishing of different areas within the state penitentiary system, investing more than $37 million pesos, with the objective of generating infrastructure that promotes peace and security for citizens.

2.4.1. Road infrastructure

Querétaro is located on the axis that connects the metropolitan area of the Valley of Mexico with Nuevo Laredo, in a south-north and east-west direction; and in the intermediate area that links the Gulf of Mexico with the Pacific. This gives it a leading role in development strategies and connectivity with large markets.

According to data from the Ministry of Communications and Transportation (SCT by its Spanish initials), Querétaro has 31 highways, including federal highways 45 and 57, the latter considered one of the most important in Mexico.

This road infrastructure places the entity in a position of interconnection and distribution for vehicle transit, whether private, touristic or cargo, towards various destinations in the country. Vehicles going through Querétaro's road network come from three strategic regions in Mexico: the metropolitan area of the Valley of Mexico City; the northern region, integrated by San Luis Potosí and Nuevo León; and the western region.

DISTRIBUTION OF THE STATE ROAD NETWORK BY REGION (2022)

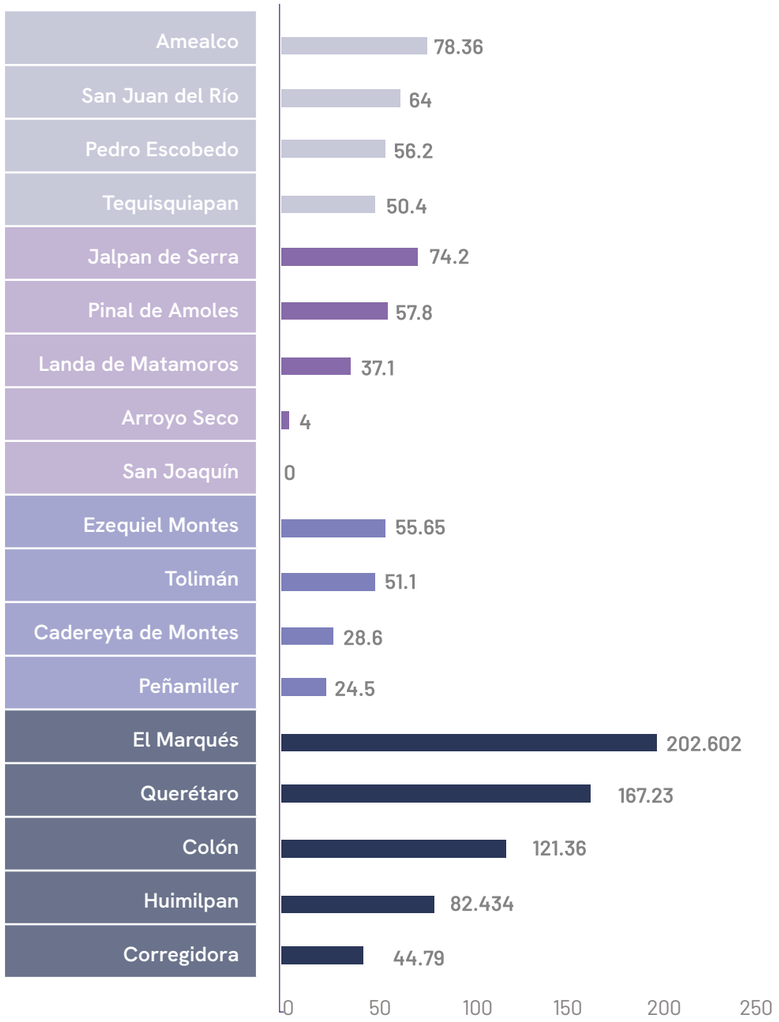
Region	2022
Center	621.4
South	249.0
Sierra Gorda	173.1
Semidesert	159.9
Total	**1,203.33**

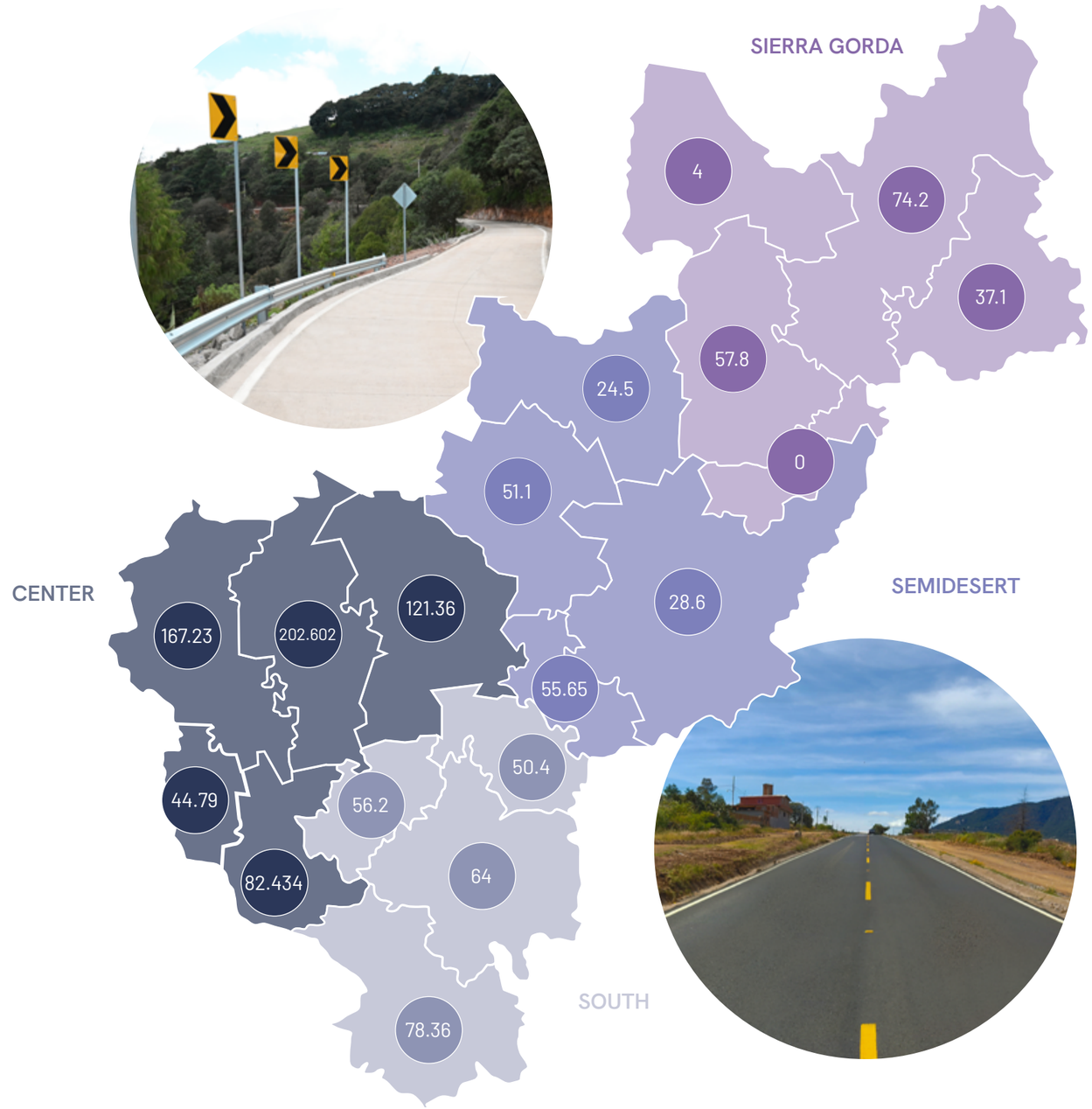
Source: Prepared by the State Infrastructure Commission, 2022.
Note: The numbers are expressed in kilometers.
Sierra Gorda areas: Pinal de Amoles, Arroyo Seco, Jalpan de Serra, Landa de Matamoros and San Joaquín; Semidesert: Cadereyta de Montes, Ezequiel Montes, Peñamiller, San Joaquín and Tolimán; Center: Colón, Corregidora, Huimilpan, El Marqués and Querétaro; South: Amealco de Bonfil, Pedro Escobedo, San Juan del Río and Tequisquiapan.

Of the total number of state highways, 51.5% are located in the central region of the state.

El Marqués is the municipality with the highest number of kilometers of state highway with 16.9%, followed by Querétaro and Colón with 13.9% and 10.1% respectively.

ROADWAY INFRASTRUCTURE BY MUNICIPALITY IN QUERÉTARO (2022)





Source: Own elaboration with data from the State Infrastructure Commission, 2023.
Note: The numbers are expressed in kilometers.

2.5. TRANSPORTATION AND MOBILITY

2.5.1. Railway infrastructure

The Railway Transportation Regulatory Agency promotes a safe, efficient and competitive system, carrying out regulatory, verification and surveillance activities for the operation, exploitation, construction, conservation and maintenance of the infrastructure, as well as the sector's public transportation service.

As of June 2022, Mexico's railroad infrastructure consisted of 23,731 km of tracks in operation, distributed as follows: 17,643 km in main tracks operated by concessioners; 4,533 km in secondary tracks; and 1,555 km in private tracks.

Currently, the concessioners and assignees that provide freight transportation services in the Mexican Railroad System (SFM) are:

- Kansas City Southern de México, S.A. de C.V. (KCSM)
- Ferrocarril Mexicano, S. A. de C. V. (FERROMEX)
- Ferrocarril del Istmo de Tehuantepec, S. A. de C. V. (FIT)
- Ferrosur, S. A. de C. V. (FERROSUR)
- Ferrocarril y Terminal del Valle de México S. A. de C. V. (FERROVALLE)
- Línea Coahuila Durango, S. A. de C. V. (COAHUILA-DURANGO)
- Administradora de la Vía Corta Tijuana-Tecate, S. A. de C. V. (ADMICARGA)

In addition, the company FONATUR Tren Maya S.A. de C.V. has a mixed assignment for the provision of public railroad transportation services for cargo and passengers.

MEXICAN RAILWAY SYSTEM
ASSIGNEE AND CONCESSIONAIRE COMPANIES



COMUNICACIONES | ARTF



Cargo transported on the Mexican Railway System (2021–2022)

Concept	2021	2022	Var. %
Loaded wagons (millions)	2.02	2.03	0.5%
Net tons (millions)	129.9	128.5	-1.1%
Tons-kilometer (millions)	92,436.8	87,071.3	-5.8%
Average distance (km)	711.7	677.8	-4.8%

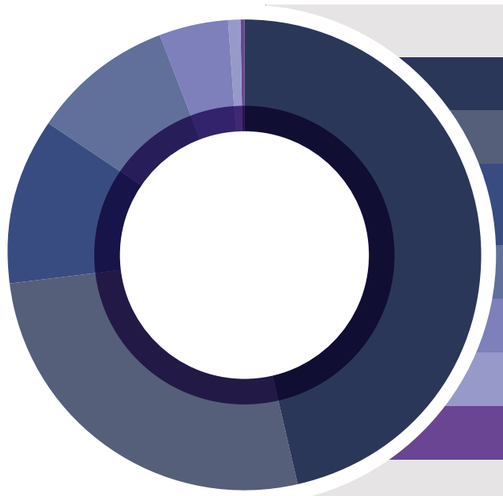
Source: Own elaboration with data from the Regulatory Agency for Railway Transport (Overview of the Mexican Railway System), 2023.

Foreign trade cargo mobilized in the Mexican Railway System (2021 – 2022)

Concept	2021	2022	Var. %
Imports	70.3	67.9	-3.5%
Exports	22.3	24.6	10.3%
International freight traffic	92.6	92.4	-0.2%
Local freight traffic	37.3	36.0	-3.4%

Source: Own elaboration with data from the Regulatory Agency for Railway Transport (Overview of the Mexican Railway System), 2023.
Note: The figures are expressed in millions of tons.

Cargo transported by type of sector in the Mexican Railway System (2021 – 2022)



Product group	Distribution	Participation
Industrial	60	46.7%
Agricultural	34	26.5%
Oil and its derivatives	14.9	11.6%
Mineral	12.3	9.6%
Inorganic	5.9	4.6%
Forestry	1.1	0.9%
Animal	0.3	0.2%
Total	**128.5**	**100%**

Source: Own elaboration with data from the Regulatory Agency for Railway Transport (Overview of the Mexican Railway System), 2023.
Note: The figures are expressed in millions of tons.

Passengers transported on the Mexican Railroad System (2021 – 2022)

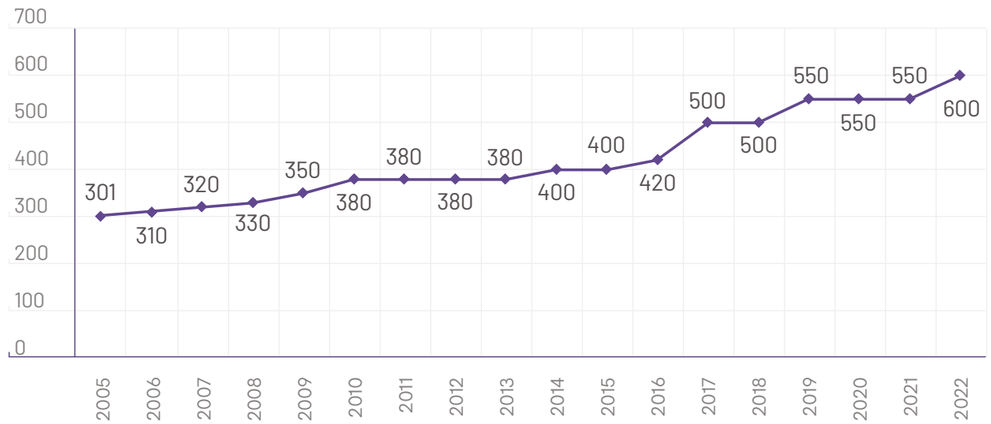
Modality	2021	2022	Var. %
Other modalities	0.2	0.2	-30.4%
Suburban	30.1	40.9	35.6%
Total	**30.4**	**41.0**	**35.1%**

Source: Own elaboration with data from the Regulatory Agency for Railway Transport ((Overview of the Mexican Railway System), 2023.
Note: The numbers are expressed in millions of passengers

2.5.2. Vehicle Emissions and Safety Verification Program

This initiative of the Ministry of Sustainable Development (SEDESU by its Spanish acronym) has shown considerable changes over time. In 17 years, the amount of verifiable vehicles has almost doubled.

Amount of verifiable vehicles (2005 – 2022)

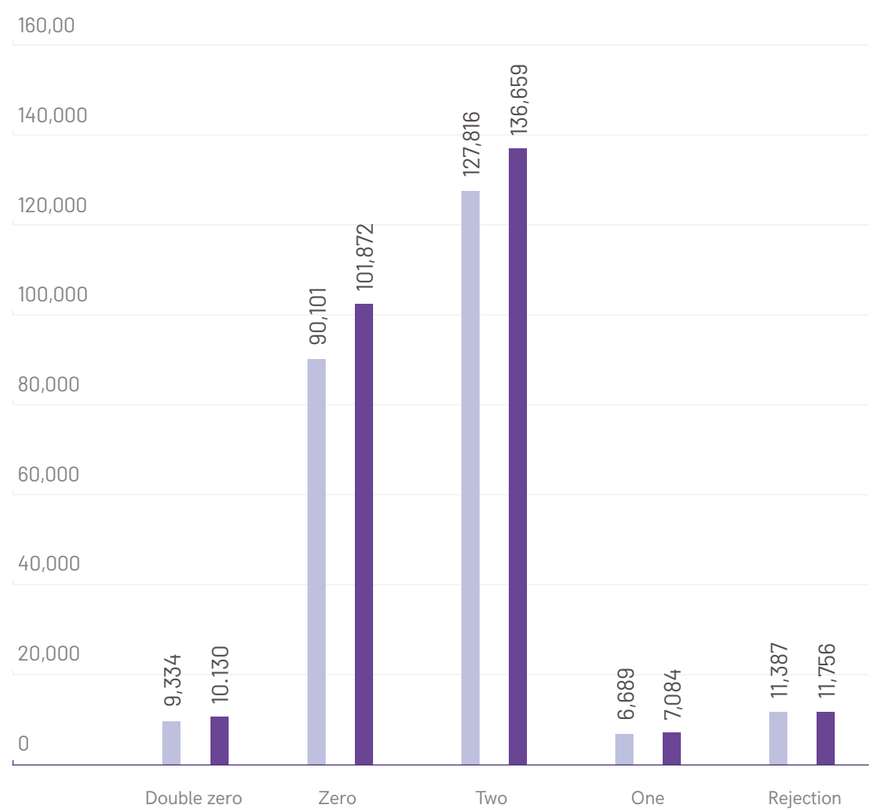


Source: Own elaboration with data from the Directorate of Environmental Control (SEDESU), 2023.
Note: The numbers are expressed in thousands of vehicles.

In 2022, there were 507,541 units verified: 245,327 during the first half of the year and 267,501 in the second half. Compared to 2021, the variations were -0.7% and 2.7%, respectively.

According to the type of certificate, the type Two certificate was the most requested by citizens, accounting for 52.1% of the total number of verifications issued during the first half of the year, and 51.1% in the second half.

State Vehicle Emissions and Safety Verification Program (2022)



Source: Own elaboration with data from the Directorate of Environmental Control (SEDESU), 2023.

In addition, certificates issued for hybrid and electric vehicles are considered, which during the same year totaled 927 holograms.





2.5.3. International Airport of Querétaro (AIQ)

Inaugurated in November 2004, it is located in the municipalities of Colón and El Marqués, 22 km from Querétaro's capital city. It covers a total area of 688.5 hectares and its infrastructure includes:

- Two FBOs (Fixed Base Operator, private passenger terminals) focused on corporate and business aviation.
- A terminal building for scheduled commercial passenger aviation, with a capacity of 1.7 million passengers per year, to be expanded in 2023.
- Several MROs (Maintenance, Repair and Overhaul), including Delta/Aeroméxico's MRO TechOps, which is the second largest aircraft repair and maintenance hangar in Latin America.

The AIQ's runway is made of hydraulic concrete with a thickness of 43 cm, it is 3,500 m long x 45 m wide, it has 09-27 magnetic guidance, visual aids and a VOR/DME location system and horizontal and vertical signage for day and night operations.

It is complemented by a parallel taxiway, four high-speed and two central 45° medium-speed taxiways, perpendiculars at the headlands and one parallel to the commercial and cargo aprons, which allow for rapid runway clearance. It has a capacity of 48 operations per hour and can handle single-engine A380, B747-800 and AN124 aircrafts, which have already landed at the airport.

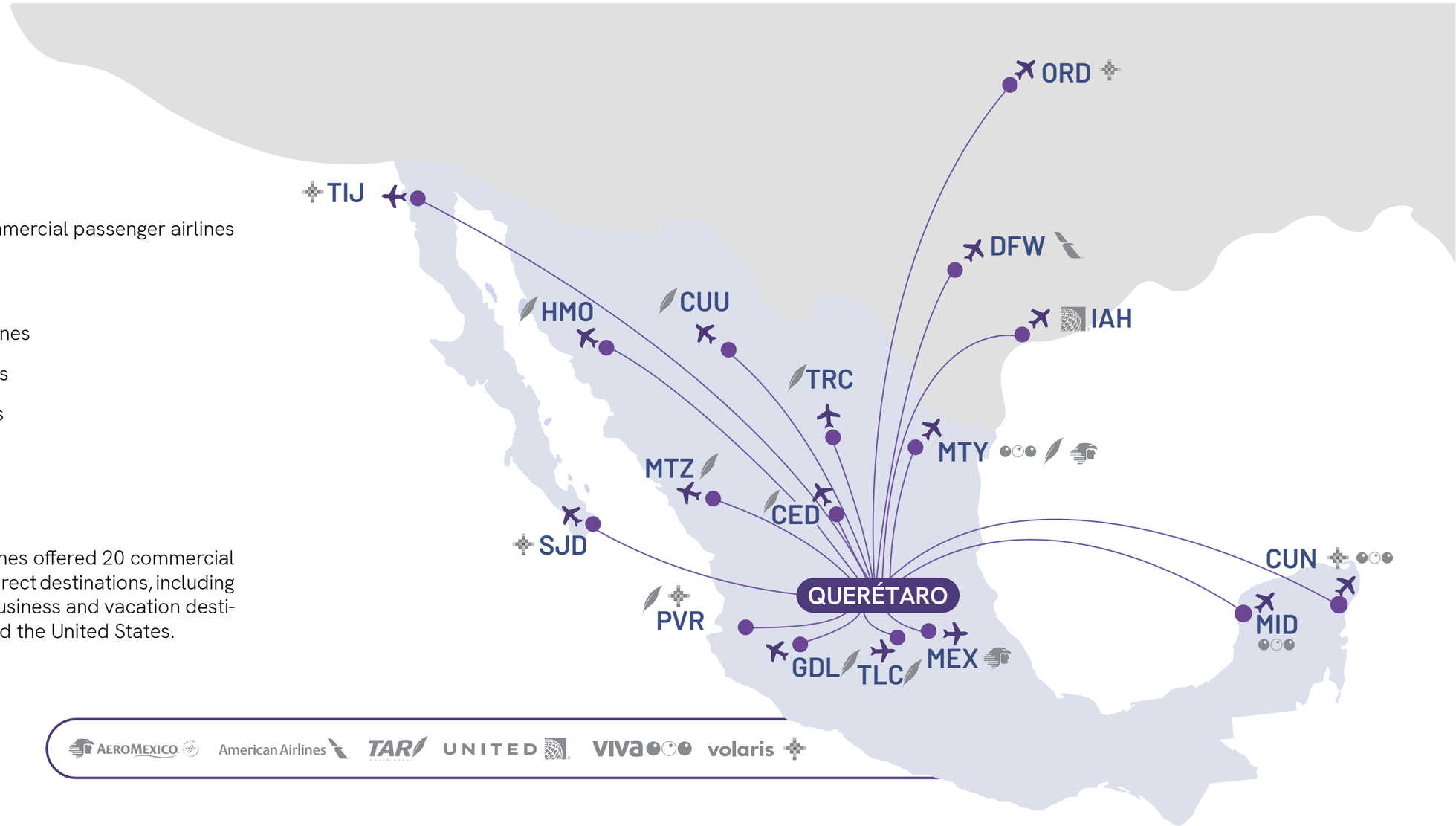
It complements its infrastructure with 23 aprons, a 23-position commercial apron with a surface area of 133,900 m^2, a 6-position cargo apron with a surface area of 48,100 m^2, and a 60-position general aviation apron with a surface area of 45,564 m^2.

Airlines

During 2022, six commercial passenger airlines were in operation:

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

At year-end, the airlines offered 20 commercial routes, reaching 17 direct destinations, including the main hubs and business and vacation destinations in Mexico and the United States.



Airline route advancements during 2022:

In July, Viva Aerobús increased weekly frequency from 7 to 14 on the Querétaro-Monterrey route, as well as from 3 to 7 on the Querétaro-Cancún route.

In November, American Airlines doubled its capacity with B737-800 aircrafts.

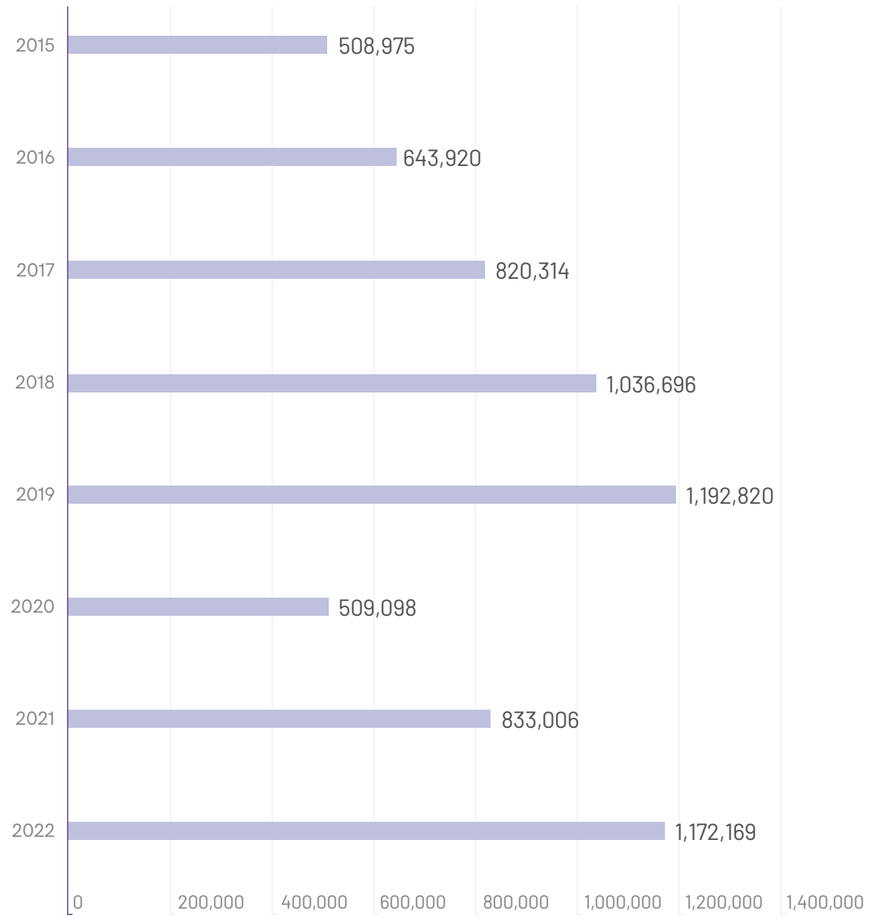
In December, operations began on the Querétaro-Mérida route with Viva Aerobús, with four weekly flights in an A-320 aircraft with a capacity of 180 passengers.

Aeromexico's Querétaro-Monterrey route was reactivated, with 17 weekly trips operated by an E-190 aircraft with capacity for 99 passengers.

Passengers

By the end of 2022, passengers transported through the AIQ increased their number by 40.7% compared to 2021, reaching almost 1.2 million travelers.

Annual passengers (2015 – 2022)

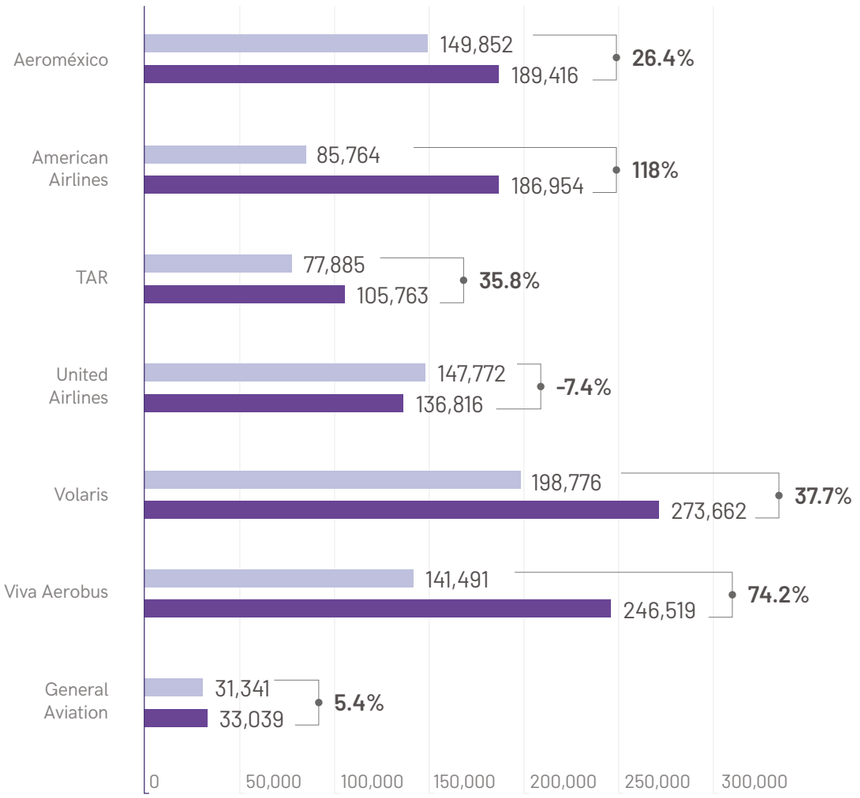


Source: Own elaboration with data from Querétaro's International Airport, 2023.

Highlights of the AIQ's activities during 2022:

- Position 21 of 63 in number of passengers transported in Mexican airports (70% in domestic flights and 30% in international flights).
- The month with the highest number of registered travelers was December, accumulating 10.9%, followed by November and July, with 9.7% and 9.4%, respectively.
- Volaris was the airline with the highest number of passengers, with 273,662, which equals 23.3%, followed by Viva Aerobús, with 21%.

Passengers by airline (2021 – 2022)

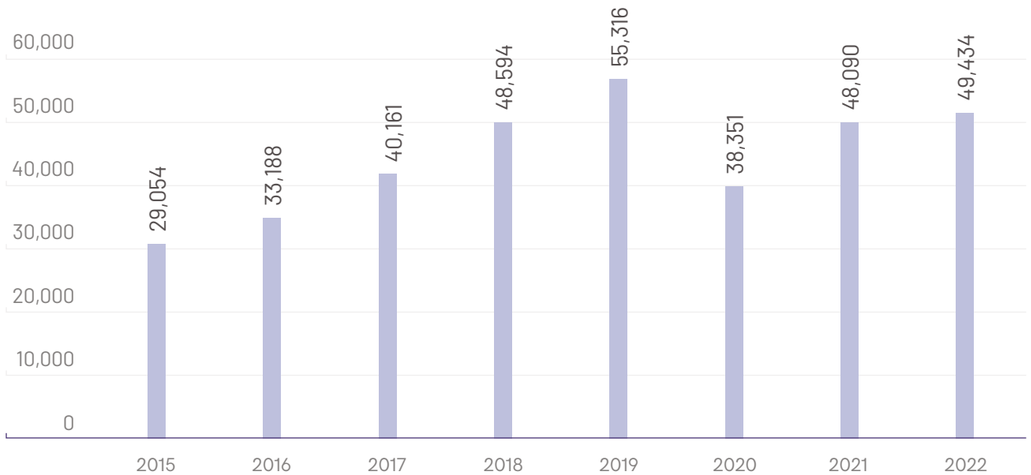


Source: Own elaboration with data from Querétaro's International Airport, 2023.

Operations

In 2022, the AIQ ranked 10th nationally with almost 50 thousand operations, exceeding the number recorded in 2021 by 2.8%.

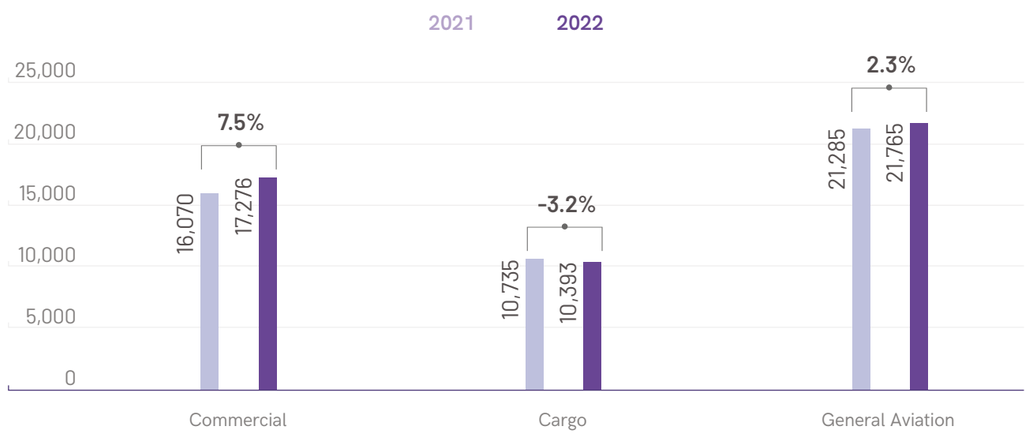
ANNUAL OPERATIONS (2015 – 2022)



Source: Own elaboration with data from Querétaro's International Airport, 2023.

Of all the operations in 2022, 34.9% were commercial, 21% cargo, and 44% general aviation. The most active months were March, with 10.1% of the total; October, with 9.4%; and July, with 8.9%.

BALANCE BY TYPE OF OPERATION (2021 – 2022)

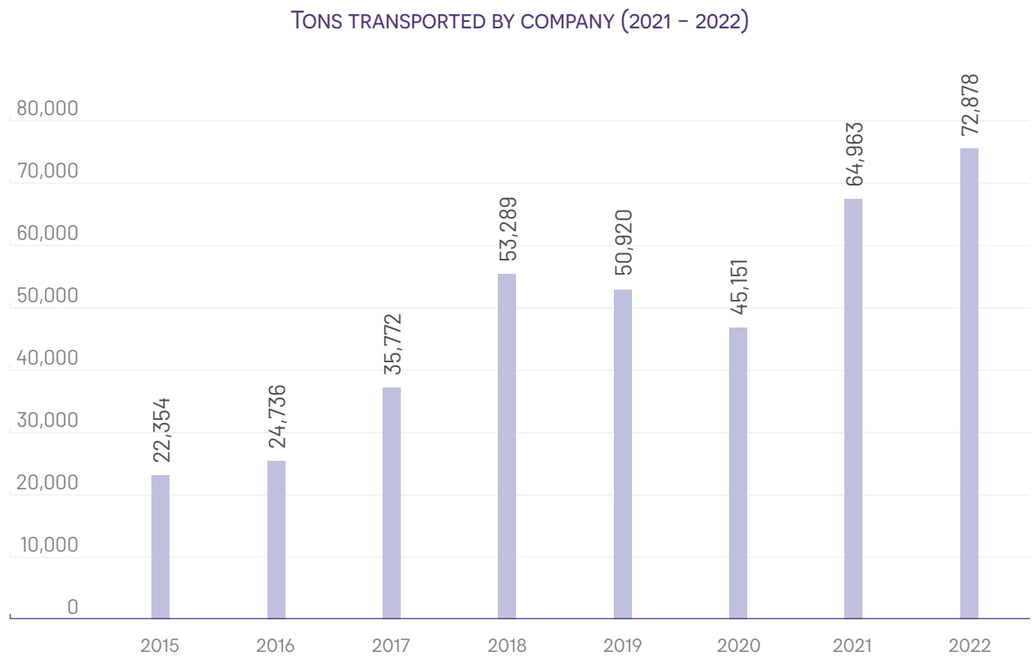


Source: Own elaboration with data from Querétaro's International Airport, 2023.

Transported tons

Historically, the cargo terminal has increased its operation exponentially: in 2005, only 453 tons were mobilized; by the end of 2022, the figure reached almost 73,000 tons. This figure also represents an increase of 12.2% compared to 2021.

TONS TRANSPORTED BY COMPANY (2021 – 2022)



Source: Own elaboration with data from Querétaro's International Airport, 2023.

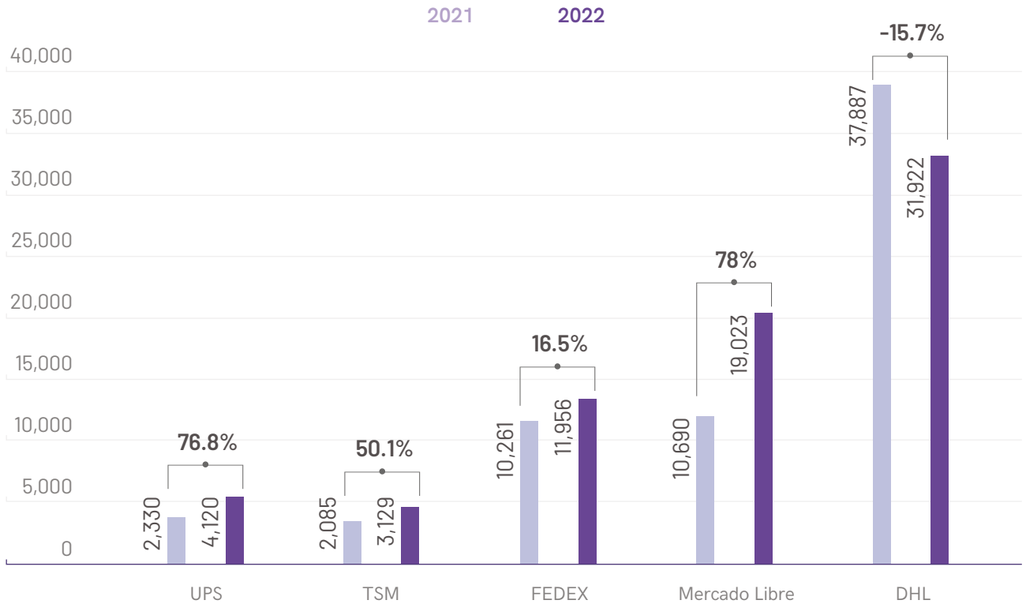
Of all the cargo mobilized in 2022, 39% corresponded to international freights and 61% to domestic freights, figures that placed AIQ in 4th place nationally in terms of transported volume. May had the highest activity, with 9.5% of the total, followed by March, with 9.2%, and December, with 9.1%.

The companies that provided cargo services were:

- DHL
- FEDEX
- Mercado Libre
- UPS
- 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. DHL and Mercado Libre established their Mexican operation bases at the AIQ, from where they operate their own nationwide exchange centers.

TONS TRANSPORTED AT THE CARGO TERMINAL (2005 – 2021)



Source: Own elaboration with data from Querétaro's International Airport, 2022.

CERTIFICATIONS

The AIQ obtained the Certificate of Compliance, certifying for the 5th time its full compliance with national and international aeronautical regulations, becoming the first of 63 Mexican airports to do so.



2.5.4. QUERÉTARO BUS TERMINAL (TAQ BY ITS SPANISH INITIALS)

During 2022, the TAQ mobilized 9 million users through 149 platforms and 191 waiting spots. It registered 439 thousand bus departures: 265 thousand first class and luxury; and 118 thousand regular and feeder system.

The main domestic destinations were the cities in the north and center of the country, as well as beach destinations. Also noteworthy at the international level cities such as Austin, Dallas, Atlanta, Chicago, Garland, Houston, San Marcos, Raleigh and Texas.

INFRASTRUCTURE AND UTILITIES

In a surface area of 119,777.98 m^2, the TAQ has 22 shops, 2 fast food franchises, 4 ATMs, 4 parcel service stores, 5 waiting rooms, 2 parking lots with a total of 339 parking spaces, and 2 cab stands with 24-hour service.

It has two buildings; building "A", which is used by first class and luxury transportation lines, both for national and international coverage; and building "B", where suburban and regional transportation lines operate to intermediate points and communities in the states bordering Querétaro, tourist sites, other municipalities and the Sierra Gorda of the state.



2.5.5. Mobility

The Mobility Agency of the State of Querétaro (AMEQ by its Spanish initials) monitors and solves public transportation problems in the state. It evaluates and establishes government policies in this subject matter, in favor of citizens and concessionaires.

Likewise, it establishes the bases, principles and conditions for the promotion, respect, protection and guarantee so that the inhabitants of the state enjoy the right to mobility under a comprehensive approach of sustainability, accessibility, inclusion, equality, road safety, efficiency, quality and as a means to contribute to the economic development of the state with less environmental impact.

The AMEQ updates and renews the list of concessions in the Public Transport Registry, which maintains the registry of the units with circulation permits in the state. In 2022, there were 9,966 public transportation units circulating in the entity.

Public transportation fares and subsidies

They have been established since December 21, 2018 in the "Agreement determining and authorizing the fare applicable to the public transport service in the state of Querétaro" in the Official Newspaper of the Government of the State of Querétaro "La Sombra de Arteaga". The document establishes the fare at 11.00 pesos for general users and transfer at 5.50 pesos, for users with a preferential card the cost is 9.00 pesos and 4.50 pesos for the transfer.

In collaboration with the Ministry of Social Development (SEDESOQ by its Spanish acronym), the "Tarifa Unidos" subsidy program began in 2022, granting students, senior citizens and people with disabilities a public transport fare of 2.00 pesos when they have the preferential card and zero pesos when paying through the prepaid system.

During 2022, 20,429 such cards were issued, the Tarifa Unidos was used 12,220,360 times, and 745 electronic validators were installed on routes in the metropolitan area for its use.

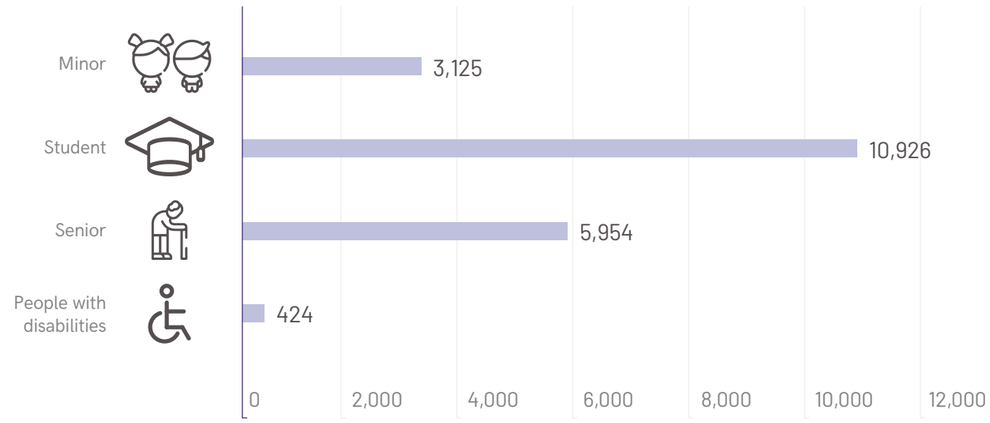


Total units in the Public Transport Registry in Querétaro (2022)

Modality	Concessions
Taxi	6,974
Mixed	286
Tourist	23
Vehicle storage and safe	20
Collective	2,530
Drag and Rescue	133
Total	**9,966**

Source: Mobility Agency of the State of Querétaro, 2023.
Note: Public Transport Registry concessions present any type of situation, whether open, review, legal process, extinct, revoked or suspended.

Total preferential cards activated through the Tarifa Unidos Program (2022)



Source: Mobility Agency of the State of Querétaro, 2023.

Public transport routes

In 2022, Querétaro had 310 routes divided into three areas: the Metropolitan area, with 61.6% of the total; San Juan del Río, with 28.1%; and Tequisquiapan, with 10.3%.

Total public transport routes by modality and area considered (2022)

Modality	Querétaro Metropolitan Area	San Juan del Río	Tequisquiapan	Grand total
Intermunicipal	55	4	5	64
Suburban	60	43	19	122
Urban	76	40	8	124
Total	**191**	**87**	**32**	**310**

Source: Mobility Agency of the State of Querétaro, 2023.





PROSPEROUS QUERÉTARO

QUALITY OF LIFE

Achieving a good quality of life requires an integral and harmonious relationship between the factors of human and social development, education, labor market, sports and recreation, safety and health. Through various efforts, the Government of Querétaro ensures the well-being of its population.

3

3.1. ECONOMIC DEVELOPMENT
3.1.1. EMPLOYMENT
3.1.2. LABOR PEACE

3.2. HUMAN DEVELOPMENT
3.2.1. EDUCATION
3.2.2. HEALTH
3.2.3. SPORTS AND RECREATION
3.2.4. YOUTH
3.2.5. HUMAN DEVELOPMENT INDEX (HDI)

3.3. SOCIAL DEVELOPMENT
3.3.1. SECURITY
3.3.2. ACCESSIBILITY
3.3.3. POVERTY AND INEQUALITY
3.3.4. REGIONAL DEVELOPMENT PROGRAMS
3.3.5. SOCIAL DEVELOPMENT PROGRAMS

655,698
WORKERS INSURED BY THE IMSS

5TH
ENTITY WITH THE HIGHEST DAILY SALARY NATIONWIDE



9.5%
ANNUAL INCREASE IN THE SALARY

1,024,235
PEOPLE EMPLOYED

654,719
STUDENTS REGISTERED FOR THE 2022–2023 SCHOOL YEAR



2,024
SPORTS AND RECREATION SPACES

7TH
ENTITY WITH THE HIGHEST PERCEPTION OF PUBLIC SECURITY AT THE NATIONAL LEVEL

10TH
ENTITY WITH THE HIGHEST HDI NATIONWIDE [2020]



1,873,160
PEOPLE WITH AFFILIATION TO HEALTH SERVICES

3.1. ECONOMIC DEVELOPMENT

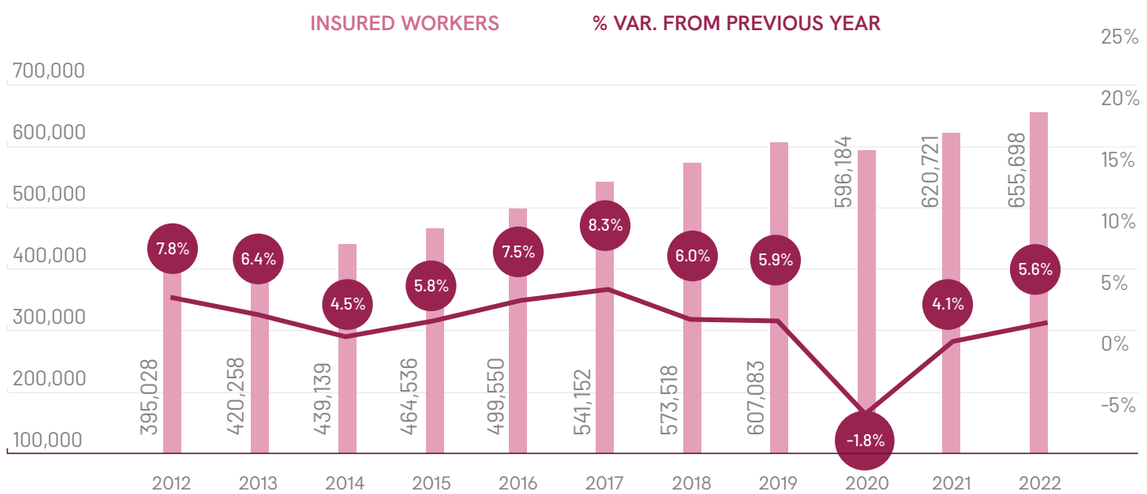
3.1.1. Employment

The creation of well-paying jobs stands as a priority for the State Government, as it guarantees an increase in the quality of life and greater prosperity among the population.

Registered Insured Workers

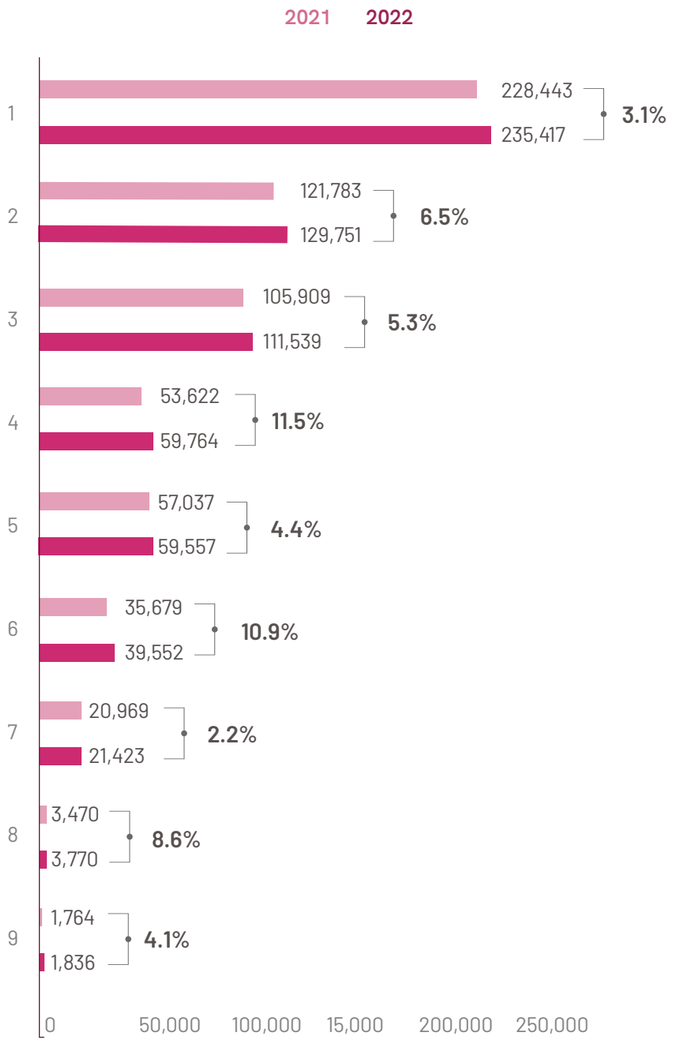
Historically, Querétaro has maintained a growth trend in the number of insured jobs. Since 2012, the annual increase has been greater than 4%, except in 2020, when the figure was negative due to the effects of the COVID-19 pandemic.

Insured Workers in Querétaro (2012 – 2022)



Source: Own elaboration with data from the Mexican Institute of Social Security (Dynamic Query), 2023.
Note: Values were obtained by averaging insured employment data from the 12 months of each year.

Insured Workers by Sector in Querétaro (December 2021 – 2022)

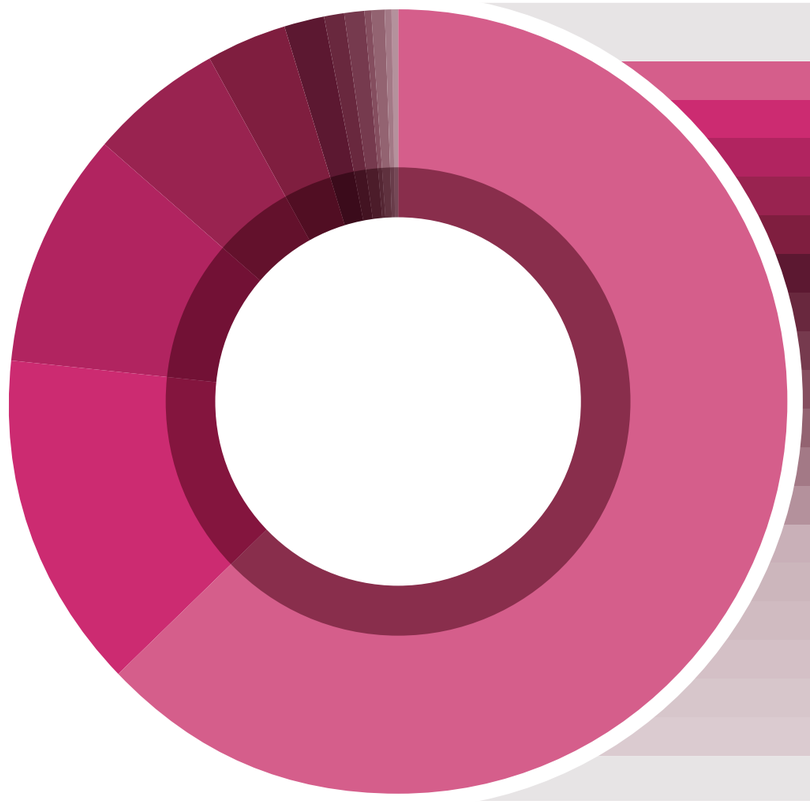


Source: Own elaboration with data from the Mexican Institute of Social Security (Dynamic Query, job positions by economic sector), 2023.
Note: The numbering refers to various sectors: 1) Manufacturing Industry; 2) Services for Businesses, Individuals, and Homes; 3) Commerce; 4) Construction Industry; 5) Social and Community Services; 6) Transportation and Communications; 7) Agriculture, Livestock, Forestry, Fishing, and Hunting; 8) Electric Power Industry and Potable Water Collection and Supply; 9) Extractive Industries.

In December 2022, the Mexican Institute of Social Security (IMSS by its Spanish initials) registered 662,609 people working formally in the state, 5.4% higher than in 2021. Of the total, 39.9% were women and 60.1% men, earning average salaries of $475.68 for women and $568.26 for men.

Of the total number of insured workers in Querétaro as of December 2022, 63% were concentrated in the municipality of Querétaro. Pedro Escobedo reported the largest increase, while municipalities with low employment levels showed decreases.

Distribution of Insured Workers by Municipality in Querétaro (December 2022)



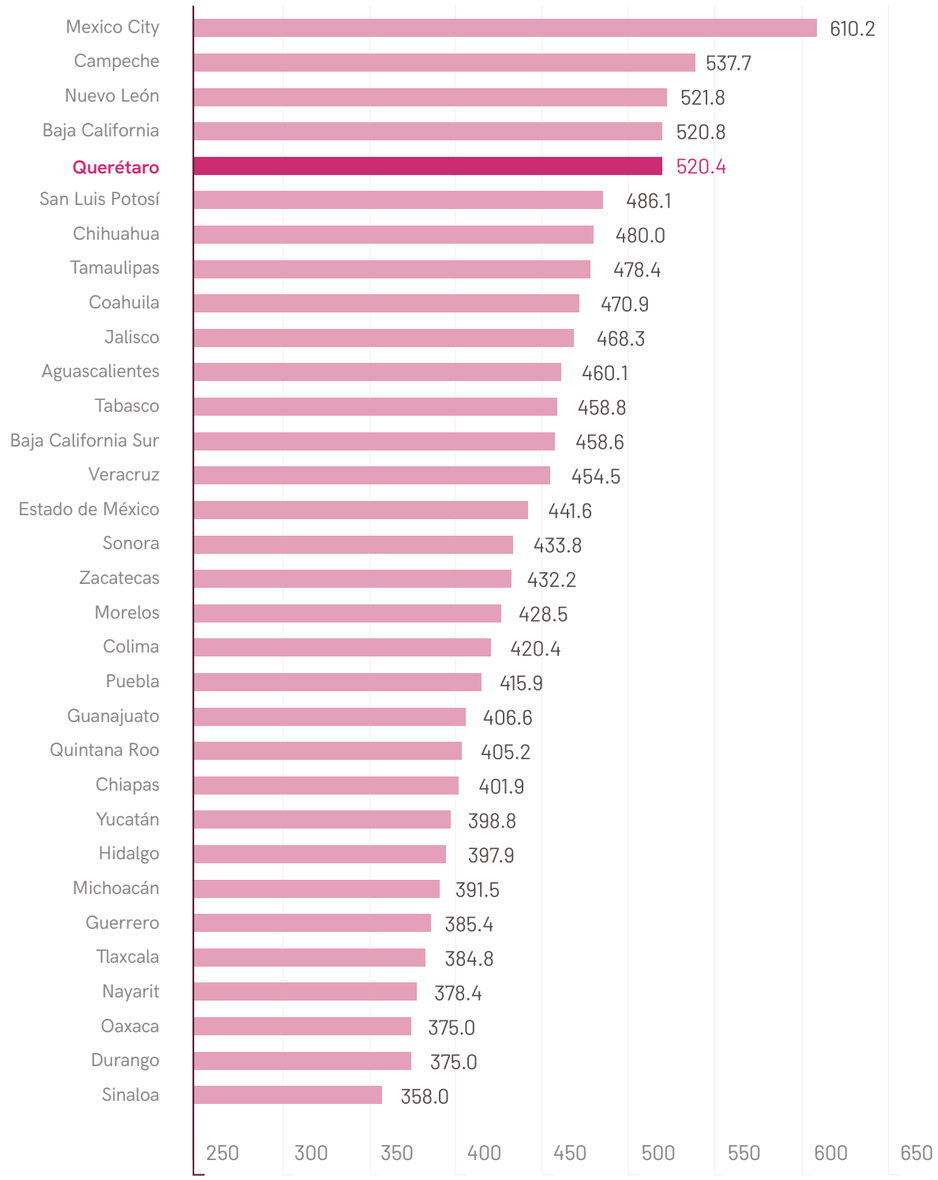
Municipality	Jobs	Distribution	Var. % (2022 - 2021)
Querétaro	417,756	63.0%	5.1%
El Marqués	91,980	13.9%	8.0%
San Juan del Río	63,688	9.6%	3.1%
Corregidora	36,718	5.5%	5.5%
Colón	22,971	3.5%	8.5%
Pedro Escobedo	9,626	1.5%	14.9%
Tequisquiapan	5,865	0.9%	5.3%
Ezequiel Montes	5,222	0.8%	-0.7%
Amealco	2,861	0.4%	-5.7%
Huimilpan	2,337	0.4%	-0.4%
Cadereyta de Montes	2,152	0.3%	-2.0%
Jalpan de Serra	678	0.1%	-3.0%
Tolimán	254	0.04%	0.8%
Pinal de Amoles	229	0.03%	6.0%
San Joaquín	158	0.02%	-7.1%
Landa de Matamoros	55	0.01%	31.0%
Arroyo Seco	46	0.01%	-14.8%
Peñamiller	13	0.0%	-38.1%
Total	**662,609**	**100.0%**	**5.4%**

Source: Own elaboration with data from the Mexican Institute of Social Security (Dynamic Query), 2023.

Income level

According to the Ministry of Labor and Social Welfare, in 2022 Querétaro ranked 5th among the states with the highest daily salary associated with IMSS-insured workers, reaching $520.40 per day.

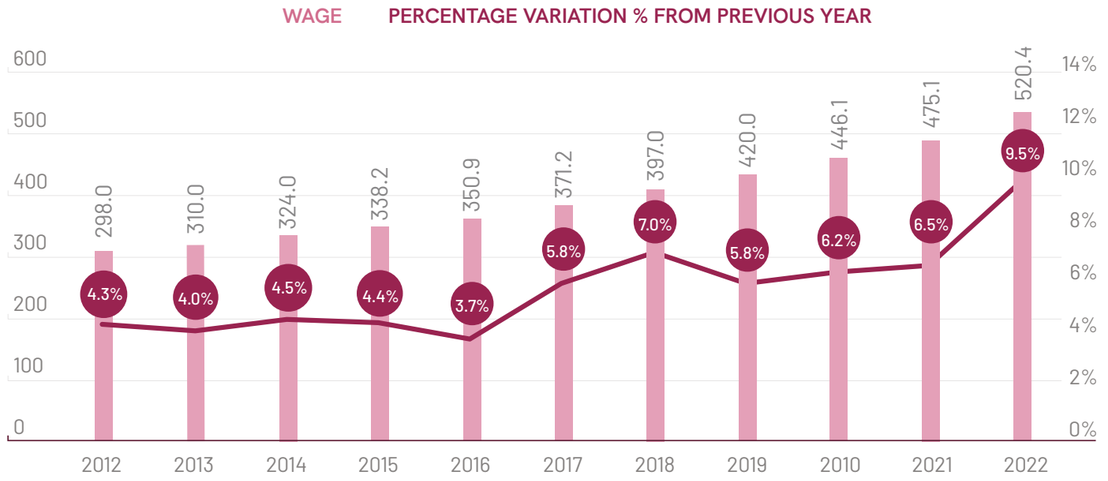
Daily Wage Associated with IMSS-insured Workers per State (2022)



Source: Own elaboration with data from the Ministry of Labor and Social Welfare (Administrative Wage Records), 2023.

Since 2012, the evolution of wages has maintained a positive trend. In 2022, there was a reported increase in wages of 9.5% compared to 2021.

Daily Wage Associated with IMSS-insured Workers in Querétaro (2022)



Source: Own elaboration with data from the Ministry of Labor and Social Welfare, 2023.

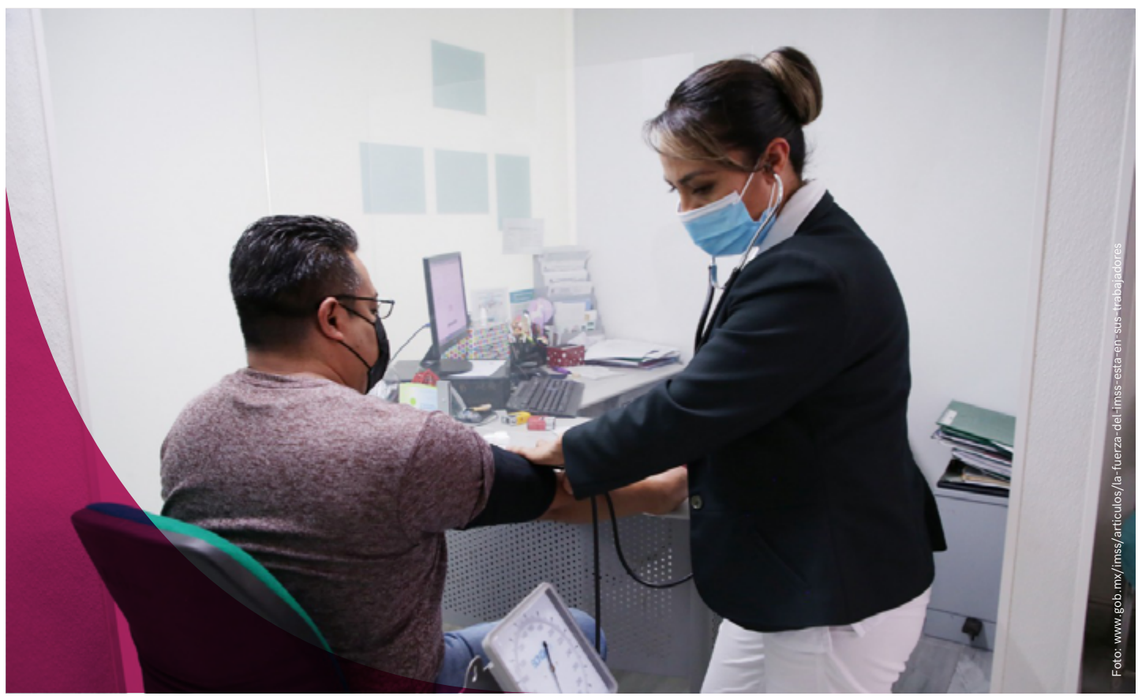
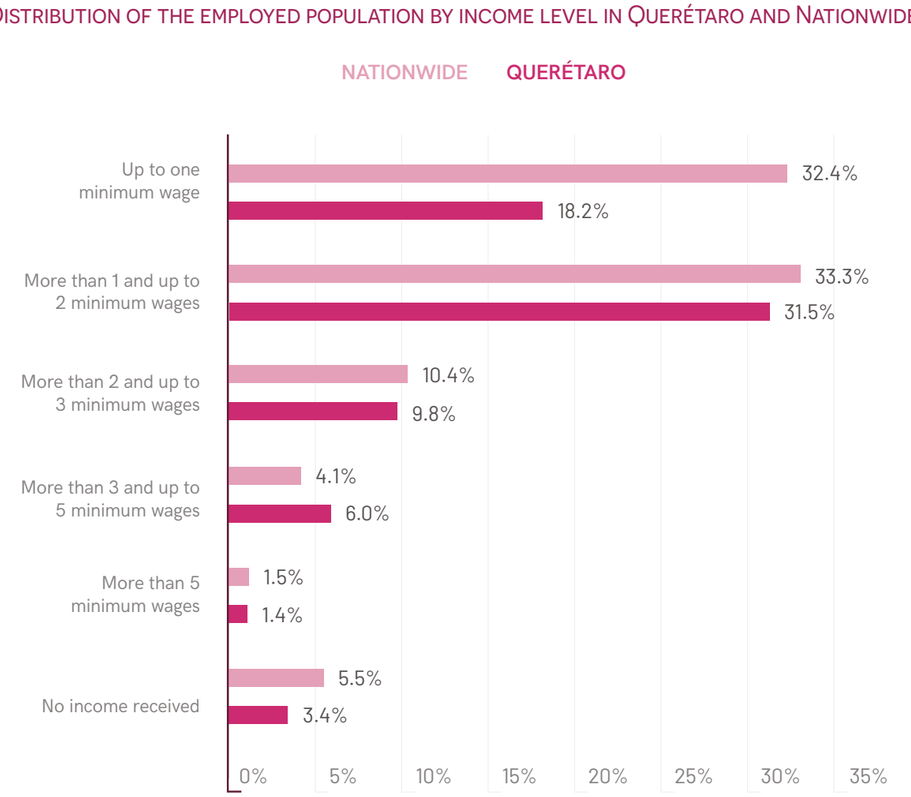


Foto: www.gob.mx/imss/articulos/la-fuerza-del-imss-esta-en-sus-trabajadores



According to the National Occupation and Employment Survey (ENOE by its Spanish initials), the average number of employed individuals in the state in 2022 was 1,024,235. The largest number reported an income level of "more than 1 and up to 2 minimum wages". Compared to national figures, Querétaro maintained a lower percentage of its population in the lower income categories.

DISTRIBUTION OF THE EMPLOYED POPULATION BY INCOME LEVEL IN QUERÉTARO AND NATIONWIDE (2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The sum of the columns for both classifications does not add up to 100% because the population that did not specify information on their income level was not considered; in the case of Querétaro, this represented 29.7% and Nationwide 12.8%. The values for calculating the distribution for each category were obtained through the average of the four quarters of the year.

During 2022, in Querétaro, 113,696 women earned "up to one minimum wage," accounting for 27.8% of the total female employed population. In the case of men, the figure decreased by almost half in absolute values.

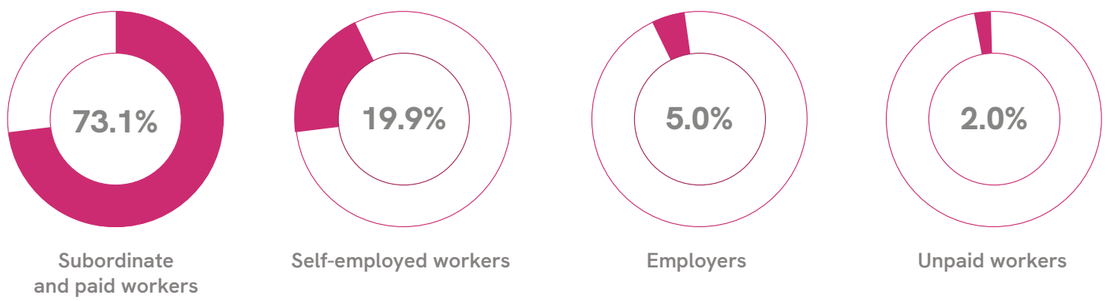
EMPLOYED POPULATION BY INCOME LEVEL AND GENDER DISTRIBUTION IN QUERÉTARO (2022)

Level of income	Total	Women		Men	
		Absolute	Relative	Absolute	Relative
Up to one minimum wage	186,668	113,696	60.9%	72,971	39.1%
More than 1 and up to 2 minimum wages	322,803	118,404	36.7%	204,399	63.3%
More than 2 and up to 3 minimum wages	100,405	24,230	24.1%	76,175	75.9%
More than 3 and up to 5 minimum wages	61,685	22,601	36.6%	39,084	63.4%
More than 5 minimum wages	14,200	2,999	21.1%	11,201	78.9%
No income received[1]	34,653	13,886	40.1%	20,767	59.9%
Not specified	303,823	113,041	37.2%	190,782	62.8%

Source: Own elaboration with data from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The values for calculating the absolute values for each category were obtained through the average of the four quarters of the year.
[1]Includes both unpaid employed workers and self-employed workers engaged in subsistence agricultural activities.

Out of the total employed population, 73.1% were subordinate and paid workers, of which 97.2% were wage earners and 2.8% received non-wage income. This refers to individuals who receive compensation from the employing economic unit in the form of commissions, percentages, fees, tips, or piecework payments.

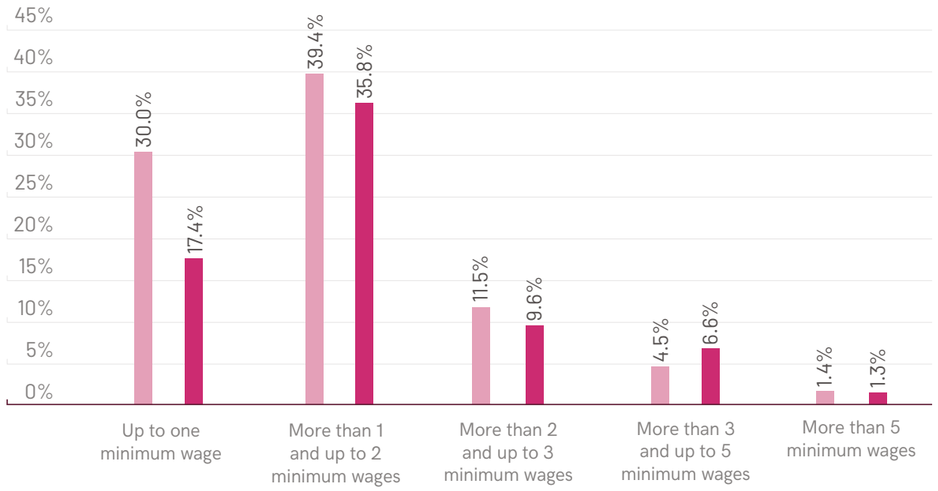
DISTRIBUTION OF THE EMPLOYED POPULATION BY JOB POSITION IN QUERÉTARO (2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ENOE), 2023.

In the same year, 53.2% of subordinate and paid workers in Querétaro were concentrated in the categories of "up to one minimum wage" and "more than 1 and up to 2 minimum wages". At the national level, the figure rose to 69.4%.

DISTRIBUTION OF SUBORDINATE AND SALARIED WORKERS BY INCOME LEVEL IN QUERÉTARO AND THE COUNTRY (2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The columns for both classifications do not add up to 100% because the population that did not specify their income level was not considered. In the case of Queretaro, this figure represents 29.3% and at the national level, only 13.2%.
The values for calculating the distribution for each category were obtained through the average of the four quarters of the year.



National Employment Service (SNE by its Spanish initials)

It is the means through which the Ministry of Labor offers and implements services, strategies and programs focused on generating job opportunities and professional mobility abroad, with the objective of linking people with the labor market.

During 2022, several activities and events were held in Querétaro:

Job placement programs

Labor Intermediation Services.

"Abriendo Espacios" Strategy, meaning Opening Spaces.

It provides personalized attention to job seekers with disabilities, senior citizens, released and pre-released individuals, and other priority groups, as well as to employers who seek to be inclusive, in order to promote the necessary conditions for the placement of the aforementioned groups in a job, thus achieving their social and labor inclusion.

Labor Mobility Mechanism.

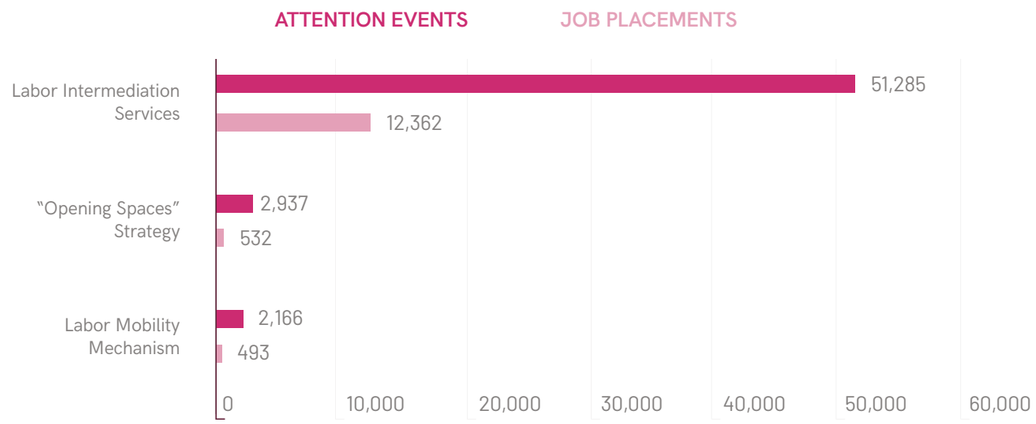
Connects qualified personnel to facilitate their placement with foreign employers seeking to fill vacancies in non-agricultural sectors, primarily in the United States and Canada.

Mexico-Canada seasonal agricultural workers.

It links and follows up on selected agricultural workers who are integrated into Canadian companies in the sector, through legal, regulated, dignified and effective work.

The above actions generated 56,388 attention events and 13,387 job placements.

LABOR INTERMEDIATION SERVICES AND SUBPROGRAMS OF THE EMPLOYMENT SUPPORT PROGRAM (2022)



Source: Own elaboration with data from the Ministry of Labor of the Executive Power of the State of Querétaro with data from the National Employment Service, 2022.
Note: In the "Labor Mobility Mechanism" section, the categories "Labor Mobility Mechanism" and "Temporary Agricultural Workers Mexico-Canada" are included. Note: The "Labor Mobility Sub-programs" section includes the "Labor Mobility Mechanism" and "Mexico-Canada Seasonal Agricultural Workers" categories.

Job Training

The SNE promotes job training as a strategy aimed at job seekers who need to be educated to develop new skills that allow them to join the labor market more easily. To this end, 7,561 events were held in 2022, including 382 training courses.

State Employment Program

Training Support for Self-Employment.

Strengthens or reconfigures the skills of job seekers to enable them to engage in productive self-employment. The action benefited 756 people during the year.

Equipment Support for Self-Employment.

Provides furniture, machinery, equipment and physical tools to those job seekers who intend to integrate a productive initiative on their own account, providing timely follow-up to the project for one year, from the delivery of the support. During 2022, 274 people benefited from this program.

"Sin Brecha" Distinctive, meaning "No Gap"

Awarded to 39 companies committed to gender equality that implemented projects of good labor practices, eliminating situations of harassment and workplace violence, wage gaps and all types of discrimination against women due to maternity, family care, health, marital status or age, among others.

Unemployment Insurance Program

In order to reduce the difficulties job seekers face in their search for employment, 1,640 people received job placement, training and economic support to facilitate their incorporation into a productive activity in the shortest possible time.

Women Transportation Operators Program

In accordance with the requirements of the labor market, specifically in the personnel transportation sector, the necessary conditions were created for the insertion of women into the labor market through the specialization of their job profiles.

Several groups of women received two months of training that enabled them to obtain a type C license to enter the labor market. The program benefited a total of 93 women.

In 2022, the SNE maintained its ISO 9001:2015 certification, promoting an environment of continuous improvement in serving job seekers and companies, delivering increasingly efficient services.



Foto: https://queretaro.quadratin.com.mx/van-450-Women-capacitadas-conductoras-de-transporte/

3.1.2 Labor Peace

Strike record

From 1991 to 2021, Querétaro registered 18,453 strike calls, a figure that represented just 2.3% of the national total, that is, 28 such events, the last one being in 2016. In 2021, Querétaro ranked 11th among the entities with the lowest number of labor stoppages.

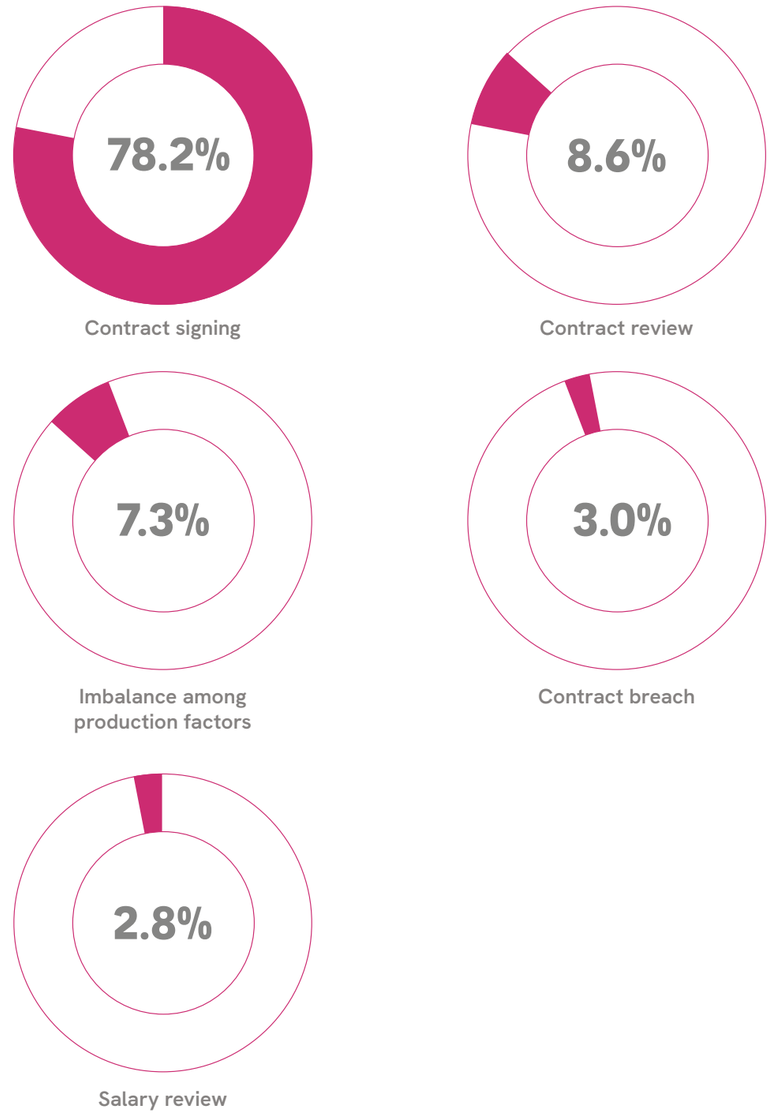
During 2021, 706 near-strike incidents were registered, of which 83.7% were resolved.

Strike calls in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Local Jurisdiction Labor Relations), 2023.

Reasons for strike notices in Querétaro (2021)

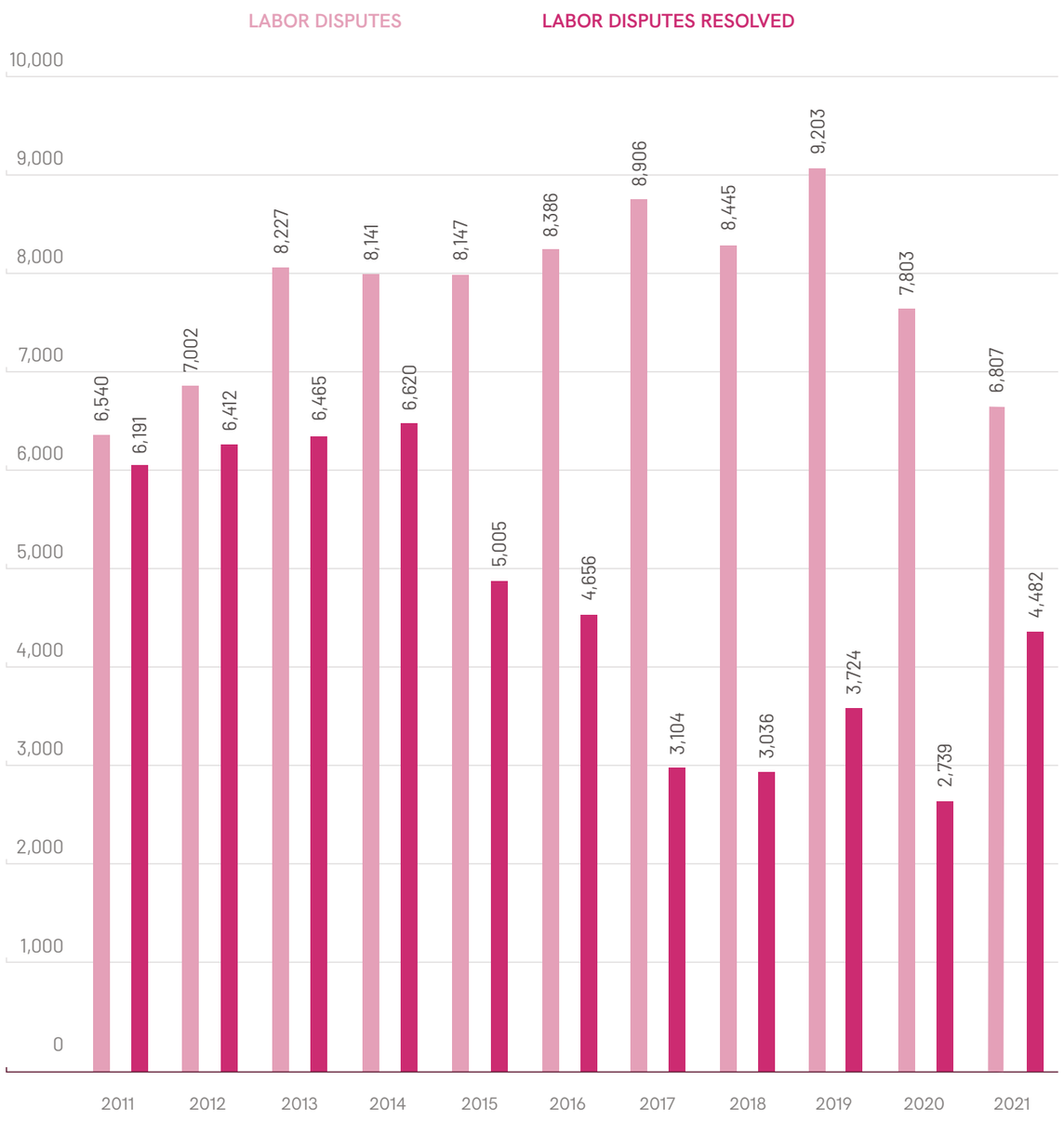


Source: Own elaboration with data from the National Institute of Statistics and Geography (Local Jurisdiction Labor Relations), 2023.

Labor Conflict Registry

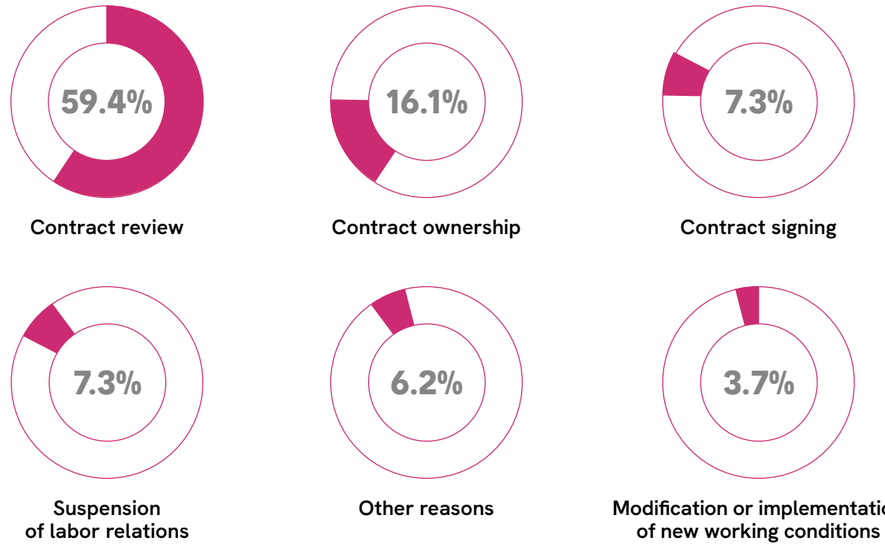
From 1991 to 2021, Querétaro registered 152,353 labor disputes, 1.3% of them were collective and 98.7% individual; 74.5% of them were resolved. In 2021, disputes amounted to 6,807 in total, 6.8% collective, 93.2% individual and 65.8% of them settled.

Labor conflicts in Querétaro (2011 – 2021)



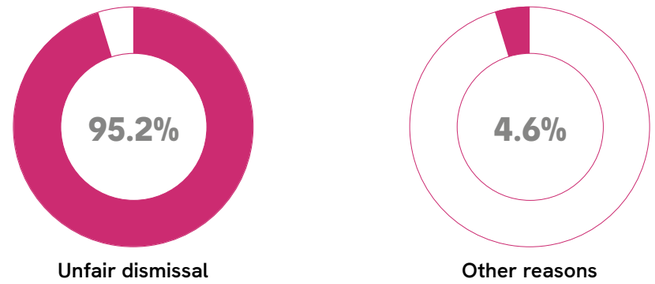
Source: Own elaboration with data from the National Institute of Statistics and Geography (Local Jurisdiction Labor Relations), 2023.

Reasons for collective labor disputes (2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Local Jurisdiction Labor Relations), 2023.

Reasons for individual labor disputes (2021).



Source: Own elaboration with data from the National Institute of Statistics and Geography (Local Jurisdiction Labor Relations), 2023.
Note: The sum of the percentages in the graph does not yield the value of 100%, due to the fact that within the statistics 5 additional infrequent reasons for conflicts are reported that are not visible in the image: profit sharing (6 conflicts); termination of contract (4); violation of contract (4), termination of contract (3); and labor risk (2).

On November 3, 2021, the Labor Conciliation Center of the State of Querétaro began its operations. This decentralized public entity is part of the State Public Administration and falls under the jurisdiction of the Ministry of Labor.

Its mission is to expedite labor agreements efficiently, striving to achieve a balance in employment relationships between workers and employers, ultimately securing the best conditions for both parties.

3.2 HUMAN DEVELOPMENT

3.2.1. Education

It is a basic right that allows the population to develop the knowledge and skills necessary to adapt once they finish their formative phase. It is structured in four stages: early education, elementary education, higher middle education and higher education. In addition to these four, special education is considered, which serves gifted students and those with disabilities.

In the 2022-2023 school year, the number of students registered in Querétaro was 654,719, 0.8% higher than in the 2021-2022 school year. In absolute terms, this represented an increase of 5,203 students.

During the same period, the number of teachers increased by 5.5%, reaching a total of 37,144. Schools increased by 74 units, or 1.7% more than in the previous school year.

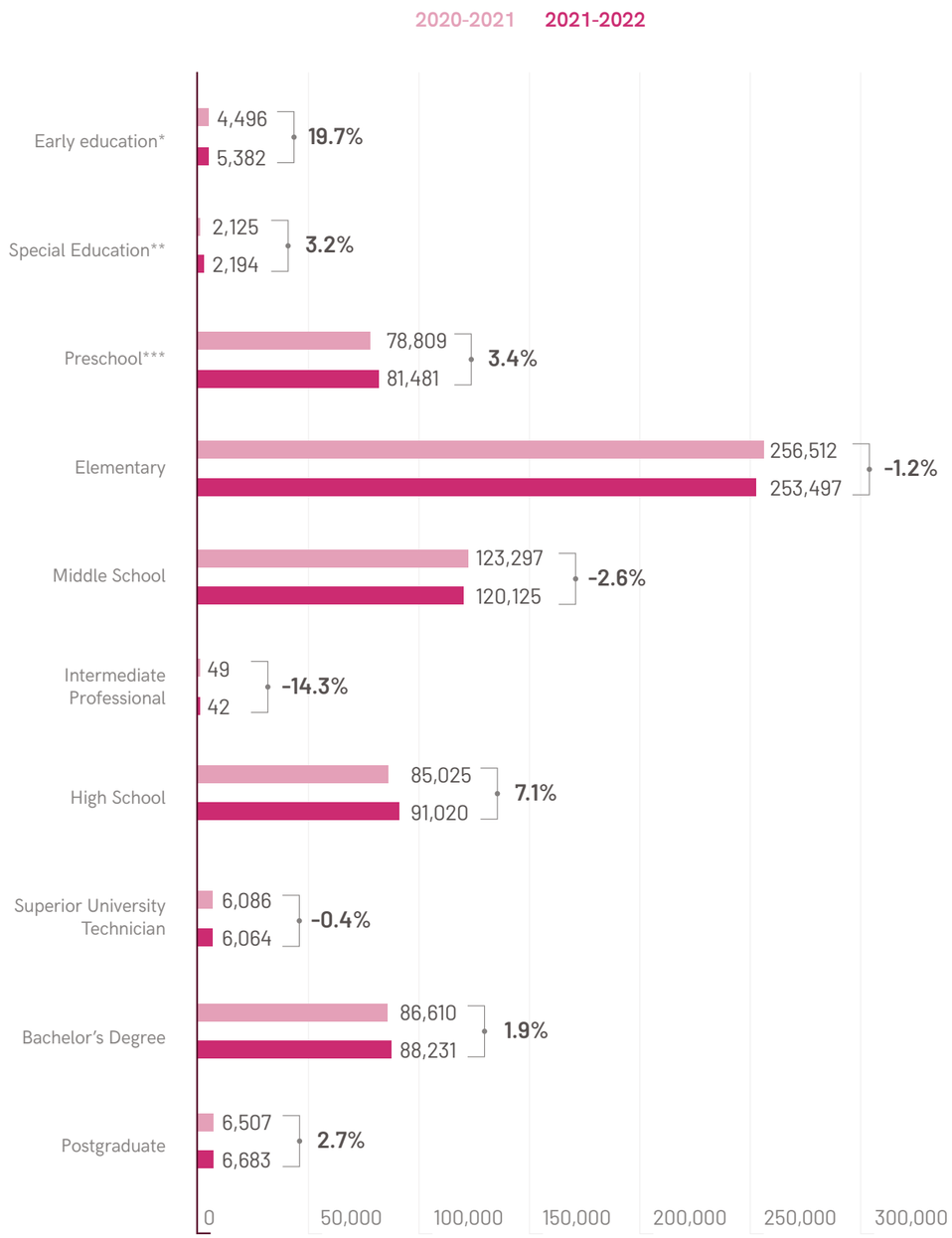
Enrollment in the State of Querétaro (2022 – 2023 school year)

Level	Enrollment			Var. % 2021 - 2022 / 2022 - 2023		
	Students	Teachers	Schools[4]	Students	Teachers	Schools[4]
Early education[1]	5,382	218	131	19.7%	14.1%	14.9%
Special Education[2]	2,194	284	24	3.2%	-2.4%	0.0%
Elementary education[3]	455,103	20,065	3,712	-0.8%	2.6%	0.9%
Higher middle education[4]	91,062	5,173	330	7.0%	3.4%	3.8%
Higher education	100,978	11,404	139	1.8%	12.3%	8.6%
Total	**654,719**	**37,144**	**4,336**	**0.8%**	**5.5%**	**1.7%**

Source: Own elaboration with data from the Basic Education Services Unit in the State of Querétaro (Directorate of Educational Planning), 2023.
Note: [1]School-based system.
[2]Additionally, in special education, 7,778 students enrolled in different educational levels and served through the Regular Education Support Service Units (USAER) are served, so they are not considered in the total enrollment. The data referred to in this table correspond to the Multiple Attention Center (CAM).
[3]Includes 975 students from 1st grade of preschool attended in early education.
[4]Starting in the 2021-2022 cycle, higher education considers schools and not institutions.

During the 2022 - 2023 academic year, the highest concentration of students was at the elementary level with 38.7%, followed by middle school with 18.3%.

Students by educational level in Querétaro (School year 2021–2022 / 2022–2023)



Source: Own elaboration with data from the Basic Education Services Unit in the State of Querétaro (Directorate of Educational Planning), 2023.
Note: *Schooling only.
**Additionally, special education serves 6,553 students enrolled in elementary schools who are served through the Regular Education Support Service Units (USAER), so they are not considered in the total enrollment. The data referred to in this table correspond to the Multiple Attention Center (CAM).
***Includes 1,252 students in the first year of preschool attended at the early education level.



Early education

It is education provided to children under 6 years of age with the aim of potentiating their integral and harmonious development to allow them to obtain skills, habits, values, autonomy, creativity and attitudes that will be necessary for their personal and social performance.

In the 2022-2023 school year, 5,382 students were registered, which meant an increase of 19.7% compared to the 2021–2022 period.

Of the total number of students at the state level, early education accounts for only 0.8%. With respect to the total number of teachers and schools at this stage, the former represented 0.6% and the latter 3%, respectively.

Enrollment in early education[1] in Querétaro (School year 2021–2022 / 2022–2023)

Enrollment	School Year 2021 - 2022	School Year 2022 - 2023	Var. %
Students	4,496	5,382	19.7%
Teachers	191	218	14.1%
Schools	114	131	14.9%

Source: Own elaboration with data from the Basic Education Services Unit in the State of Querétaro (Directorate of Educational Planning), 2023.
Note: [1]School-based system.

Elementary education

It comprises three levels: preschool, elementary school and middle school. In the 2022-2023 school year, 455,103 students were enrolled, 0.8% lower than in the 2021-2022 period. Of the total, 55.7% belonged to elementary school, 26.4% to middle school and 17.9% to preschool.

There were 20,065 teachers, most of them (46%) taught in elementary school. The total number of schools was 3,712; preschool and elementary schools accounted for 42.2% and 41.8%, respectively.

Enrollment in elementary education in Querétaro (School year 2022 – 2023)

Level	Students	Var. %	Teachers	Var. %	Schools	Var. %
Preschool[1]	81,481	3.4%	4,178	2.6%	1,565	1.1%
Elementary	253,497	-1.2%	9,233	2.2%	1,551	0.3%
Middle School	120,125	-2.6%	6,654	3.1%	596	2.2%
Total	**455,103**	**-0.8%**	**20,065**	**2.6%**	**3,712**	**0.9%**

Source: Own elaboration with data from the Unit of Services for Basic Education in the State of Querétaro (Directorate of Educational Planning), 2023.
Note: "Var. %" compares the 2022-2023 school year to 2021-2022.
[1]Includes 975 students in 1st grade of preschool attended at the early education level.

Higher middle education

During the 2022-2023 school year, 91,062 students were enrolled, representing a 7% decrease with respect to the 2021-2022 period.

Enrollment in Higher Middle Education in Querétaro (School Year 2021 – 2022 / 2022 – 2023)

Enrollment	School Year 2021 - 2022	School Year 2022 - 2023	Var. %
Students	85,074	91,062	7%
Teachers	5,001	5,173	3.4%
Schools	318	330	3.8%

Source: Own elaboration with data from the Unit of Services for Basic Education in the State of Querétaro (Directorate of Educational Planning), 2023.

Of the total number of registered students, 68.7% are in a general high school, 31.2% in a technological high school and only 0.05% in intermediate professional.

The municipality of Querétaro had the highest enrollment, representing 48.6% of the total, followed by San Juan del Río with 13.2% and Corregidora with 10.3%.

ENROLLMENT IN HIGHER MIDDLE EDUCATION BY MUNICIPALITY AND MODALITY (SCHOOL YEAR 2022–2023)

Municipality	General High School	Technological High School	Intermediate Professional	Total
Amealco de Bonfil	1,549	423	0	**1,972**
Arroyo Seco	637	0	0	**637**
Cadereyta de Montes	2,331	0	0	**2,331**
Colón	561	1,293	0	**1,854**
Corregidora	4,943	4,399	0	**9,342**
El Marqués	3,936	992	0	**4,928**
Ezequiel Montes	1,719	51	0	**1,770**
Huimilpan	166	708	0	**874**
Jalpan de Serra	1,006	0	0	**1,006**
Landa de Matamoros	784	0	0	**784**
Pedro Escobedo	514	2,279	0	**2,793**
Peñamiller	458	267	0	**725**
Pinal de Amoles	618	271	0	**889**
Querétaro	32,441	11,792	35	**44,268**
San Joaquín	495	0	0	**495**
San Juan del Río	7,607	4,367	7	**11,981**
Tequisquiapan	1,676	1,592	0	**3,268**
Tolimán	1,145	0	0	**1,145**
Total	**62,586**	**28,434**	**42**	**91,062**

Source: Own elaboration with data from the Unit of Services for Basic Education in the State of Querétaro (Directorate of Educational Planning), 2023.
Note: As of the 2019-2020 cycle, for the Centers for Technological Studies in Continental Waters, the basic component corresponds to the Technological High School service. The intermediate professional is defined as technical professional service (terminal) in the SEP questionnaire F911.

SCHOOL OF PROFESSIONAL TECHNICAL EDUCATION OF THE STATE OF QUERÉTARO (CONALEP-QRO BY ITS SPANISH ACRONYM)

It is a decentralized public agency of the state government, whose commitment is to provide comprehensive education that strengthens the national productive workforce, providing technological services, training and evaluation of competencies for certification purposes.

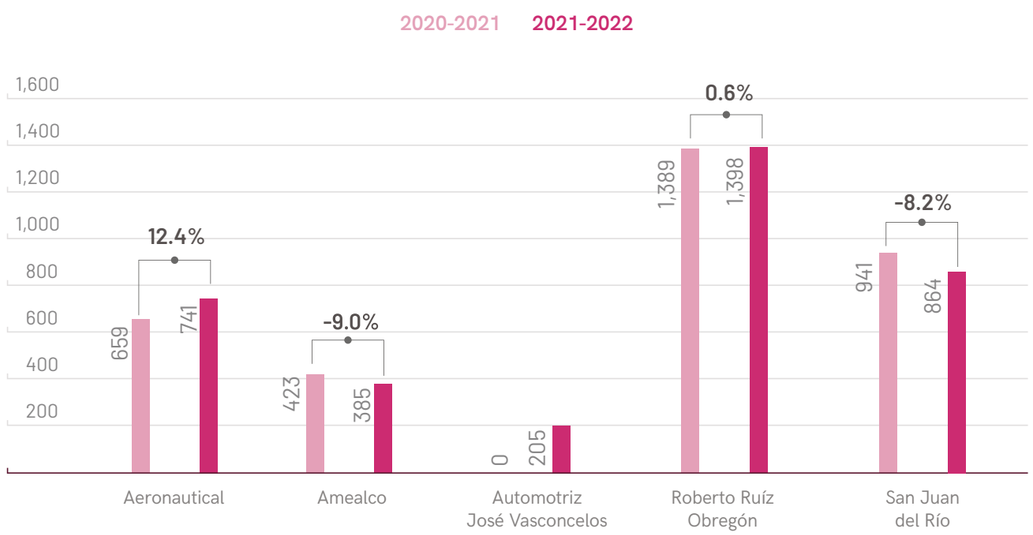
INSTITUTIONAL CAMPUSES AND EDUCATIONAL OFFERINGS BY ACADEMIC DISCIPLINES

Institutional Campuses	Educational Offerings
Aeronautical	Aviation Electronic Systems
	Aircraft Paneling and Coating
	Engine and Glider Maintenance
	Mechatronics
Amealco	Food and Beverage Studies
	Computer Science
	Machine Tools
Automotriz José Vasconcelos, Querétaro	Automotive Industry
	Auto Electronics
Roberto Ruiz Obregón, Querétaro	Food and Beverage Studies
	Computer Science
	Machine Tools
	Industrial Electromechanics
	Data Science and Artificial Intelligence
San Juan del Río	Food and Beverage Studies
	Industrial Electromechanics
	Industrial Productivity
	Industrial Chemistry
	Automotive Industry

Source: Own elaboration with data from the State of Querétaro College of Professional Technical Education, 2023.

During the 2021-2022 school year, 38.9% of the enrolled alumni was located at the "Roberto Ruiz Obregón" campus; however, the greatest growth with respect to the previous school year was recorded at the Aeronautical Campus.

ENROLLMENT BY CAMPUS (2020 – 2021 / 2021 – 2022 SCHOOL YEAR)

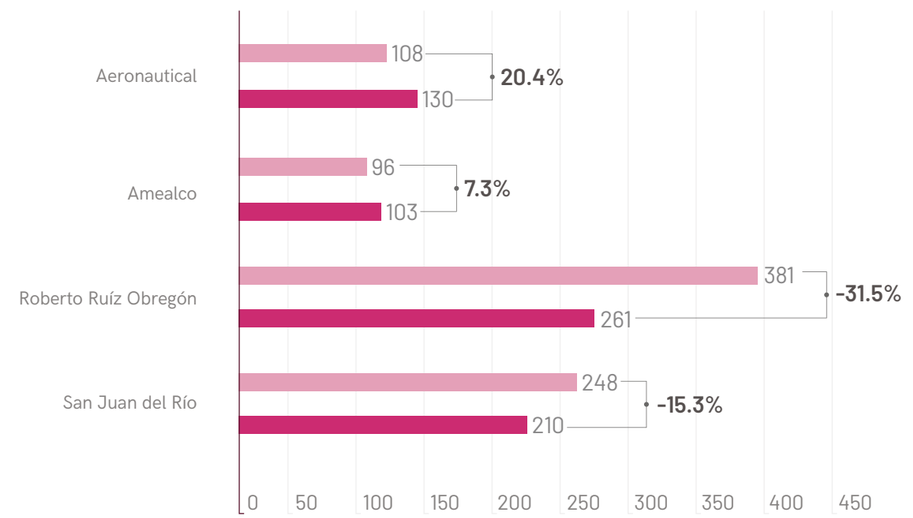


Source: Own elaboration with data from the State of Querétaro College of Professional Technical Education (Activity and Accountability Report), 2023.

The "Roberto Ruiz Obregón" campus accounted for 37.1% of the graduates, followed by San Juan del Río with 29.8%.



GRADUATES BY CAMPUS (2020–2021 / 2021–2022 SCHOOL YEAR)



Source: Own elaboration with data from the State of Querétaro College of Professional Technical Education, 2023.
Note: The "Automotriz José Vasconcelos" campus was not considered for the graph because, up to now, it has no graduates due to its recent creation.

For the 2021-2022 school year, the 5 campuses reported a total of 3,486 students benefiting from some type of support. At the end of the period, the average dropout rate was 25.8 and there were 367 people performing management, teaching and administrative activities.

ACADEMIC AND PERSONNEL INFORMATION BY CAMPUS IN QUERÉTARO (2021 – 2022 SCHOOL YEAR)

Campuses	Number of students benefitted by support programs	Academic year dropout rate at the end of the school year	Teaching, administrative, and management personnel
Aeronautical	666	14.3	72
Amealco	385	44.0	59
Automotriz José Vasconcelos	179	26.3	17
Roberto Ruiz Obregón	1,392	27.4	140
San Juan del Río	864	17.0	79

Source: Own elaboration with data from the State of Querétaro College of Professional Technical Education, 2023.

School of Scientific and Technological Studies of the State of Querétaro (CECyTEQ by its Spanish acronym)

It is a decentralized public body of the state government. Its purpose is to expand the educational offer so that high school graduates can access a technological high school education, in order to facilitate their incorporation into the labor market with the required skills, as well as induce the vocational preferences of students.

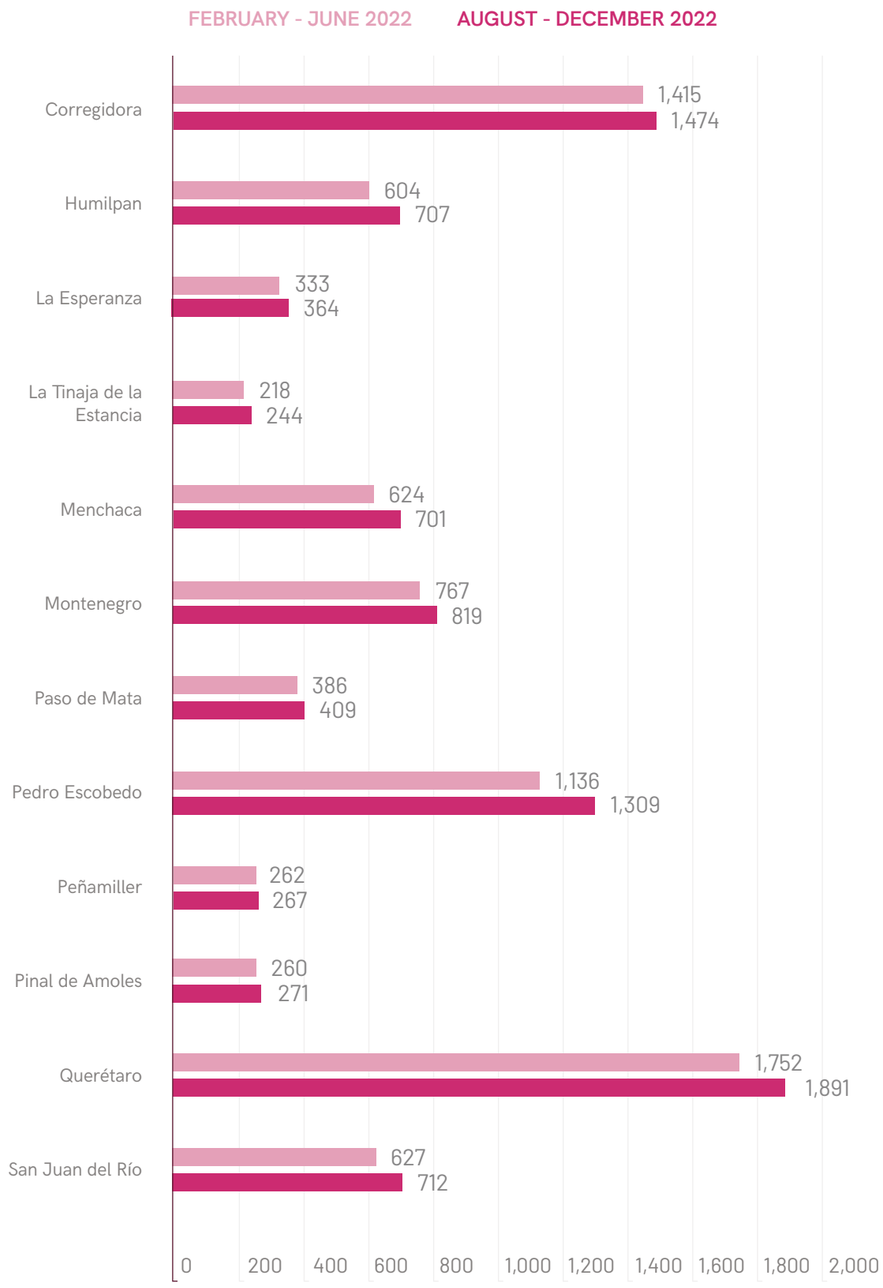
Campuses and educational offerings by academic discipline

Campuses	Educational Offerings	Campuses	Educational Offerings
Corregidora	Programming	Montenegro	Industrial Production
	Administrative Management Processes		Administrative Management Processes
	Mechatronics		Mechatronics
	Logistics	Paso de Mata	Industrial Maintenance
	Biotechnology		Machine Tools
Huimilpan	Programming		Administrative Management Processes
	Administrative Management Processes	Pedro Escobedo	Programming
	Industrial Maintenance		Electrical Engineering
	Mechatronics		Industrial Maintenance
La Esperanza	Industrial Maintenance		Logistics
	Electromechanics		Administrative Management Processes
	Administrative Management Processes	Peñamiller	Computer Equipment Support and Maintenance
La Tinaja de la Estancia	Electromechanics		Automotive Maintenance
	Administrative Management Processes		Administrative Management Processes
Menchaca	Industrial Production	Pinal de Amoles	Programming
	Administrative Management Processes		Administrative Management Processes
	Programming	Querétaro	Programming
	Mechatronics		Electronics
San Juan del Río	Programming		Industrial Maintenance
	Industrial Production		Mechatronics
	Administrative Management Processes		Plastic Transformation
	Logistics		Administrative Management Processes

Source: Own elaboration with data from the College of Scientific and Technological Studies of the State of Querétaro, 2023.

During 2022, the Querétaro campus reported the highest number of students, followed by Corregidora.

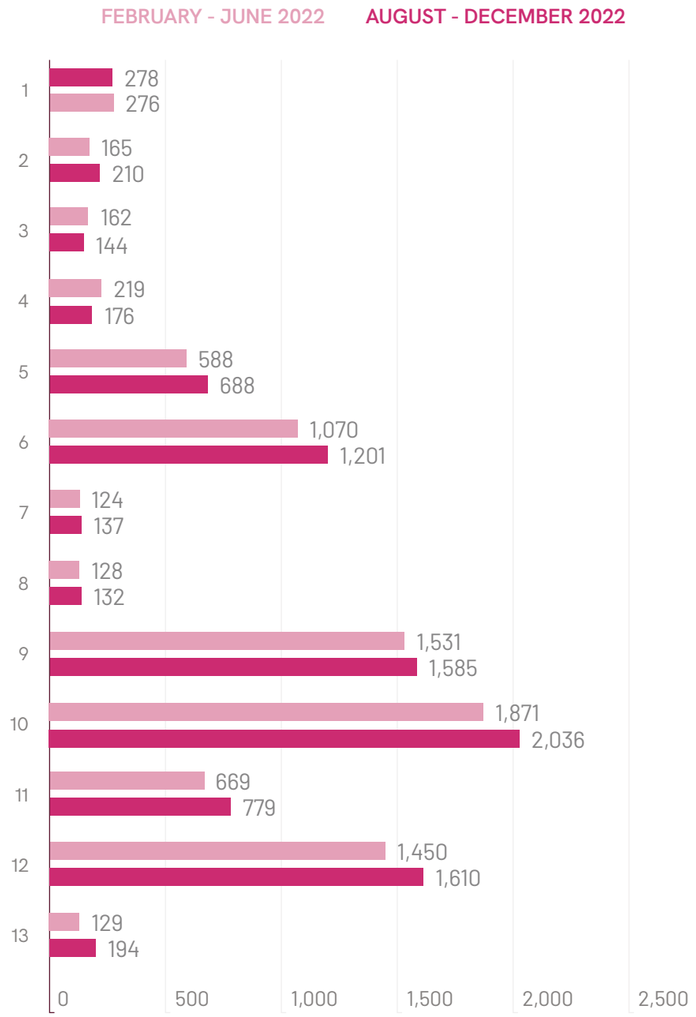
Enrollment by Campus (2022)



Source: Own elaboration with data from the State of Querétaro College of Professional Technical Education, 2023.

Of the 14 programs of study, Administrative Management Processes (offered at 11 campuses) was the most in demand, followed by Mechatronics (at 5 schools).

ENROLLMENT BY PROGRAM OF STUDY IN QUERÉTARO (2022)



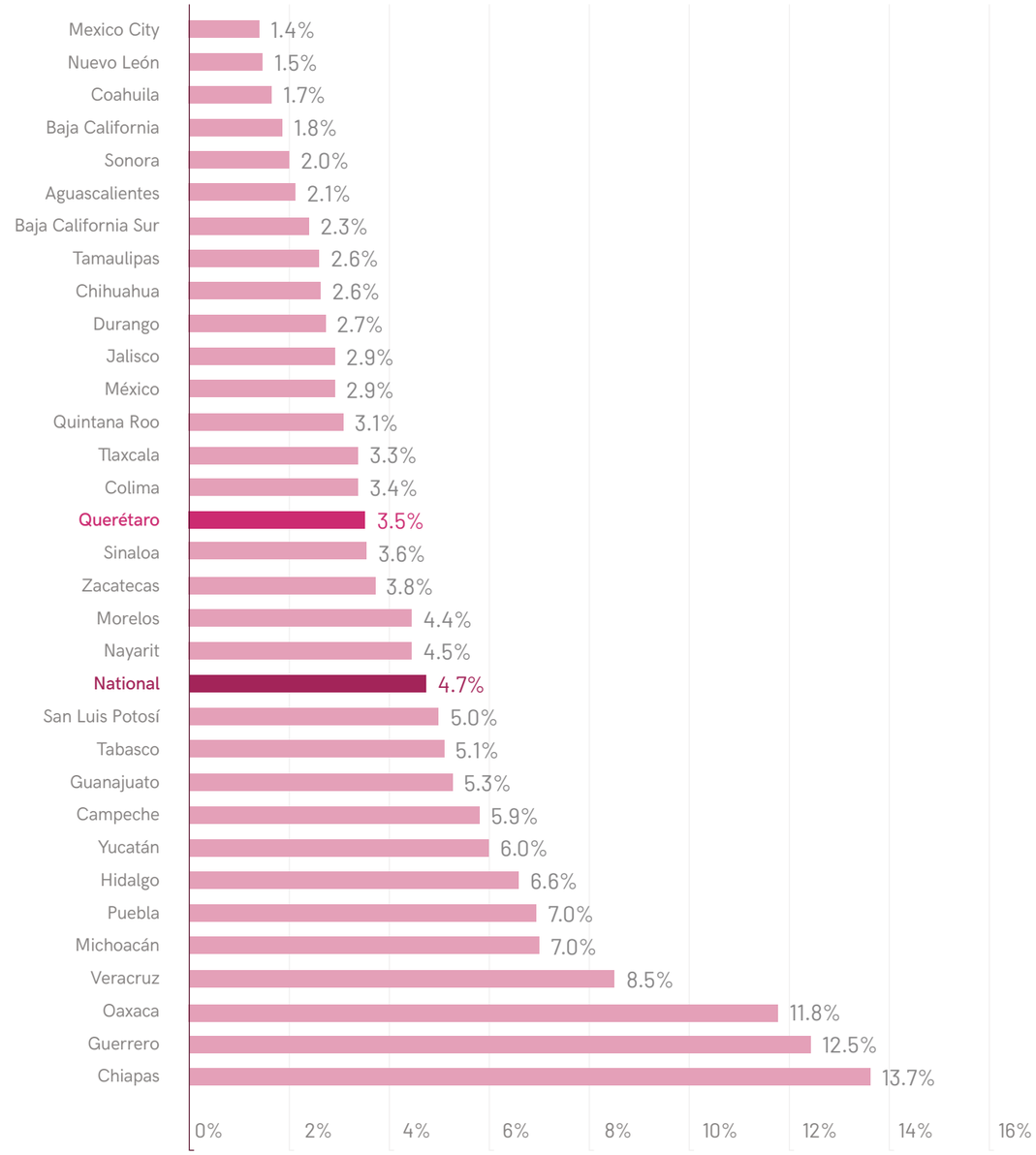
Source: Own elaboration with data from the State of Querétaro College of Professional Technical Education, 2023.
Note: The numbering refers to the different careers: 1) Biotechnology; 2) Electricity; 3) Electromechanics; 4) Electronics; 5) Logistics; 6) Industrial Maintenance; 7) Machine Tools; 8) Automotive Maintenance; 9) Mechatronics; 10) Administrative Management Processes; 11) Industrial Production; 12) Programming; and 13) Plastics Transformation.

During the January-June 2022 semester, the approval percentage was 92.6%, while during August-September 2022, the figure was 87.9%. In the 2021-2022 school year, terminal efficiency was 73.4%.

ILLITERACY

According to the 2020 Population and Housing Census, at a national level, 4,456,431 individuals were illiterate. Mexico City maintained the lowest rate at 1.4%, while Chiapas had the highest rate at 13.7%.

ILLITERACY RATE BY STATE (2020)

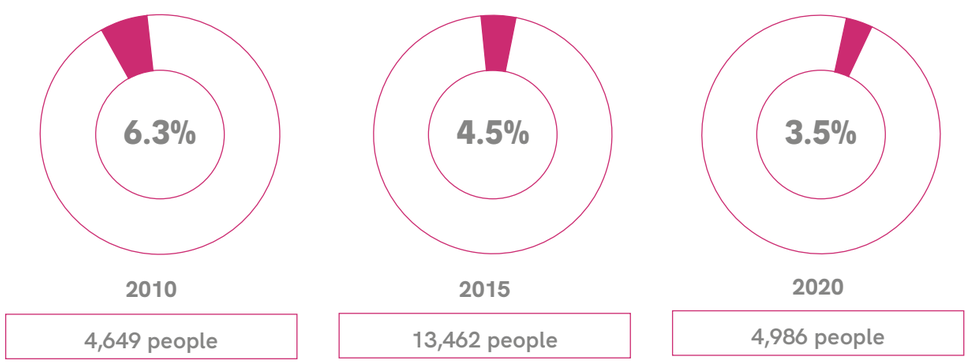


Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.



Compared to the 2015 Intercensal Survey where the number reached 4.5%, Querétaro decreased its rate to 3.5%; that is, between 2015 and 2020, 4,986 people became literate, while only 61,734 people remained illiterate. Of these, 63.9% were women and 36.1% were men.

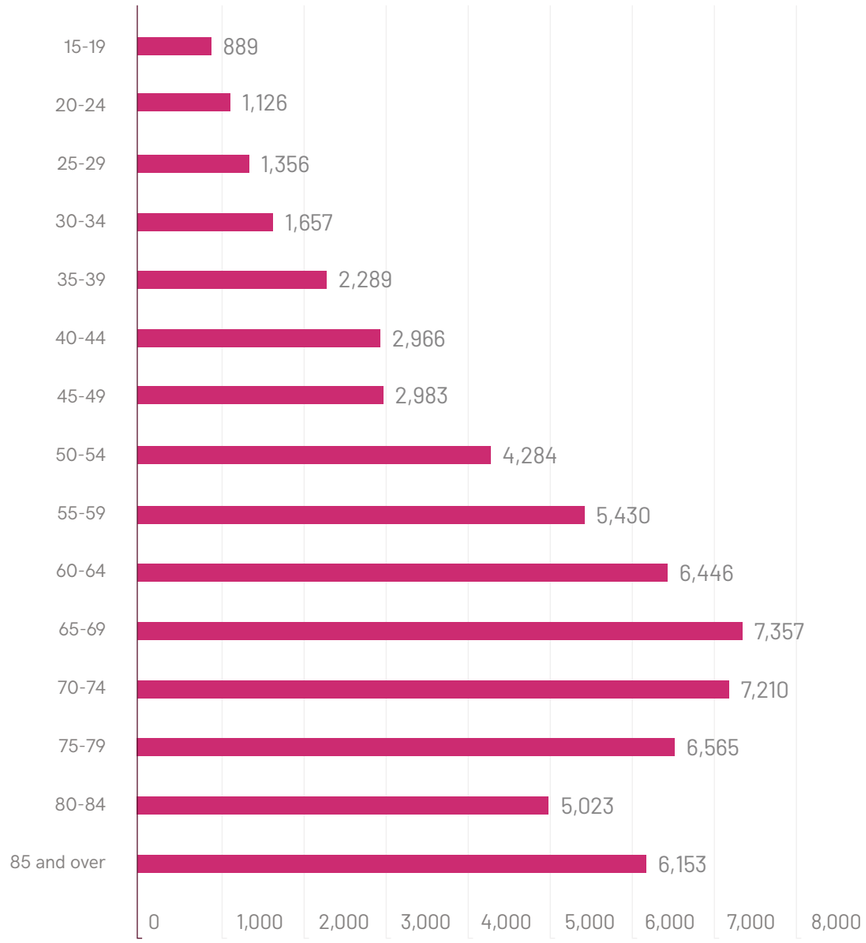
ILLITERACY RATE AND LITERACY RATE IN QUERÉTARO (2010 – 2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020, Intercensal Survey 2015 and Population and Housing Census 2010), 2023.
Note: Figures inside the boxes refer to the number of people who became literate compared to the previous count.

The illiteracy level maintains an increasing trend from the 15-19 age group to the 65-69 age group. The highest figure is found in the 65-69 age group, where 11.9% of the population remains illiterate, while the 15-19 age group contributes the lowest percentage with 1.4%.

ILLITERATE POPULATION BY AGE GROUP IN QUERÉTARO (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Note: Age groups are expressed in years.

Of the 18 municipalities in the state, Landa de Matamoros has the highest illiteracy rate: 13.1% of the total population aged 15 and over corresponds to this group, followed by San Joaquín with 12.7%, while the districts with the lowest rates are Corregidora and Querétaro, with 1.7% and 1.9%, respectively.

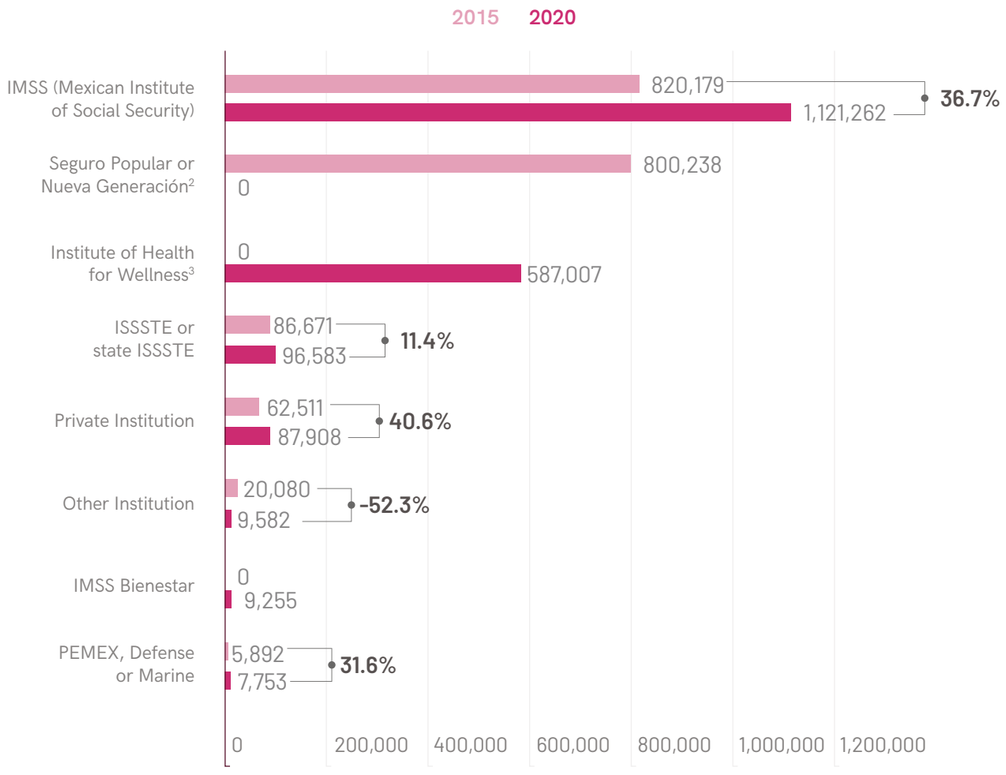
3.2.2. Health

The Health Services of the State of Querétaro (SESEQ by its Spanish acronym), along with the Mexican Institute of Social Security (IMSS by its Spanish initials), the Institute of Social Security and Services for State Workers (ISSSTE by its Spanish initials), and numerous private institutions, oversee and safeguard the lives of the people of Querétaro.

Access to health services

According to the 2020 Population and Housing Census, 79.1% of the entity's inhabitants were affiliated with health services, that is, 1,873,160 people; of these, 52.1% were women and 47.9% were men.

Affiliated population[1] by institution in Querétaro (2015 – 2020)

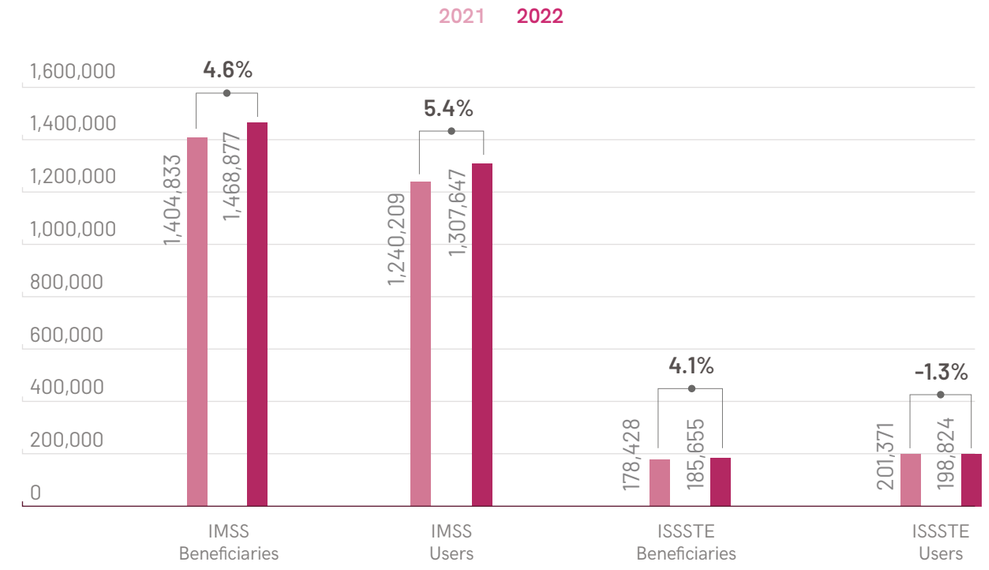


Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Notes: [1]The sum per institution may be greater than the total due to people who are affiliated to more than one health organization.
[2]Includes the Social Health Protection System (SPSS) coordinated by the Ministry of Health (SSA).
[3]In January 2020 the Institute of Health for Wellness (INSABI) became operational, this category also includes the population that declared being affiliated to the Seguro Popular (meaning Popular Insurance)
"0" indicates that this institution was not available for that year.

Beneficiaries and users

In 2022, IMSS beneficiaries totaled 1,468,877; in the ISSSTE, the figure was 185,655. Both figures are higher than those reported in 2020: 4.6% and 4.1%, respectively.

Beneficiaries and Users by Social Security Institution in Querétaro (December 2021 – 2022)



Source: Health Services of the State of Querétaro with data from the Mexican Institute of Social Security and the Institute of Security and Social Services for State Workers, 2023.

Municipalitys con mayor registro de derechohabientes en Querétaro (2022)

Municipality	Beneficiaries	
	IMSS	ISSSTE
Querétaro	888,575	102,837
San Juan del Río	206,082	23,658
El Marqués	111,219	7,517
Corregidora	110,153	17,129
Pedro Escobedo	50,812	2,708

Source: Own elaboration with data from the Health Services of the State of Querétaro, 2023.

Infrastructure and Equipment for Health Services

State health services are offered through 5 hospitals, 2 of which are located in the municipality of Querétaro: 1) Hospital de Especialidades (meaning Specialty Hospital) and 2) Hospital General Querétaro (meaning Querétaro General Hospital). The rest are located in the municipalities of Cadereyta de Montes, Jalpan de Serra and San Juan del Río.

In 2022, health services maintained their infrastructure, with slight increases in the number of available beds (2.5%) and examination rooms (4.1%).

Health Services hospital infrastructure in Querétaro (2021)

Hospital	Available Beds	Operating Rooms	Delivery Rooms	X-ray Rooms	Examination Rooms
De Especialidades	151	2	3	1	35
General Querétaro	120	1	0	1	42
San Juan del Río	92	2	2	1	29
Cadereyta	64	1	1	1	10
Jalpan	30	1	1	1	12
Total	**457**	**7**	**7**	**5**	**128**

Source: State Health Services (SSA), 2021.



In comparison to the ISSSTE, the IMSS has most of the equipment and infrastructure.

Hospital infrastructure in social security institutions in Querétaro (December 2022)

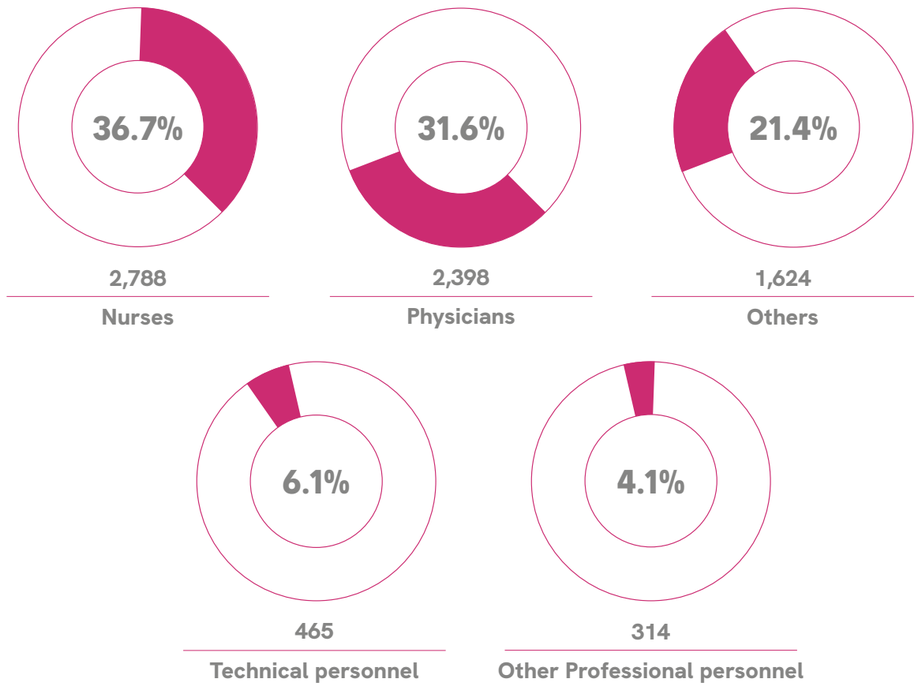
Material Resources	IMSS	ISSSTE
Available Beds	704	99
Non-Registered Beds	391	67
Incubators	22	4
Examination Rooms	365	84
Ambulances	10	11
Emergency Areas	20	1
Intensive Care Units	2	2
Laboratories	10	2
Radiology Units	17	3
X-ray Machines (mobile or fixed)	19	10
Operating Rooms	8	3
Delivery Rooms	1	1
Blood Banks	25	1
Pharmacies	37	5

Source: Health Services of the State of Queretaro using data from the Mexican Institute of Social Security and the Institute of Security and Social Services for State Workers, 2023.

Human Resources

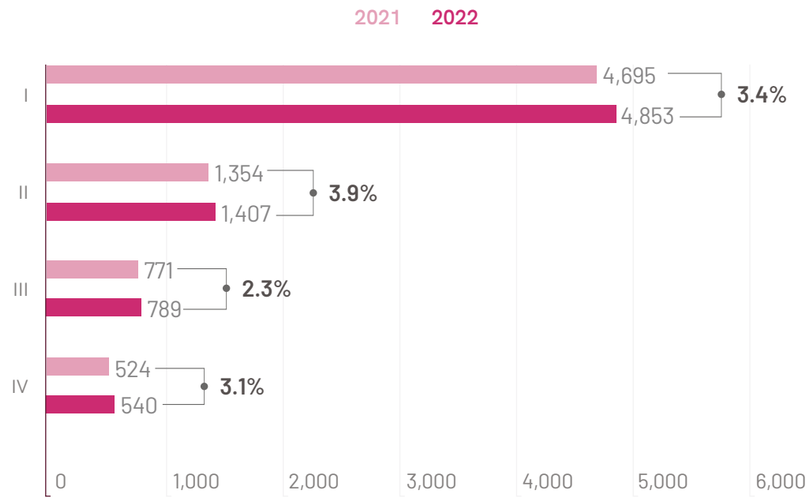
The workforce involved in health services in 2022 was 7,589 people, which represented an increase of 3.3% over 2021.

Personnel Distribution in Health Services in Querétaro (2022)



Source: Health Services of the State of Querétaro, 2023.
Note: Includes first and second level.

Personnel by Jurisdiction in Health Services in Querétaro (2022)



Source: Own elaboration with data from the Health Services of the State of Querétaro, 2023.



Health services are divided into four jurisdictions:

- **I.** Querétaro, Corregidora, El Marqués and Huimilpan.
- **II.** Amealco de Bonfil, Colón, Pedro Escobedo, San Juan del Río and Tequisquiapan.
- **III.** Cadereyta de Montes, Ezequiel Montes, Peñamiller, San Joaquín and Tolimán.
- **IV.** Pinal de Amoles, Arroyo Seco, Jalpan de Serra and Landa de Matamoros.

In 2022, the IMSS reported 8,518 people in the human resources workforce, while the ISSSTE reported only 1,089. The figures represent variations of -0.1% for the former and 22.2% for the latter, compared to 2021.

MEDICAL AND NON-MEDICAL PERSONNEL IN SOCIAL SECURITY INSTITUTIONS IN QUERÉTARO (DECEMBER 2022)

Human Resources	IMSS			ISSSTE		
	Personnel	Distribution	Var. % 2022 - 2021	Personnel	Distribution	Var. % 2022 - 2021
Medical personnel	2,353	27.6%	4.1%	383	35.2%	68%
Non-Medical personnel	6,165	72.4%	-1.6%	706	64.8%	6.5%
Total	**8,518**	**100%**	**-0.1%**	**1,089**	**100%**	**22.2%**

Source: Own elaboration with data from the Health Services of the State of Querétaro, 2023.



The IMSS has 2,206 physicians in direct contact with patients, 61.2% of whom have a specialty. The ISSSTE, in the same category, has only 373 physicians with a percentage of specialists of 39.4%.

Paramedics represent 59.1% of non-medical personnel in the IMSS and 48.4% in the ISSSTE. In this category, nursing stands out, accounting for 68.6% and 99.4%, respectively.

INVENTORY OF THE MAIN HUMAN RESOURCES OF SOCIAL SECURITY INSTITUTIONS IN QUERÉTARO (DECEMBER 2022)

Human Resources	IMSS	ISSSTE
Medical personnel	2,353	383
In Direct Contact with Patients	2,206	373
General Practitioners	102	73
Specialist Physicians	1,351	147
Dentists	50	13
Residents	612	123
Interns	91	17
In Other Roles	147	10
Non-Medical personnel	6,165	706
Paramedical personnel	3,641	342
Nursing	2,498	340
Auxiliar	807	103
General	1,099	146
Specialized	332	42
Interns	89	6
Others	171	43
Other Paramedical personnel	1,143	25
Auxiliary Diagnostic and Treatment Support personnel	392	68
Administrative personnel	1,468	237
Other Personnel	664	36
Total	**8,518**	**1,089**

Source: State of Querétaro Health Services using data from the Mexican Institute of Social Security and the Institute of Security and Social Services for State Workers, 2023.

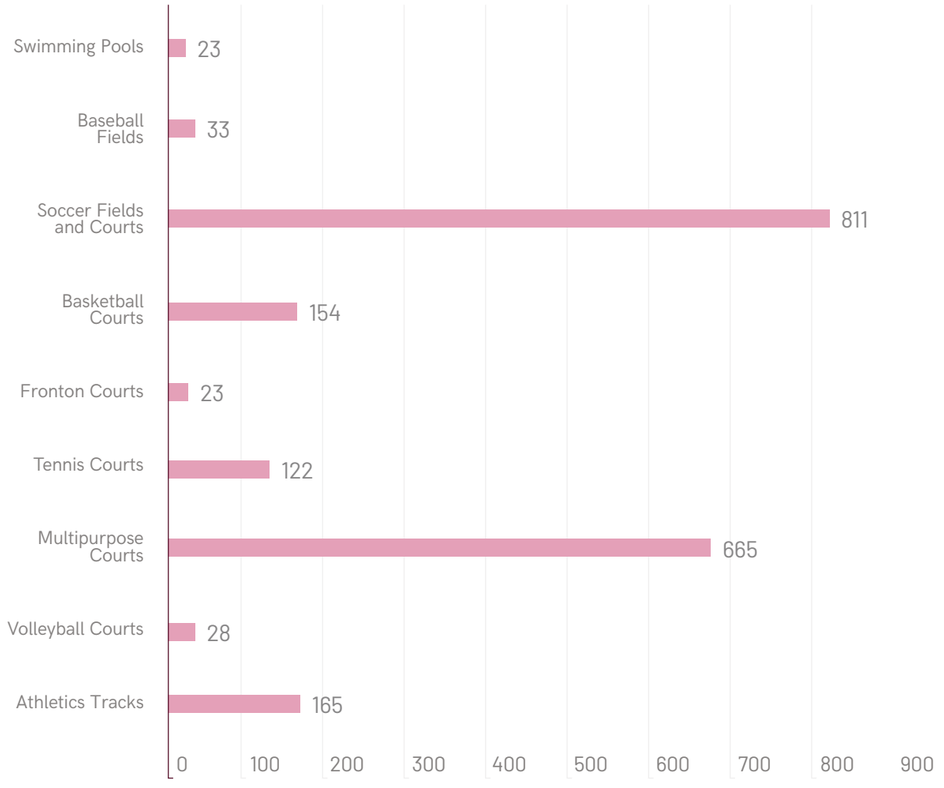
3.2.3. Sports and recreation

The United Nations Educational, Scientific and Cultural Organization considers sport as a facilitator of development and peace among society, a promoter of tolerance and respect, as well as an element of empowerment for young people, children and women. Recreation, on the other hand, is a fundamental element for the full growth of people.

Sports infrastructure

By the end of 2022, Querétaro had 2,024 sports and recreational facilities. Of the total, 40.1% were soccer fields and courts, 32.9% were multi-purpose courts and 8.2% were athletic tracks.

Number of Sports Facilities and Infrastructure in Querétaro (December 2022)



Source: Own elaboration with data from the Institute of Sports and Recreation of the State of Querétaro (information provided by municipalities), 2023.

The municipalities with the highest concentration of sports facilities and infrastructure are:

Municipality	Sports Facilities and Infrastructure	Percentage Participation
Querétaro	906	44.8%
San Juan del Río	192	9.5%
Corregidora	179	8.8%
Cadereyta	123	6.1%
El Marqués	122	6.0%

Source: Own elaboration with data from the INDEREQ, 2023.

During 2022, the Institute of Sports and Recreation of the State of Querétaro (INDEREQ) obtained several achievements, among which the following stand out:

- Participation of 681 athletes in more than 100 international conventional sports events in more than 20 countries, winning 41 medals.
- Participation of 30 athletes in more than 10 international events of adapted sports in 5 countries, winning 16 medals.
- Awarding of scholarships and sports incentives to more than 200 athletes who participated in both conventional and adapted sports events.
- Maintenance, equipment and rehabilitation of sports units through 19 works and 72 interventions.
- Organization of 260 sporting events in different municipalities, with the participation of 78,271 people
- Support granted to more than 615 high-performance athletes in the national games of the National Commission of Physical Culture and Sports (CONADE).
- Attendance at the CONADE 2022 Paranational Games, obtaining 143 medals and placing the state in 5th place nationally.
- Creation of Adapted Sports Centers in Querétaro, Corregidora and San Juan del Río, for detection, promotion and training.

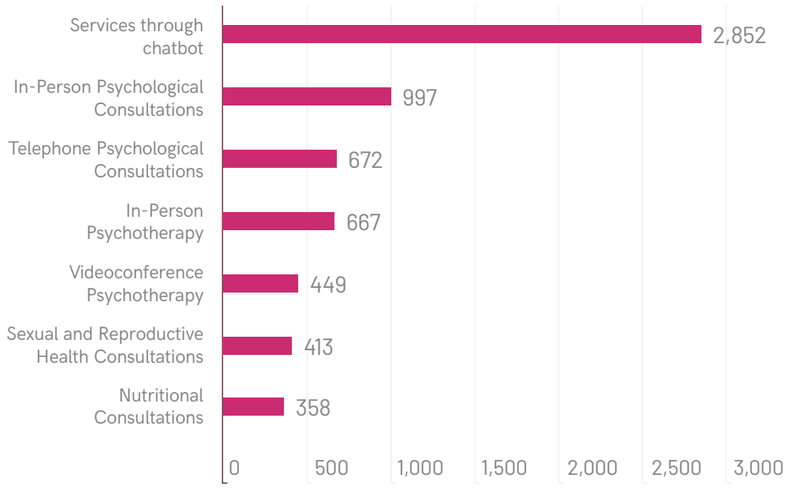
3.2.4. Youth

The Ministry of Youth (SEJUVE by its Spanish acronym) develops public policies and initiatives that promote the social and human development of young people in various aspects such as health, employment, and education, among others. Through its programs, SEJUVE aims to integrate young individuals into the political, economic, and social life of Querétaro.

The target population is adolescents and young people between 12 and 29 years of age living in Querétaro. The "SER SEJUVE" program, meaning To Be SEJUVE, provided support to 15,000 people statewide.

During 2022, SEJUVE implemented various programs and actions that strengthened the living conditions of adolescents and young people in Querétaro, among which the following stood out:

Services Provided Through the Comprehensive Health Component for Adolescents and Youth (2022)



Source: Own elaboration with data from the Ministry of Youth, 2023.



Comprehensive Adolescent and Youth Health Component

It consisted of hiring health professionals and interns to provide consulting services, advice, training and outreach activities to strengthen skills and self-care in the comprehensive health of the adolescent and young population, through the following actions:

Consulting and advisory services: Through professional, warm and empathetic guidance to enrich decision making in sexual and reproductive health, mental health and nutrition.

Training: Through workshops, conferences and virtual and face-to-face activations, young people and adolescents received training in skills, abilities and habits of self-care and prevention.

Outreach activities: Campaigns to encourage integral health, through recommendations, techniques and information to promote healthy habits and lifestyles in sexual, reproductive and mental health, road culture and safe mobility, nutrition, sports and addiction prevention.

Linkage and self-employment (Crecemos Juntos, meaning We Grow Together)

This is a SEJUVE strategy that establishes consulting and support activities that strengthen the integral development of young people in educational, professional and labor matters, through different actions:

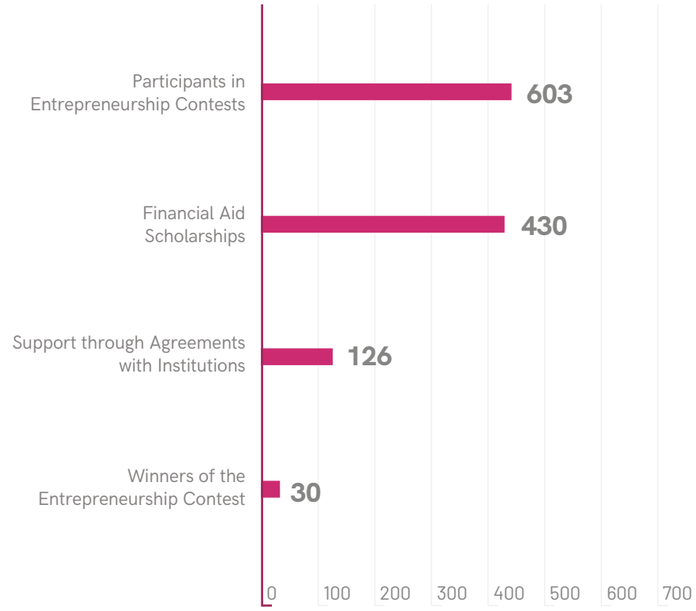
Training: Didactic activities aimed at expanding knowledge in the field of trades in person, where the beneficiaries acquired only the basic inputs necessary for their execution, in accordance with the stipulations of the guidelines and calls for proposals.

Diploma Courses: With curricular validity approved by educational institutions in the state of Querétaro.

Scholarships: Connectivity and to study the English language, where the beneficiaries acquired only the basic inputs necessary for their execution, as stipulated in the guidelines and calls for proposals.

Entrepreneurship: Through the strategy called "Take the Next Step in Entrepreneurship," consisting of 4 stages composed of training, acceleration, workshops and formalization of ventures.

Linkage and self-employment actions (2022)



Source: Own elaboration with data from the Ministry of Youth, 2023.

Social participation (Voluntariado Objetivo Servir, meaning Volunteering Objective To Serve)

These are comprehensive activities in line with the 2030 Agenda that strengthen the participation of young people as a factor of transformation through social and human development, under the following actions:

Volunteering. Hand in hand with the Sustainable Development Agenda, through individuals who, by their own free will, carry out activities of general interest with an altruistic and solidary character, seeking different training activities, such as Agenda 2030 training and community development.

Space Preparation and Equipment. Refurbishment of spaces and rehabilitation of the "Casa SEJUVE", allowing the development of activities for the reconstruction of the social fabric, with a differential factor that takes into account volunteering, artistic participation, wellbeing and comprehensive training of young people.

Scholarships. In addition to volunteering, the best social enterprises were awarded international scholarships.

Community interventions. Seeking the strategic transformation of communities, with actions focused on collaboration and citizen participation.

Digital villages. Seeking economic reactivation through talent training and inclusive digital transformation.

Results of Social Participation (2022)



Source: Own elaboration with data from the Ministry of Youth, 2023.

3.2.5. Human Development Index (HDI)

Postulated in the United Nations Development Program, the HDI makes it possible to evaluate human development conditions based on three dimensions:

1) **Health.** Measured by life expectancy at birth.
2) **Education.** Product of expected years of schooling and average years of schooling.
3) **Income.** Reflection of per capita economic perception.

Its objectives are to analyze inequality in human development; to detect situations that prevent the inclusion of the population in sustainable development; and to determine how population groups are part of the development process in the country.

The Municipal Human Development Report 2010-2020 ranked Querétaro in 10th place nationally as a result of the average of its 18 municipalities, reaching an index of 0.778 points in 2020.

Corregidora ranked as the municipality with the highest HDI in the state with 0.851 points, and as the 5th municipality at the national level.

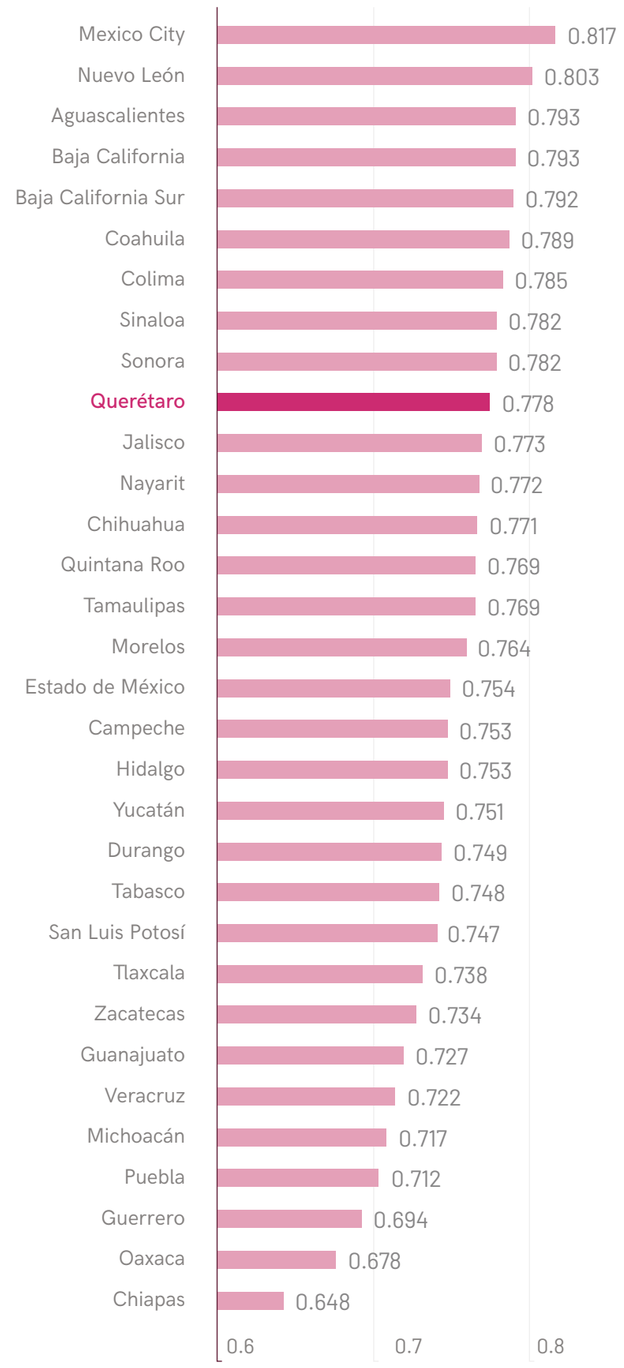
Municipalities with the Highest HDI in Querétaro (2020)

Municipality	Income Index	Health Index	Education Index	HDI
Corregidora	0.849	0.892	0.814	0.851
Querétaro	0.813	0.933	0.754	0.818
San Juan del Río	0.770	0.888	0.685	0.765
El Marqués	0.771	0.819	0.651	0.762
Tequisquiapan	0.741	0.852	0.636	0.745

Very High Index | High Index | Low index

Source: Own elaboration with data from the United Nations Development Program (Municipal Human Development Report 2010 - 2020), 2023.

Average Municipal Human Development Index by State (2020)



Source: Own elaboration with data from the United Nations Development Program (Municipal Human Development Report 2010 - 2020), 2023.



3.3. SOCIAL DEVELOPMENT

3.3.1. Security

The Ministry of Citizen Security is responsible for keeping Querétaro a safe state day and night. To this end, it maintains a continuous evolution, using technology and innovation to provide its population with peace, tranquility and justice.

The "Proximity Model" implemented in the state police force solves concrete problems to maintain public order and social peace. In this way, the State Police guarantees the security and well-being of the citizens in all their neighborhoods, communities and municipalities. The total and absolute tranquility of Querétaro is a priority of the administration.

As a result, in 2021, the State Police ranked among the top 15 in performance perception and trust indicators in the country. In March 2022, citizens considered crime to be the city's fifth main problem; by December of the same year, it had moved to sixth place.

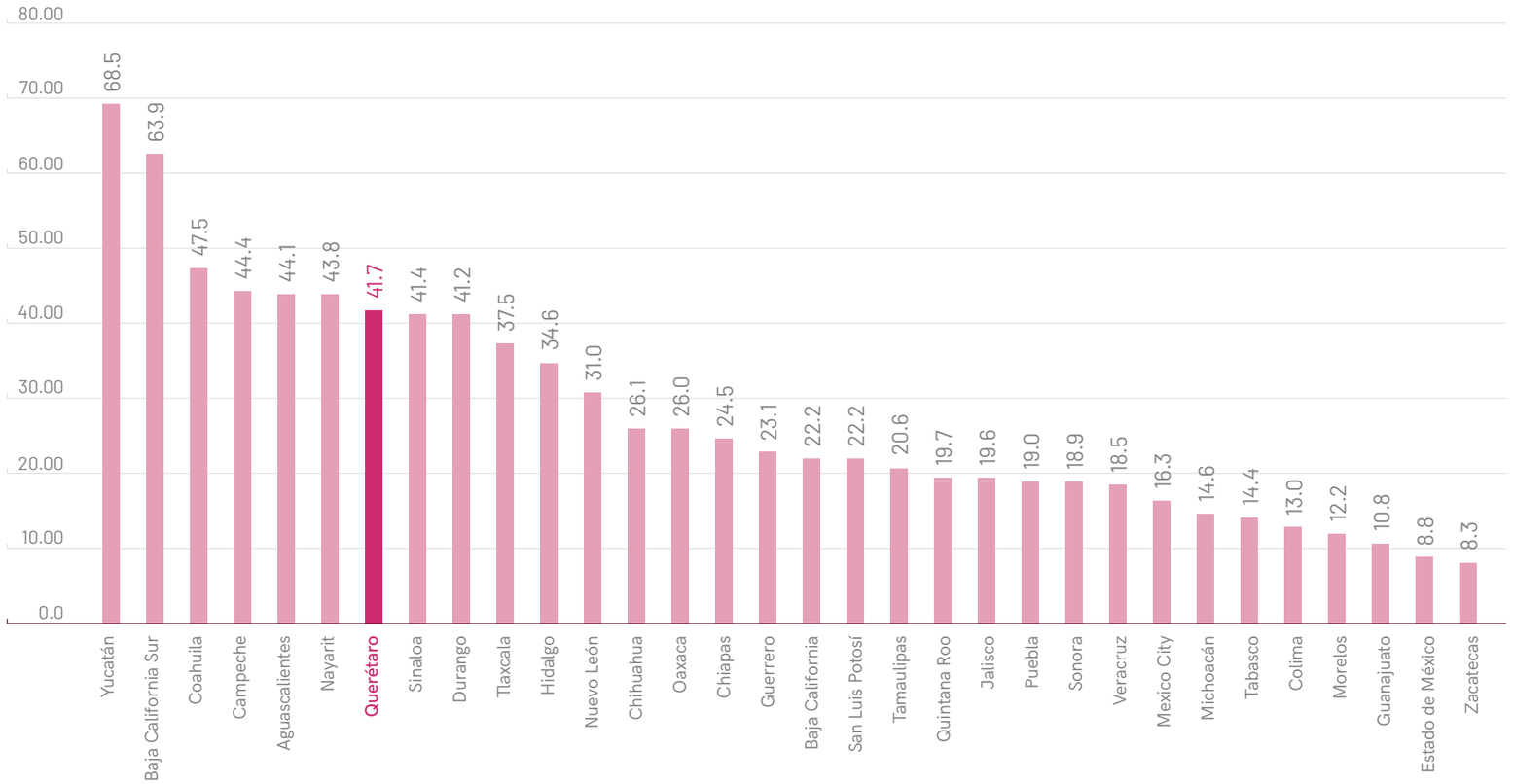
National Survey of Victimization and Perception of Public Security (ENVIPE by its Spanish acronym)

In 2022, 41.7% of the population aged 18 and over considered that living in Querétaro was safe, proof of which is that the state ranked 7th nationally.

Among the most significant results of the ENVIPE were the following:

- **60.1%** of the population trusted the State Police "a lot or somewhat", placing Querétaro among the 15 entities with the highest percentage of trust in this institution, surpassing the national average of 56.2%.
- **66.7%** of the Querétaro population considered that the State Police were willing to help.
- **12.5%** of crimes were reported, placing Querétaro in 7th place in the category, surpassing the 13th position of the previous year.
- The average cost of crime in the state decreased by $2,053 pesos compared to the previous year, a reduction of 23%.

Percentage of the Population with a Perception of Public Safety by State (March – April 2022)

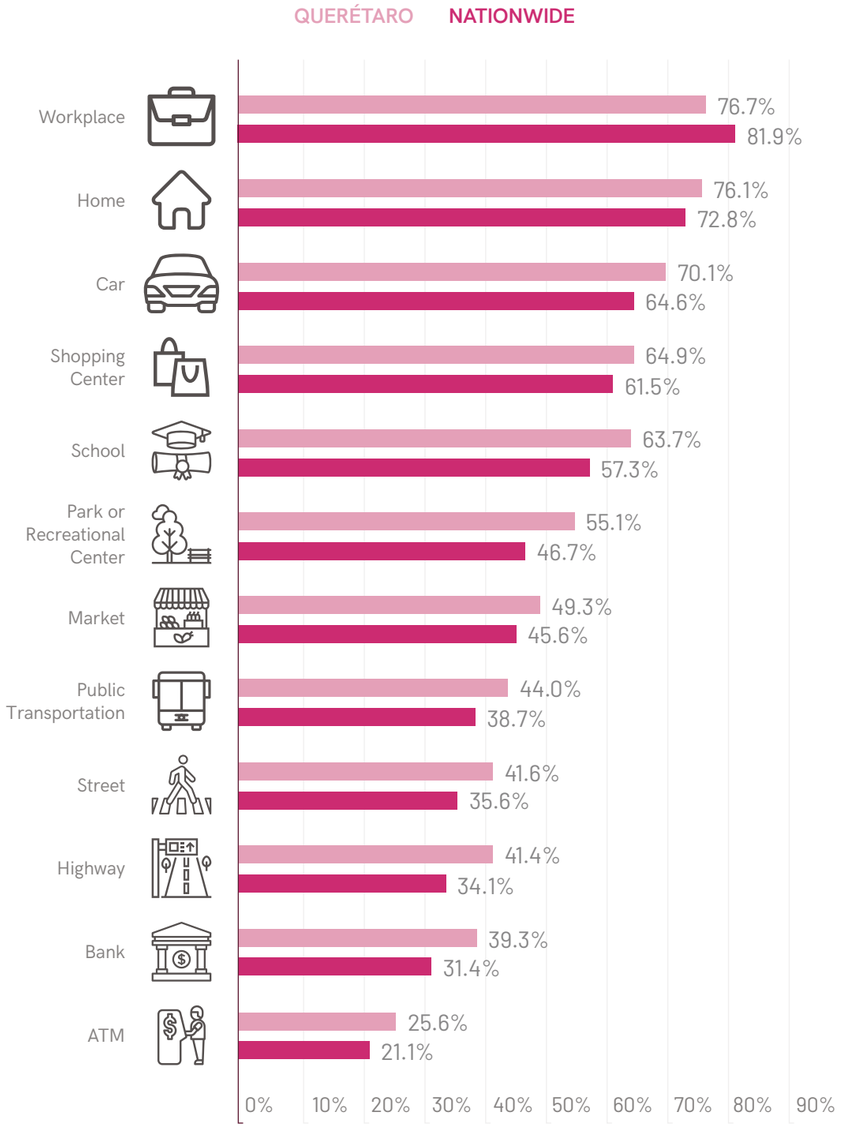


Source: Own elaboration with data from the National Institute of Statistics and Geography (ENVIPE), 2023.

Perception of Public Safety

According to ENVIPE 2022, the population of Querétaro reported a feeling of security higher than the national average in almost all areas. Labor was ranked as the place with the highest perception of safety, both nationally and statewide.

Population According to Their Perception of Security by Spaces in Querétaro and Nationwide (March – April 2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ENVIPE), 2023.

Prevention actions

By Decree of Law established on July 1, 2022, the Center for Crime and Violence Prevention in the State of Querétaro became a decentralized public entity under the Ministry of Citizen Security.

Its main attributions are to promote the culture of peace, legality, social prevention of crime and violence, as well as community participation, daily civic justice and respect for human rights.

In this regard, during 2022, various actions were carried out to promote citizen participation and a culture of social prevention:

Actions and people benefited by the State Security Program of the Center for the Social Prevention of Crime and Violence in Querétaro (2022)

Program	Objective	Activities	Number of Actions	Beneficiaries
STATE SECURITY PROGRAM 2022-2027 STRATEGIC LINE 4	To encourage citizens to get involved in specific actions for building security in their community.	Prevention workshops Training sessions Prevention activities Theater performances Network of women peacebuilders Sports activities Cultural activities Dissemination of information State forum on citizen participation Mural painting	572	35,593

Source: Ministry of Citizen Security with data from the Department of Social Prevention of Violence and Crime (Weekly Indicators January - December 2022), 2023.

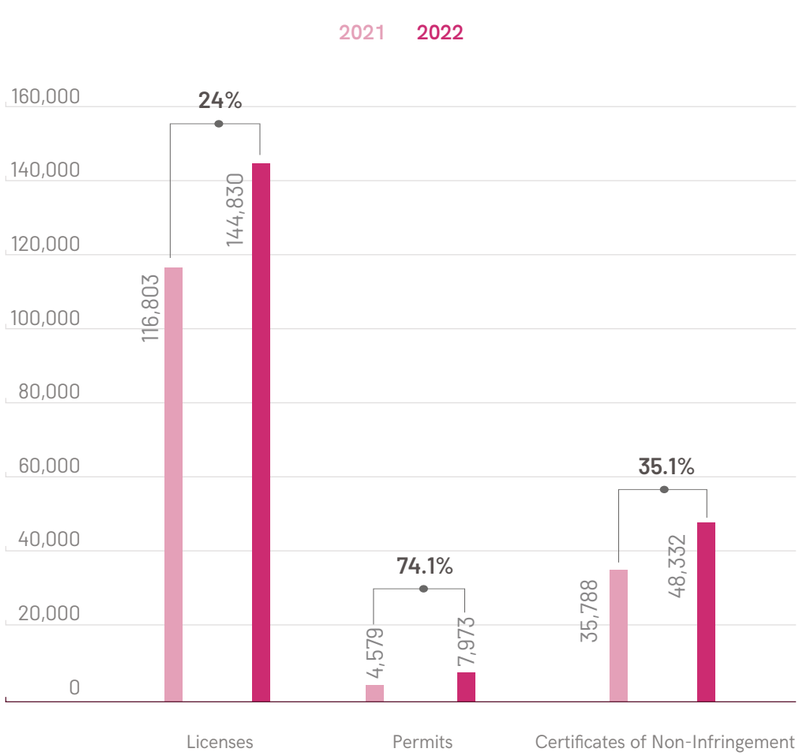


Issuance of Licenses

One of the duties of the Department of Public Services and Private Security is to issue licenses and permits for operating motor vehicles within the scope of its competence and in compliance with the Regulations of the Traffic Law and its general provisions.

During 2022, the agency issued 144,830 licenses, a figure that represented a growth of 28,027 compared to 2021. Additionally, permits for driving and certificates of non-infringement also showed an increase in the same period.

Procedures Issued by the Department of Public Services and Private Security (2022)



Source: Own elaboration with data from the Secretariat of Citizen Security (Directorate of Public and Private Security Services), 2023.

Operations and vehicle recovery

In accordance with the Law of the Department of Public Safety, the Undersecretary of State Police is empowered to conduct security operations aimed at preventing and reducing the incidence of violence, criminal activities, antisocial behaviors, and administrative offenses, within the areas of its jurisdiction.

During 2022, a total of 2,126 operations were carried out to prevent roadway accidents.

Operations Conducted by the State Police (2022)

Type of Operation	Total
Radar	308
Carousel	831
Breathalyzer	987
Total Operations	**2,126**

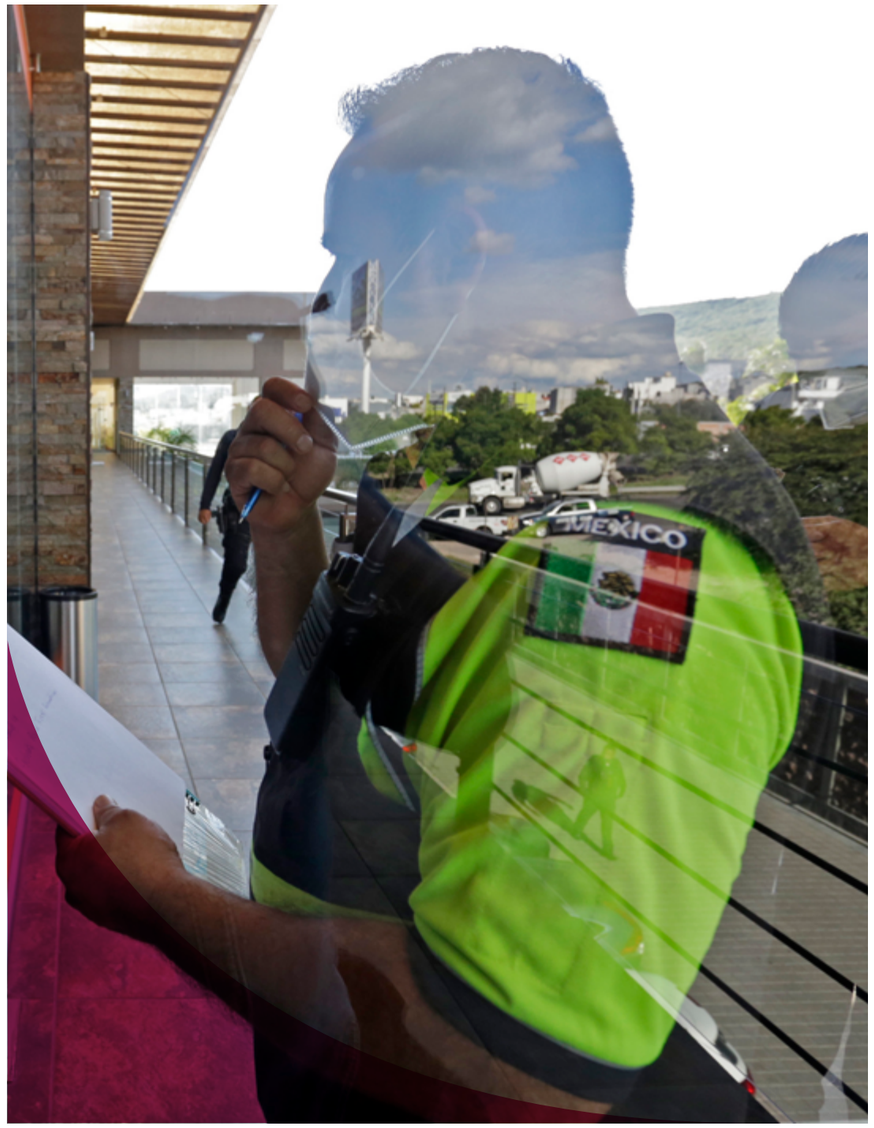
Source: Ministry of Citizen Security with own information, 2023.

Among the relevant actions carried out during 2022 by the State Police, the recovery of 932 vehicles with a theft report and the implementation of 737 theft prevention operations in convenience stores, ATMs and banks, thus benefiting the business and service sectors.

Civil Protection

The State Coordination of Civil Protection is responsible for coordinating provisions, measures, and actions aimed at preventing, aiding, and recovering the population in the event of a disaster.

Through Disaster Risk Management, risks and their processes of formation, anticipation, prevention, mitigation, preparation, assistance, recovery, and reconstruction are identified. All these actions are aimed at eliminating or mitigating the threats affecting the population of Querétaro.



Results of Civil Protection Actions in Querétaro (2022)

Activity	2022
People Trained	8,627
Courses Provided through the Civil Protection Training Center	197
Training Hours	1,718
Community Brigades Formed	4
People Impacted by the Formation of Brigades	94,020
Campaigns to Promote Civil Protection Culture	92
Social Media Impact: Facebook (Followers)	419,841
Social Media Impact: Twitter (Followers)	40,095
People Registered as External Trainers in Civil Protection	122
People Registered as Consultants in Civil Protection	135
People Registered as Members of the IPSED Network (Psychosocial Intervention for Emergency and Disaster Situations)	47
Registered Volunteer Groups (Affiliated with the State Emergency Response System)	9 Firefighter Groups 26 Pre-hospital Medical Attention Groups 9 Mutual Aid Groups
Risk Assessments	304
Occupational Level Determination in Mass Gathering Places (Capacity)	244
Points Documented in the Risk Atlas	27,234
Emergencies Attended	1,955
Radio Control Services Attended and Managed	28,780
Special Operations Attended	462
Inspections Conducted	11
Massive Events Attended	400

Source: Prepared by the State Coordination of Civil Protection of the State of Querétaro, 2023.

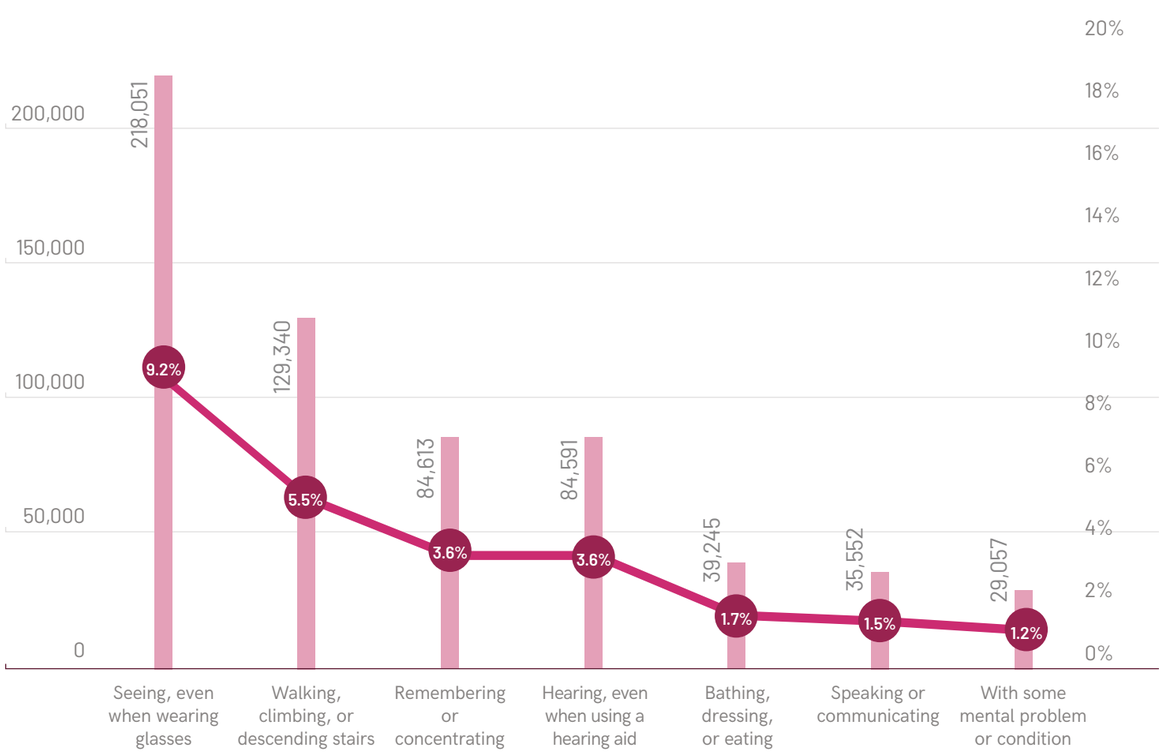
3.3.2. Accessibility

According to the General Law for the Inclusion of Persons with Disabilities, published in the Official Journal of the Federation on May 30, 2011, it is defined as measures to ensure access to people with disabilities, on equal terms with others, in aspects such as transport, information and communities.

Population with Disabilities or Mental Limitations

The 2020 Population and Housing Census established that in Querétaro, 15% (355,047) of individuals reported having some form of disability, limitation, or mental condition. Out of the total, 53.2% were women and 46.8% were men. Out of the 20,838,108 individuals with disabilities or limitations nationwide, 1.7% are located in Querétaro.

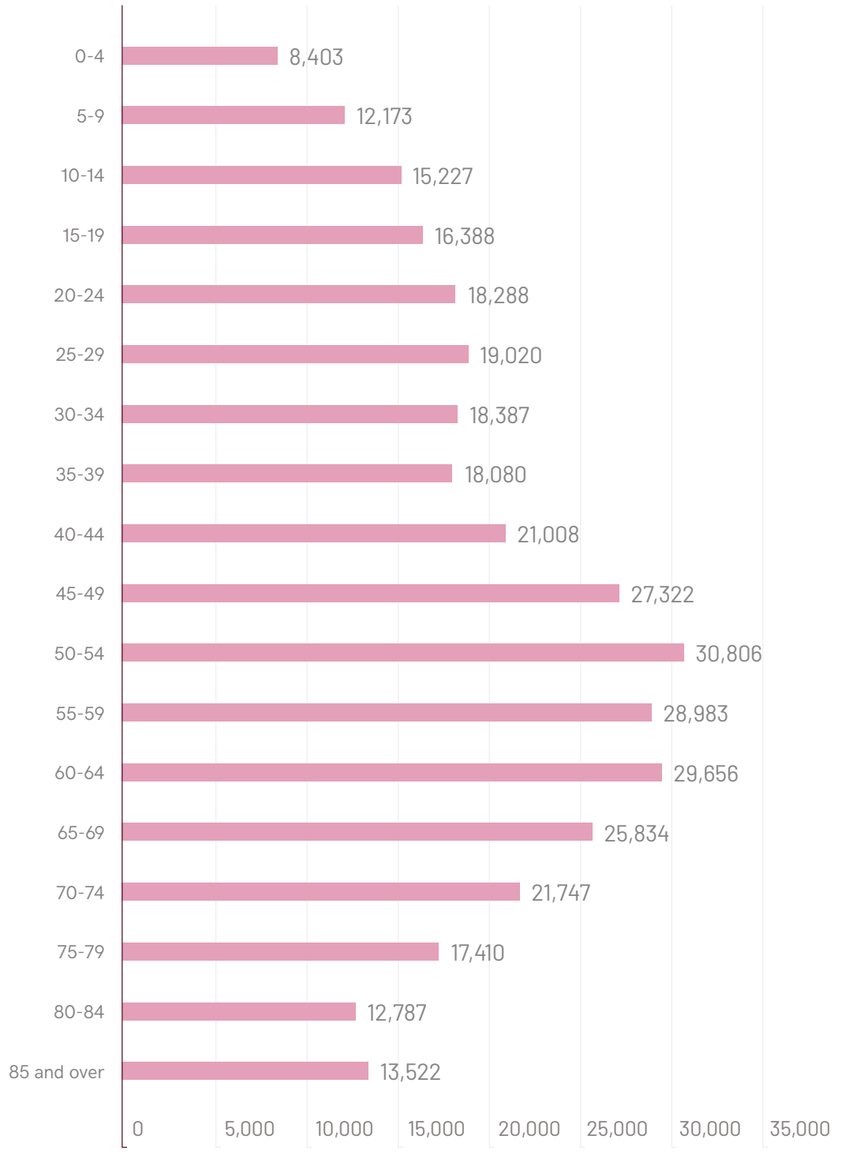
Population by Type of Disability or Limitation in Querétaro (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Note: The sum of each category exceeds the total because some people register more than one disability or limitation.

In Querétaro, during 2020, the highest concentration of people with disabilities or limitations was observed in the age group of 50 to 54 years (8.7%), followed by the age groups of 60 to 64 years (8.4%) and 55 to 59 years (8.2%).

Population with Disability by Age Group in Querétaro (2020)

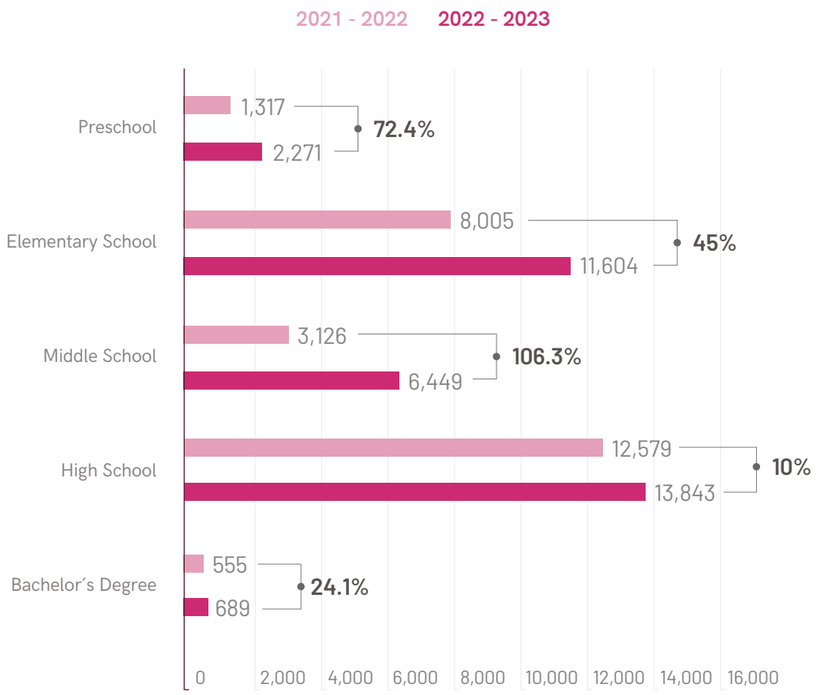


Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Note: Age groups are expressed in years.

Education for people with disabilities

During the 2022-2023 school year, a total of 34,856 students with disabilities were served, marking a 36.3% increase compared to the 2021-2022 period. The higher middle education level concentrated 39.7% of students, while the most substantial increase was in middle school, with 106.3%.

Students with disabilities at different educational levels in Querétaro (School year 2021 – 2022 / 2022 – 2023)



Source: Own elaboration with data from the Unit of Services for Basic Education in the State of Querétaro, (Department of Educational Planning) 2023.
Note: Students with disabilities and with outstanding abilities are included.

The municipality with the highest concentration of students with disabilities was Querétaro, with 42.2%, equivalent to 14,710 students, followed by San Juan del Río with 13.9% and Corregidora with 8.3%. The municipalities with the lowest numbers were Arroyo Seco and San Joaquín, with 0.7% and 0.6%, respectively.

Accessibility in the education sector

During the 2022-2023 school year, there were 70 special education schools, of which 24 were Multiple Attention Centers (CAM by its Spanish initials) and 46 Regular Education Support Service Units (USAER by its Spanish initials).

Special education schools in different municipalities School year (2022 – 2023)

Municipality	CAM	USAER
Amealco de Bonfil	1	1
Cadereyta de Montes	1	1
Colón	1	1
Corregidora	2	-
Ezequiel Montes	1	1
Jalpan de Serra	1	4
Pedro Escobedo	1	1
Peñamiller	-	1
Querétaro	13	29
San Juan del Río	2	6
Tequisquiapan	1	-
Tolimán	-	1
Total	**24**	**46**

Source: Own elaboration with data from the Unit of Services for Basic Education in the State of Querétaro, (Department of Educational Planning) 2023.
Note: The municipalities of Arroyo Seco, El Marqués, Huimilpan, Landa de Matamoros, Pinal de Amoles and San Joaquín do not appear because they do not have any special education schools.



Attention to vulnerable individuals

In 2022, the State System for the Comprehensive Development of the Family (SEDIF by its Spanish initials) of Querétaro served 99,285 people with disabilities, a figure that increased 55.3% over 2021.

Seeking greater well-being and contributing to reduce the conditions of vulnerability in families of Querétaro, in 2022 the DIF Querétaro carried out various programs and actions in the field of transportation, healthcare, and nutrition, among others. One of the most important achievements was the creation of the following programs:

Food baskets containing basic food items for people subject to social assistance who are in extreme vulnerability.

Benefiting 6,120 people with the delivery of 16,700 food baskets.

Riding together (comprehensive equine therapy service).

Benefiting 253 people with 8,833 services.

Preventive Healthcare.

Providing 40,000 medical consultations and delivering 810 boxes of medicines to the population of marginalized communities in the state.

Specialized and senior citizen transportation

The DIF Querétaro has 11 buses and 3 vans that facilitate the transportation of people who, due to their specific conditions or advanced age, require special support.

Results of the program (2021 – 2022)

Year	Trips made	Beneficiaries
2021	43,871	9,749
2022	130,505	28,999

Source: Own elaboration with data from the State System for the Integral Development of the Family of the State of Querétaro, 2023.

Senior citizens

The following organizations provide care for the elderly who require specific social assistance and support:

Office of the Attorney General for the Integral Care and Protection of the Elderly.

Since its creation on March 10, 2022 and during the rest of that year, 370 reports of abuse were received and 349 social work visits, 1,564 psychological care and 633 interventions in trials or investigation files were carried out.

Coordination of the Metropolitan Gerontological Center "Plan Vida".

Increase in the number of beneficiaries from 508 to 1,094, with 32 workshops.

"Más Vida" Program, meaning More Life.

Offers recreational spaces for senior adults in marginalized communities. From May to December 2022, it benefited 12,750 people.

Community development

The following organizations generate spaces that offer different benefits for vulnerable communities and sectors of the population:

- **Casa de la Mujer Coordination (meaning Women's Center).**

Results Casa de la Mujer (2021 – 2022)

Year	Attention to users	Productive training workshops	Human development workshops
2021	921	39	23
2022	1,251	34	56

Source: Own elaboration with data from the State System for the Integral Development of the Family of the State of Querétaro, 2023.

Through the "Heart to Heart Initiative" program, 21 talks, 7 workshops, 371 psychological counseling sessions and 177 legal counseling sessions were held.

- **Mobile Health Services Coordination.**

Mobile Health Services Results (2021 – 2022)

Year	Sessions Held	Beneficiaries
2021	43	6,164
2022	182	30,808

Source: Own elaboration with data from the State System for the Integral Development of the Family of the State of Querétaro, 2023.

- **Coordination of Community Participation.**

  In 2022, it served 166 members of 8 development groups, through 2 training actions and delivery of inputs for 12 projects of community investment strategies.

In addition to the above, the DIF Querétaro provided 31,166 medical and paramedical consultations at the Querétaro Comprehensive Rehabilitation Center (CRIQ by its Spanish initials) and the Cadereyta Comprehensive Regional Rehabilitation Center (CIRR by its Spanish initials), surpassing the 22,323 provided in 2021.

Office of the Attorney General for the Protection of Children and Adolescents of the State of Querétaro

Through this agency, the following actions were carried out:

- 1,010 child abuse reports received.
- 375 representations to assist in family judicial proceedings.
- 521 representations in criminal proceedings.
- 1,499 representations in amparo proceedings.
- 314 children and adolescents reintegrated into their families.
- 12 proceedings for loss of parental rights initiated.
- 316 proceedings for the restitution of rights of children and adolescents.
- 22 adoption processes.

Child Development Assistance Center (CADI 2 and 3 by its Spanish initials)

Results of CADI 2 and 3 (2021 – 2022)

Year	Meals and breakfasts provided, in addition to educational services	Beneficiaries between 1 and 5 years
2021	331	33,750
2022	357	139,448

Source: Own elaboration with data from the State System for the Integral Development of the Family of the State of Querétaro, 2023.

Nutrition

During 2022 and in the 18 municipalities of the state, infants, adolescents, pregnant and breastfeeding women, senior citizens, people with disabilities and homeless people received support through the following programs:

School breakfasts: Benefitting 87,021 school-age children and adolescents with 17,393,180 meals across 1,774 educational centers in 812 localities throughout the region.

Nutritional social assistance in the first thousand days of life: Benefitting 2,931 children under 2 years, pregnant and lactating women, or those in vulnerable situations, with 35,712 nutritional provisions across all areas of the state.

Nutritional social assistance for priority attention individuals: Offering assistance to 5,339 children, adolescents, people with disabilities, and vulnerable elderly individuals, with 36,468 provisions and 428,560 nutritional servings throughout the region.

Nutritional social assistance for individuals in emergency and disaster situations: Distributing 95,200 nutritional servings in the Queretaro municipality to 444 children, homeless individuals, and adults facing homelessness.

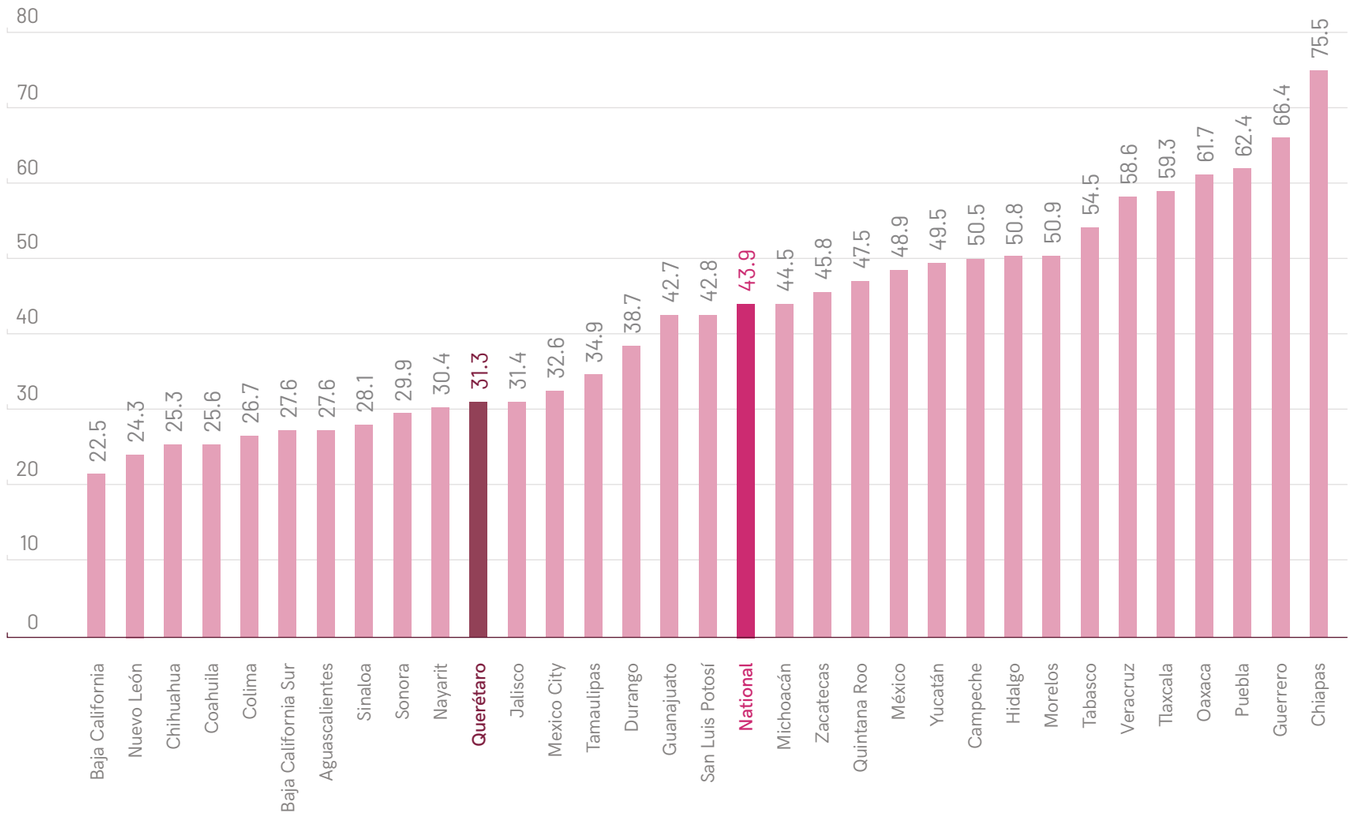
Mobile Kitchen Program: Benefitting 7,200 children, adolescents, adults, and vulnerable elderly individuals with 140,800 nutritional servings.

3.3.3. Poverty and inequality

The National Council for the Evaluation of Social Development Policy (CONEVAL by its Spanish acronym) quantifies the different variables that determine poverty indexes in Mexico and evaluates the federal government's social programs and policies.

In 2020, Querétaro ranked 11th among the states with the lowest level of poverty, that is, 31.3% of its inhabitants. This group represented 2.9% of the total population, while the remaining moderate poverty sector represented 28.4%.

Percentage of population living in poverty, by state (2020)



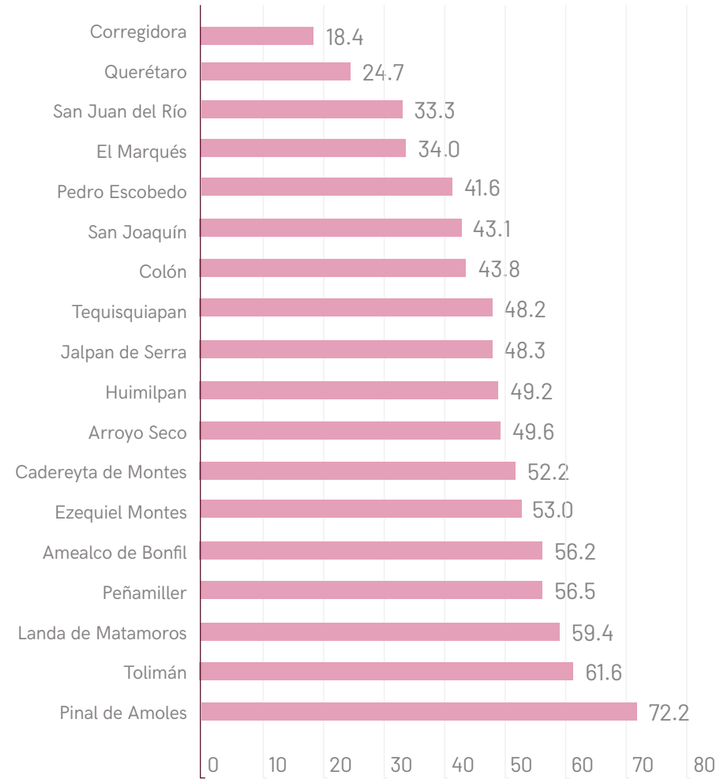
Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Poverty Measurement), 2023.
Note: Values are expressed in percentage.

During 2020, the population of Querétaro living in poverty reported having an average of 2 of the following 6 deprivations that determine their condition:

1) Educational Lag.
2) Access to healthcare services.
3) Access to social security.
4) Quality of housing and living spaces.
5) Utilities in their dwellings.
6) Access to food.

In the same year, Corregidora was ranked as the municipality with the lowest level of poverty in its population, only 18.4%:

Percentage of population living in poverty by municipality (2020)



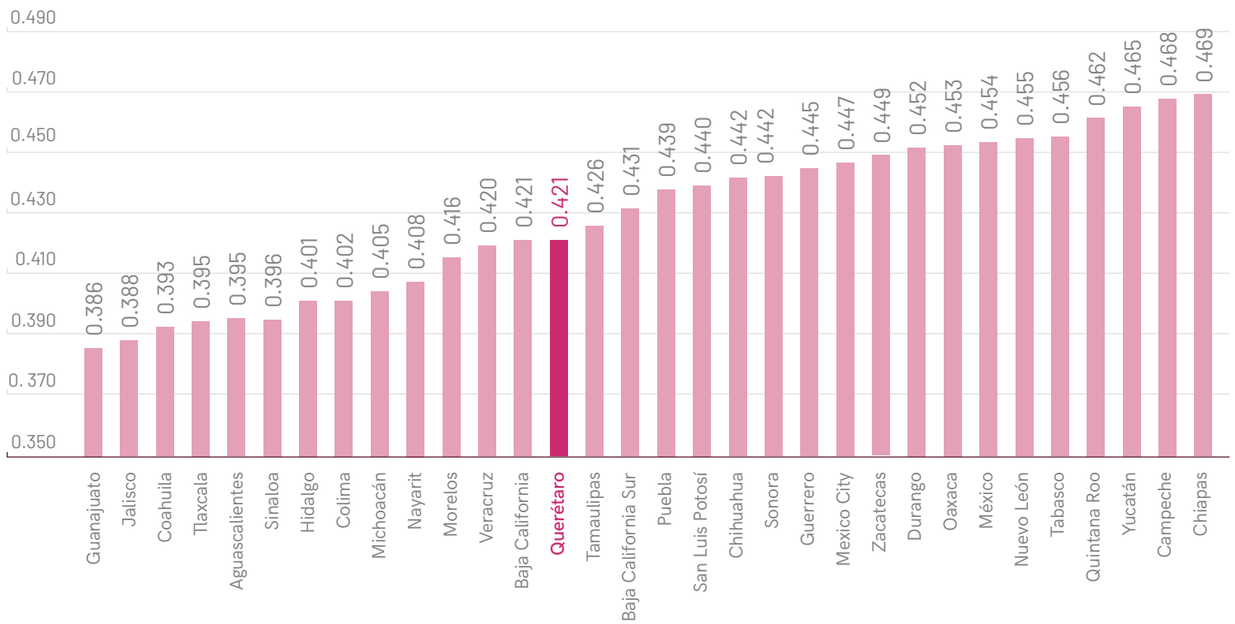
Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Poverty Measurement), 2023.
Note: Values are expressed in percentage.

Gini Coefficient

It is an indicator that shows the degree of inequality in the distribution of income in different countries or entities. The coefficient is expressed with a value between 0 and 1. The higher the figure, the greater the inequality.

In 2020, Querétaro ranked 14th as the entity with the lowest inequality, obtaining a value of 0.427 in the Gini Coefficient.

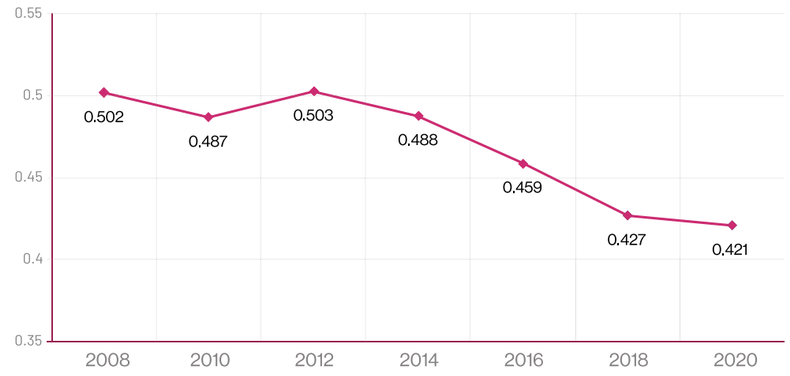
The Gini coefficient by State (202



Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Poverty Measurement), 2023.

The variation in the coefficient for Querétaro, between 2018 and 2020, was -1.4%. This reduction speaks of the consistent efforts of the administration to decrease the income gap within the population.

Evolution of the Gini Coefficient in Querétaro (2008–2020)



Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Poverty Measurement), 2023.

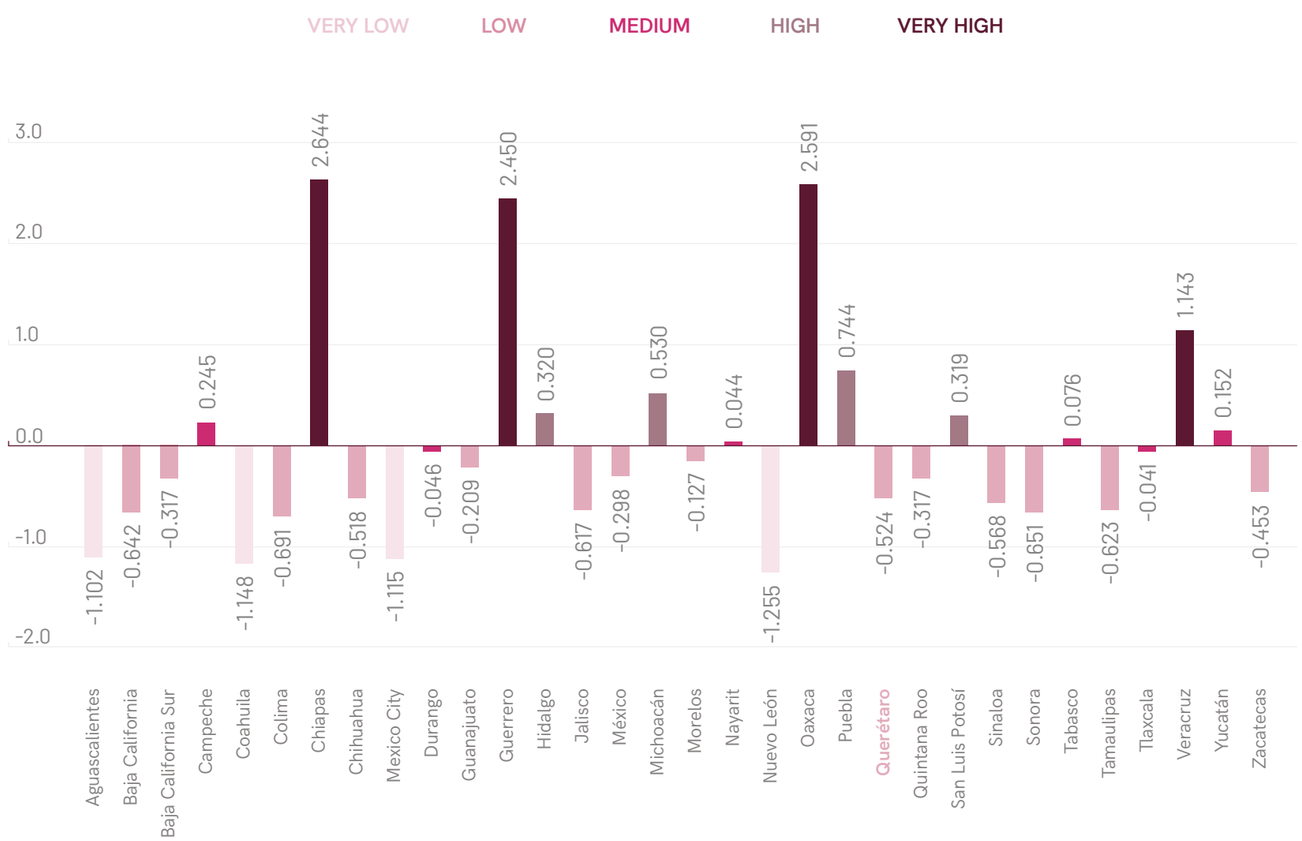
In 2020 Huimilpan was the municipality with the lowest Gini coefficient, with a value of 0.310, followed by Colón and Pedro Escobedo, with 0.315 and 0.321, respectively.

Social gap

The Social Gap Index (calculated by the CONEVAL), informs about people's access to social rights and their assets at home, in order to identify priority areas in matters of social development for public policy.

The index is calculated and published every 5 years, for 2020, Querétaro reached a value of -0.524, showing a low level of social gap.

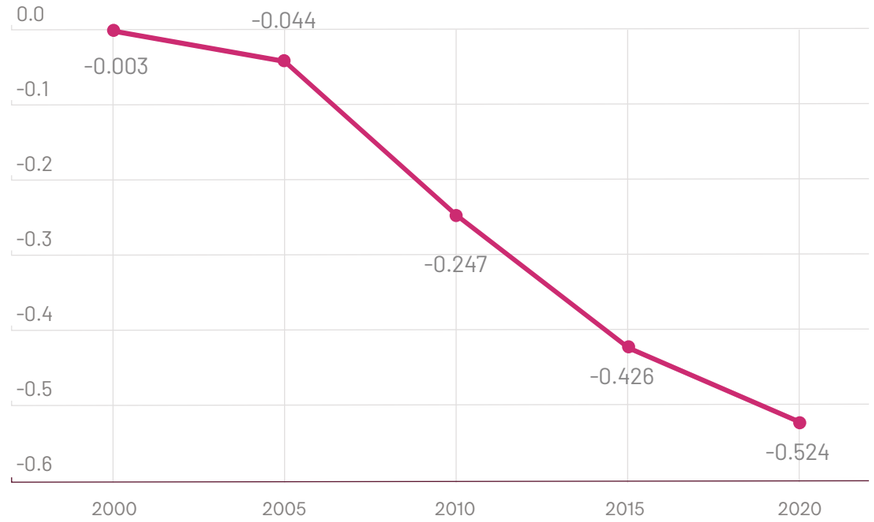
Social Gap Index by State (2020)



Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Social Gap Index), 2023.

Historically, the index has remained negative in Querétaro. This again demonstrates the state government's interest in maintaining the well-being of its population.

Evolution of the Social Gap Index in Querétaro (2000 – 2020)

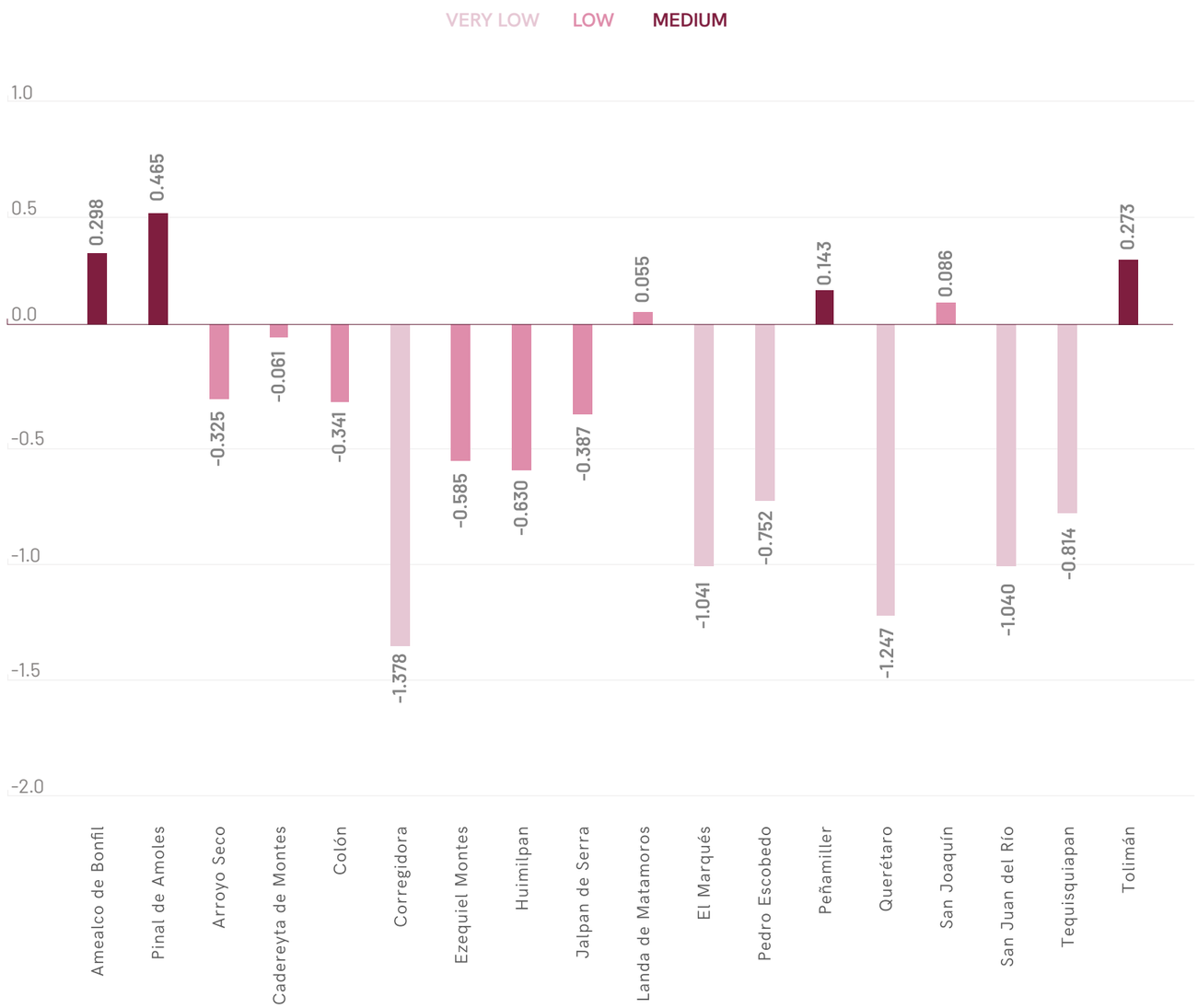


Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Social Gap Index), 2023.



Of the 18 municipalities in the state, Corregidora once again stands out as the municipality with the lowest social gap, followed by Querétaro.

SOCIAL GAP INDEX BY MUNICIPALITY (2020)



Source: Own elaboration with data from the National Council for the Evaluation of Social Development Policy (Social Gap Index), 2023.

3.3.4. Regional development programs

The Ministry of Sustainable Development of the State Government, through the Directorate of Regional Development, promotes productive projects in Querétaro through the Program for the Regional Strengthening of the State of Querétaro, and the Program of Support to Economic Sectors.

Regional Strengthening Program

Provides support to individuals or companies domiciled in Querétaro to start or strengthen their transformation and service businesses that promote self-employment. The aim is to balance sectors and regions, as well as to boost the traditional activities of the state economy.

During 2022, the program favored various projects in 14 municipalities of the state, averaging an economic aid of 24,478.1 pesos. The municipality of Querétaro accounted for 33.1% of the aid, followed by Arroyo Seco and Tolimán, with 19.3% and 8.3%, respectively.

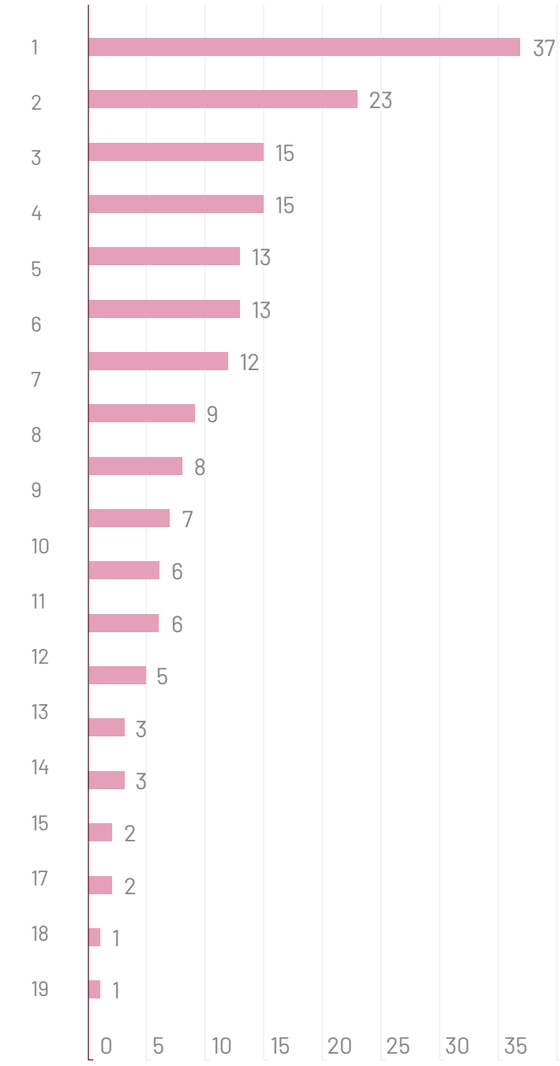
Beneficiaries and aids provided through the Regional Strengthening Program (2022)

Municipality	Beneficiaries		Number of aids	Contribution from the State Government of Querétaro[1]
	Men	Women		
Querétaro	68	15	60	$1,487,659.0
Arroyo Seco	36	8	35	$791,170.7
Tolimán	15	5	15	$334,500.7
Colón	13	7	13	$289,499.3
San Juan del Río	17	1	11	$329,429.5
Amealco de Bonfil	10	1	8	$187,504.9
Tequisquiapan	6	2	7	$215,174.0
Cadereyta de Montes	8	2	7	$169,628.8
Pinal de Amoles	6	2	6	$137,244.0
Corregidora	11	1	6	$139,075.5
Ezequiel Montes	5	2	5	$168,804.4
El Marqués	4	0	4	$79,888.0
Jalpan de Serra	3	0	3	$60,000.0
Pedro Escobedo	3	0	1	$40,957.2
Total overall	**205**	**46**	**181**	**$4,430,535.9**

Source: Ministry of Sustainable Development with information from the Undersecretary of Economic Development, Department of Regional Development, 2023.

Among the productive sectors that received support, the most important were food and/or beverages, with 20.4%; retail trade, with 12.7%; and the production of handicrafts and/or crafts, with 8.3%.

Support granted by sector through the Regional Strengthening Program (2022)



Source: Own elaboration with data from the Undersecretary of Economic Development (Regional Development Directorate, SEDESU), 2023.
Note: The numbering refers to the different sectors: 1) Food and/or beverages; 2) Retail trade; 3) Crafts and/or handmade goods; 4) Hair salons and other beauty services; 5) Bakery and pastry; 6) Stationery and photocopying; 7) Textile; 8) Other; 9) Design and printing; 10) Health services; 11) Blacksmithing and metal derivatives; 12) Furniture and wood derivatives; 13) Physical conditioning; 14) Wholesale trade; 15) Information technologies; 16) Production of construction articles; 17) Tourism; 18) Laundry and dry cleaning; and 19) Industrial services.

Economic Sectors Support Program (PASE by its Spanish abbreviation)

Promotes the economic development of the state, promoting mining, artisanal, agro-industrial, commercial and service activities, which, due to an extraordinary situation, unforeseen events, contingency or force majeure, are affected in their economic activity, facilities, machinery or equipment, and require support to continue or not lose their operation.

From January to September 2022, 66 projects received support, directly benefiting 2,403 people in 11 municipalities.

Beneficiaries and assistance granted through PASE (2022)

Category	Benenficiaries		Projects	Contribution from the Government of Querétaro State[1]
	Men	Women		
Support for markets, street markets, street vendors, shoe shiners, and tamale producers.	778	1,222	1	$7,000,000.0
Support for agro-industrial projects.	172	62	22	$16,004,563.5
Contingencies, emergencies, disasters, or accidents.	50	71	42	$2,815,000.0
Any other as determined by the Evaluation Committee.	30	18	1	$7,550,000.0
Total overall	**1,030**	**1,373**	**66**	**$33,369,563.5**

Source: Own elaboration with data from the Undersecretary of Economic Development (Regional Development Directorate, SEDESU), 2023.
Note: [1]Querétaro State Government.



3.3.5. Social development programs

The Ministry of Social Development of the State of Querétaro (SEDESOQ by its Spanish acronym) is the unit of the State Executive Branch in charge of coordinating and guaranteeing the implementation of policies, programs and actions that guarantee the prosperity and dignity of people.

In 2022, SEDESOQ implemented various support programs in order to improve the living conditions of people in terms of housing, food, social support aimed at women, strengthening education, school transportation, among which the following stood out:

Support for women.

In order to provide better opportunities, reduce gender inequality, empower their talent and improve their quality of life.

Nutrition.

It consists of the delivery of food packages to people in situations of poverty or vulnerability. It is focused primarily on people 65 years of age or older, with permanent disabilities.

Housing.

Its objective is to dignify and improve the quality of housing spaces. The actions carried out in this program are:

Housing Support (2022)

Type of action	Numer of actions
Solid roof	131
Additional room	440
Additional room for senior adults	241
Solid floor	65
Eco-friendly stoves	610
Solar heaters	1,347
Others	453
Total	**3,287**

Source: Ministry of Social Development (Undersecretary of Social Programs and Infrastructure), 2023.

In 2022, more than 60% of the beneficiaries were supported by the Nutritional and Technology Support Program.

Beneficiaries of the Social Development Programs in Querétaro (2022)

Program	Beneficiaries	Distribution
Nutritional program	43,916	34.1%
Technological support	41,651	32.4%
Contigo card	11,958	9.3%
School transportation	9,458	7.3%
Workshops for women (Mujeres Contigo)	6,810	5.3%
Pensioners and retirees	5,005	3.9%
Strengthening of education for new enrollees, higher averages, and support for transportation costs	4,473	3.5%
Housing	3,287	2.6%
Support for child care	1,555	1.2%
Social development program for support and management for the regularization of irregular and social human settlements	313	0.2%
Craft promotion	250	0.2%
Strengthening of organized social participation	55	0.0%
Total	**128,731**	**100%**

Source: Ministry of Social Development (Undersecretary of Social Programs and Infrastructure), 2023.



PRIMARY SECTOR

The food stability of nations depends to a great extent on the activities of this sector, since it includes the production and administration of natural resources and the optimization of their consumption for the benefit of the population.

Querétaro's diverse climate allows the fields to provide a wide variety of agricultural and livestock products that drive the region's economic development.

4

4.1. EVOLUTION
4.1.1. GROSS DOMESTIC PRODUCT (GDP)
4.1.2. EMPLOYMENT

4.2. ACTIVITIES
4.2.1. AGRICULTURE
4.2.2. RESOURCES

4.3. LIVESTOCK
4.3.1. PRODUCTION

4.4. AGRICULTURAL CENSUS OF THE NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY

4.5. AQUACULTURE AND FISHING
4.5.1. PRODUCTION
4.5.2. RESOURCES

4.6. FOREST RESOURCES
4.6.1. FORESTRY PRODUCTION

4.7. MINING
4.7.1. EXTRACTION
4.7.2. MINERAL RESOURCES

4.8. INHABITANTS OF RURAL AREAS



29.3% & **70.7%**
IN THE AGRICULTURAL SECTOR

443,104.5
TONS PRODUCED FROM **CARCASS MEAT**

6.3%
POPULATION EMPLOYED IN THE AGRICULTURAL SECTOR





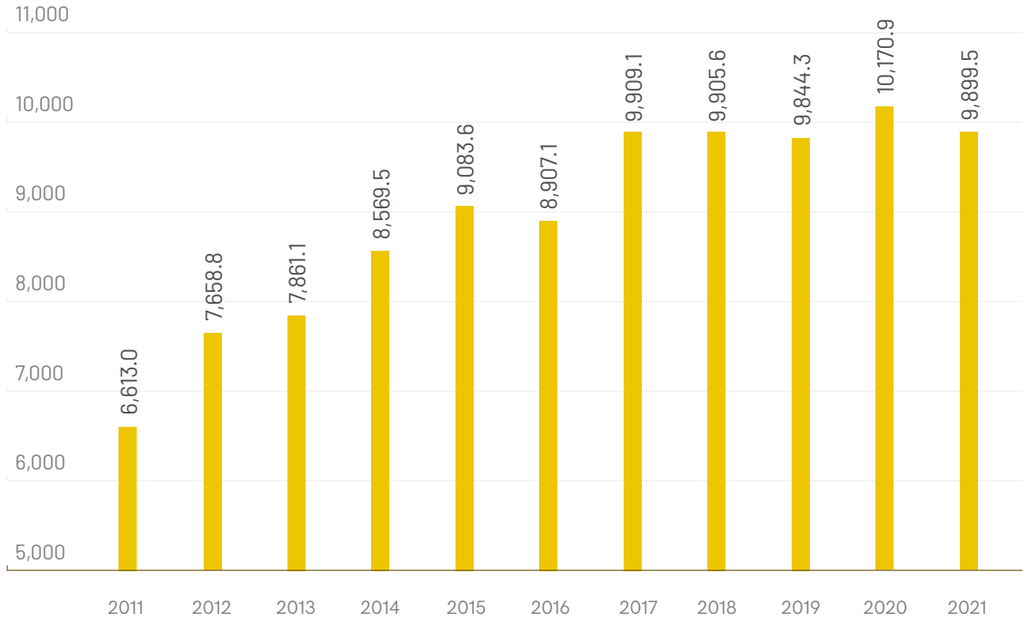
17.8%
OF THE TOTAL AREA OF NATIONAL AGRICULTURAL USE

4.1. EVOLUTION

4.1.1. Gross Domestic Product (GDP)

During 2021, 9,899.5 million pesos were generated, representing 2.5% of the total. The annual variation, with respect to 2020, was -2.7%.

EVOLUTION OF THE GROSS DOMESTIC PRODUCT OF THE PRIMARY SECTOR (2011 – 2021)

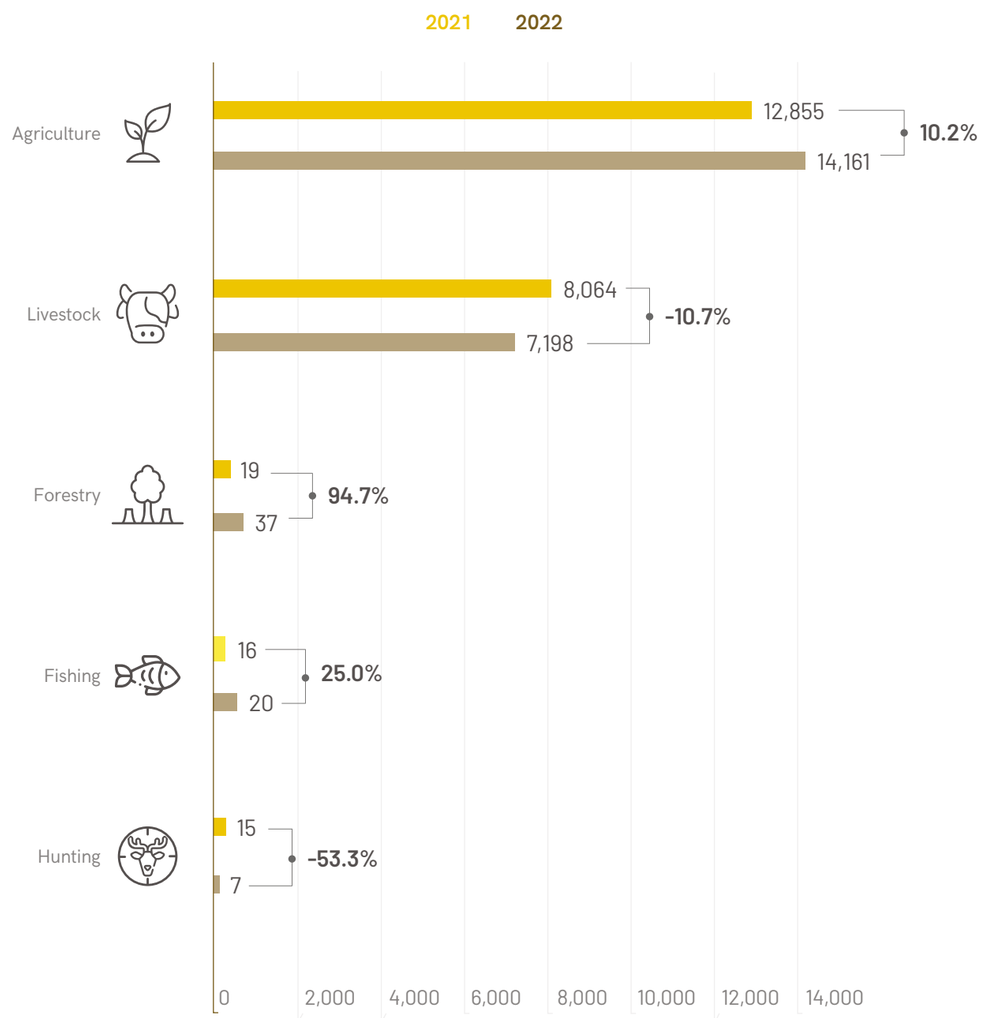


Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State [PIBE]. Base 2013), 2023.
Note: Figures are expressed in millions of pesos, in constant values.

4.1.2. Employment

In December 2022, the Mexican Institute of Social Security (IMSS by its Spanish initials) recorded 21,423 people formally working in the primary sector, 2.2% higher than the number reported during 2021. Of these, 37.3% were women and 62.7% were men. The poultryrage salary remained at $336.21 for women and $398.48 for men.

PRIMARY SECTOR JOBS (DECEMBER 2021 – 2022)



Source: Own elaboration with data from the Mexican Institute of Social Security (Dynamic query, jobs by economic sector), 2023.



4.2. ACTIVITIES

It includes obtaining raw materials through the exploitation of natural resources. The main activities in this sector are agriculture, livestock, forestry, beekeeping, hunting, fishing, forestry and mineral exploitation.

4.2.1. Agriculture

In 2022, Querétaro registered 2,459,939.9 tons of agricultural products, with a total value of 5,329.2 million pesos.

Agricultural ranking

According to the 2022 Agrifood Overview, published by the Ministry of Agriculture and Rural Development (SADER by its Spanish acronym), Mexico ranked 12th with the highest world food production and 11th for the highest production of agricultural crops.

In 2022, both asparagus and industrial grape production volumes showed significant increases compared to 2021, even though they did not change their position in the national ranking.

Querétaro's agricultural production volume and its position in the national ranking (2021 – 2022)

Product	Ranking 2021	Ranking 2022	Volume		Variation 2021-2022	Contribution to national volume 2022
			2021	2022		
Rose	4	4	573,642.1	574,077.0	0.1%	5.7%
Asparagus	5	5	5,651.6	9,165.1	62.2%	2.6%
Carrot	6	6	13,048.2	11,073.5	-15.1%	3.1%
Industrial grape	6	7	2,851.1	3,838.6	34.6%	0.8%
Lettuce	7	7	20,807.9	19,637.0	-5.6%	3.4%
Cereals corn	8	8	664,568.6	644,452.1	-3.0%	3.7%
Barley grain	9	10	20,636.1	21,412.4	3.8%	2.1%
Broccoli	9	9	10,783.3	10,311.1	-4.4%	1.6%
Cauliflower	9	9	4,472.8	4,540.6	1.5%	4.3%
Blackberry	9	9	18.0	18.1	0.7%	0.01%

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: The volume figures are expressed in tons, except for the rose, which is expressed in grosses.

Wine-making entity

The industrial grape is part of the fruit catalog of the 2022 Agrifood Overview, published by SADER. This particular variant of the fruit is used in the production of juices, jellies and, mainly, wines.

In 2021, domestic grape production totaled 75 thousand tons, up 2.3% over the previous year, thanks to increases of 2.3% and 2.8% in planted and harvested areas, respectively. This species represents 0.3% of national fruit production.

The commercial exchange of industrial grape derivatives between Mexico and other countries exceeded 87.6 million liters. The processed product was imported from 38 countries and exported to 46, with the United States being the main trading partner.

Querétaro is the 6th largest producer of industrial grapes in Mexico. In 2022, 600 hectares of wine crops, 300 wine labels and 2,851 tons of production were recorded, a figure that varied just 0.1% from 2021.

Agricultural cycles

There are three crop periods in the entity, all of which are irrigated and rainfed. The following table shows the participation and production value of each during 2022:

Growing season	Distribution of production	Distribution of production value
Spring - summer	39.5%	55.1%
Autumn - winter	12.2%	22.6%
Perennial	48.3%	22.3%

Irrigation accounted for 97.9% of production, leaving only 2.1% for rainfed. The value of production in each case was 95% and 5%, respectively.

AGRICULTURAL PRODUCTION BY CYCLE AND MODALITY IN QUERÉTARO (2022)

Agricultural cycle	Modality	Sown area (ha)	Harvested area (ha)	Production (ton)	Production value (thousands of pesos)
Spring - summer	Irrigation	34,609.6	34,609.6	937,749.2	2,708,842.6
	Rainfed	48,719.7	32,639.7	34,376.2	227,427.5
Total of spring - summer cycle		**83,329.3**	**67,249.3**	**972,125.4**	**2,936,270.1**
Autumn - winter	Irrigation	13,228	13,228	299,301.4	1,201,863.7
	Rainfed	298	298	303.6	693.1
Total of the autumn - winter cycle		**13,526**	**13,526**	**299,605**	**1,202,556.8**
Perennial crops	Irrigation	10,087.8	9,992.5	1,183,597.1	1,160,136.7
	Rainfed	1,376	1,375	4,612.4	30,246.4
Total perennial crops		**11,463.8**	**11,367.5**	**1,188,209.5**	**1,190,383**
Total agricultural production		**108,319 .0**	**92,142.8**	**2,459,939.9**	**5,329,210.0**

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.

Main products at the state level by cycle during 2022

Main products by cycle in Querétaro (2022)

Autumn - winter	Production
Green fodder oats	116,997.0
Tomato	48,697.5
Triticale forage in green	42,036.0
Barley grain	21,412.4
Carrot	10,098.5
Green chili pepper	9,693.4
Lettuce	9,566.8
Wheat grain	5,198.3
Broccoli	5,010.1
Triticale grain	4,995.0

Spring - summer	Production
Green fodder corn	644,452.1
Corn grain	206,396.0
Tomato	42,282.3
Green chili pepper	20,709.4
Lettuce	10,070.2
Green tomato	9,484.4
Green fodder oats	2,937.5
Green fodder sorghum	6,486.2
Broccoli	5,301.0
Onion	4,833.0

Perennials	Production
Roses (Gross)	574,077.0
Alfalfa	571,795.5
Grass and pastures	21,990.0
Asparagus	9,165.1
Grape	3,838.6
Orange	2,239.5
Cacti	1,682.4
Apple	776.1
Prickly pear	490.7
Avocado	402.2

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Production is expressed in tons.

Productive diversity

During 2022, agricultural production in Querétaro extended to the cultivation of 52 products, divided into open field and greenhouse crops.

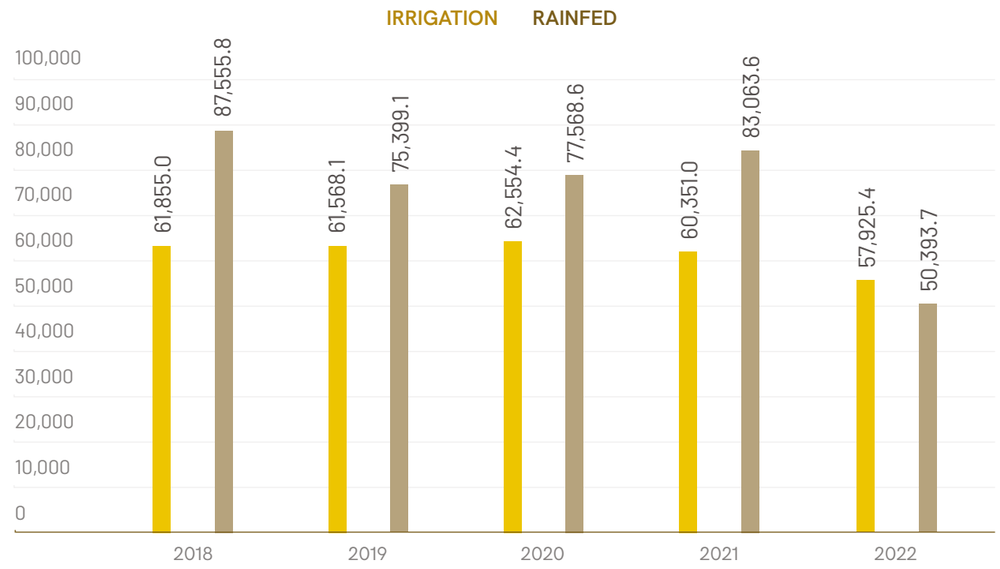
Productive diversity in Querétaro (2022)

Open field					
Grains			**Industrial**		
Barley grain	Corn grain	Wheat grain	Cherry coffee	Grape	
Fruit trees					
Avocado	Peach	Pomegranate	Nut	Lemon	Guava
Apple	Orange	Prickly pear	Pear	Mango	Blackberry
Oilseeds	**Dried vegetables**			**Tubers**	
Peanut	Pea	Bean	Chickpea grain	Sweet potato	
Fodder					
Alfalfa	Green fodder oats		Maguey pulquero	Roses (Gross)	
Grass and pastures	Green fodder sorghum		Grain sorghum	Fodder chickpea	
Triticale grain	Triticale forage in green		Green fodder corn		
Vegetables					
Garlic	Carrot	Artichoke	Celery	Broccoli	Green tomato
Onion	Spinach	Cauliflower	Corn	Asparagus	Green chili pepper
Jicama	Lettuce	Cacti	Red tomato (tomato)		Zucchini
Greenhouse					
Green chili pepper	Cucumber	Roses (Gross)	Red tomato (tomato)	Mushrooms and champignons	

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.

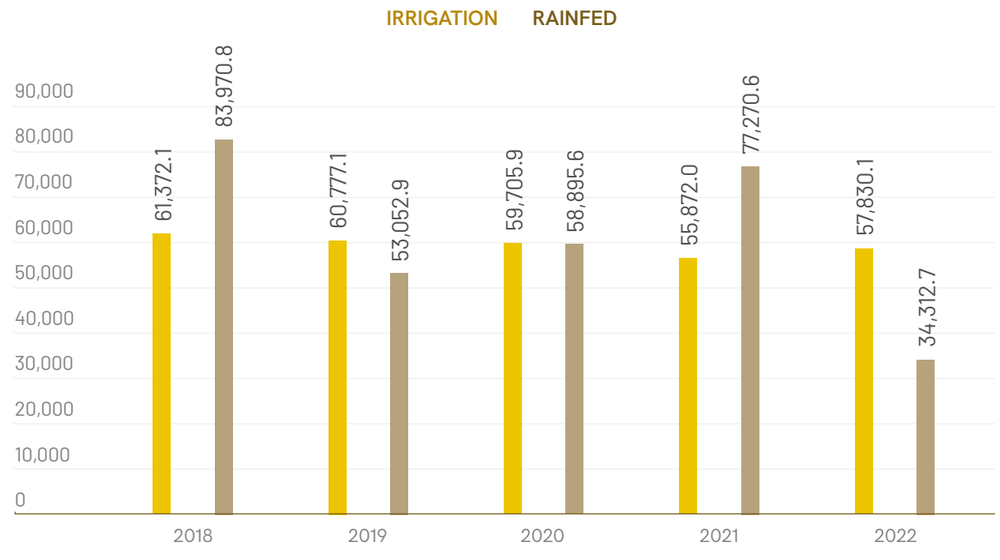
Area sown and harvested

Area sown by modality (2018 – 2022)



Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.

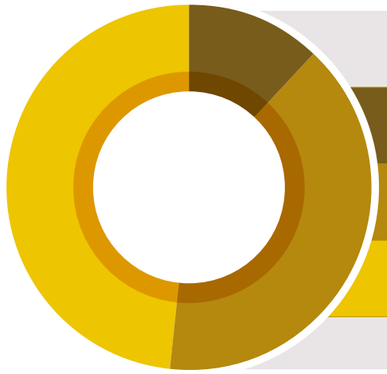
Harvested area by modality (2018 – 2022)



Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.

Volume and value of production

Production volume per crop cycle (2022)



Productive cycle	Production volume	Distribution
Autumn - winter	299,605.0	12.2%
Spring - summer	972,125.4	39.5%
Perennials	1,188,209.5	48.3%
Total	2,459,939.9	100%

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.

Production value by crop cycle (2022)



Productive cycle	Production volume	Distribution
Autumn - winter	1,202,556.8	22.6%
Spring - summer	2,936,270.1	55.1%
Perennials	1,190,383.0	22.3%
Total	5,329,210.0	100%

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.



4.2.2. Resources

Agricultural products require fertile soil, water and the labor of farmers. The importance of understanding these resources is fundamental for the welfare and production of fields.

Infrastructure

Of the 237,000 hectares in Querétaro's 18 municipalities, nearly 70% are rainfed and 30% are irrigated.

Technified agricultural area in Querétaro (2022)

Irrigation method	Beneficiary producers	Area (hectares)
Aspersion	9	87.0
Multi-gates	25	105.5
Drip	121	745.0
Transmission lines	128	344.2
Total	**283**	**1,281.8**

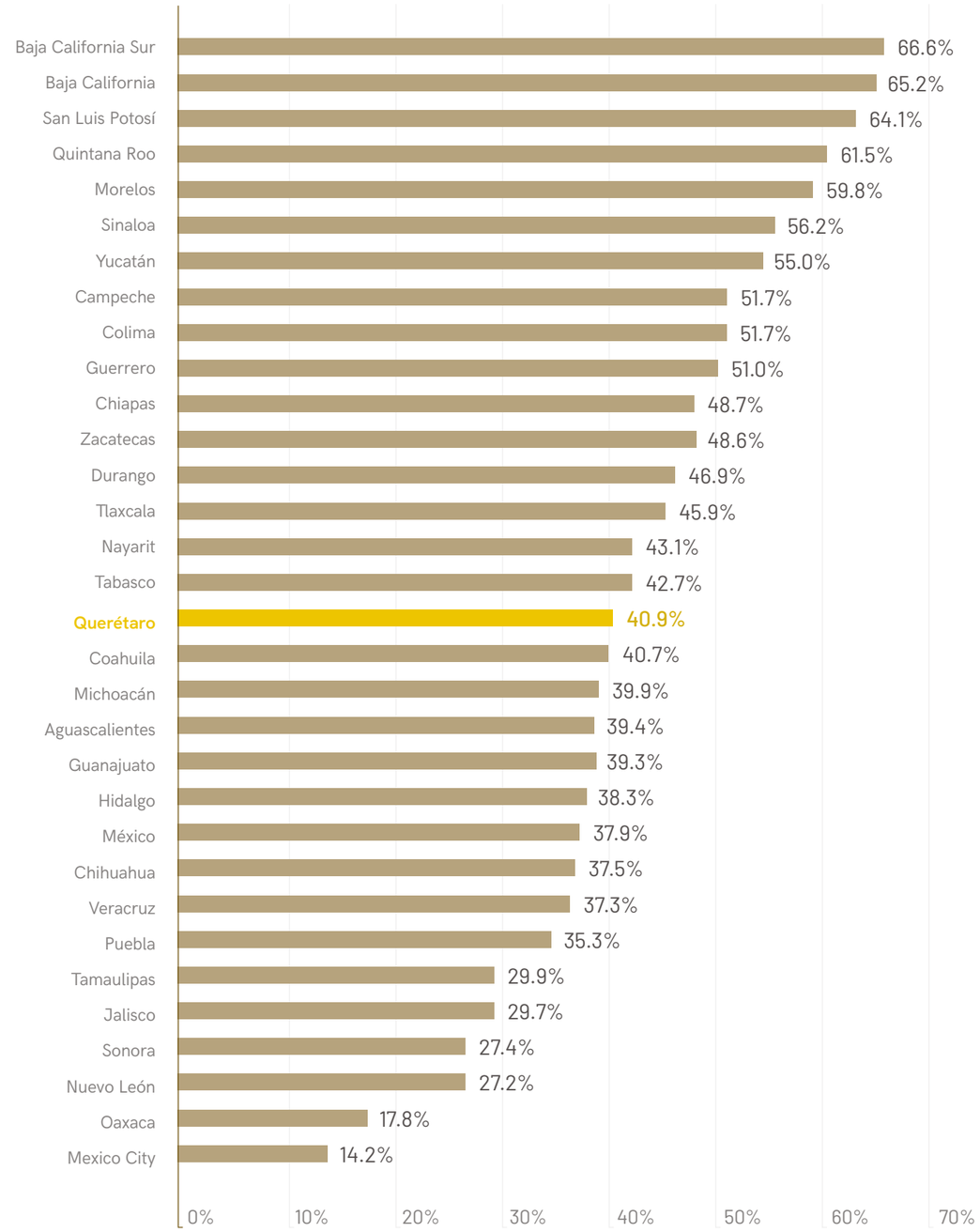
Source: Ministry of Agricultural Development with data from the Hydro-agricultural Infrastructure Directorate, 2023.

Ejidos and communities

During 2022, the surface area of ejidos, which are communal landholdings, amounted to 82,222,105 hectares at the national level. Querétaro ranked 17th among the entities with the highest proportion of this type of soil, with 40.9%.

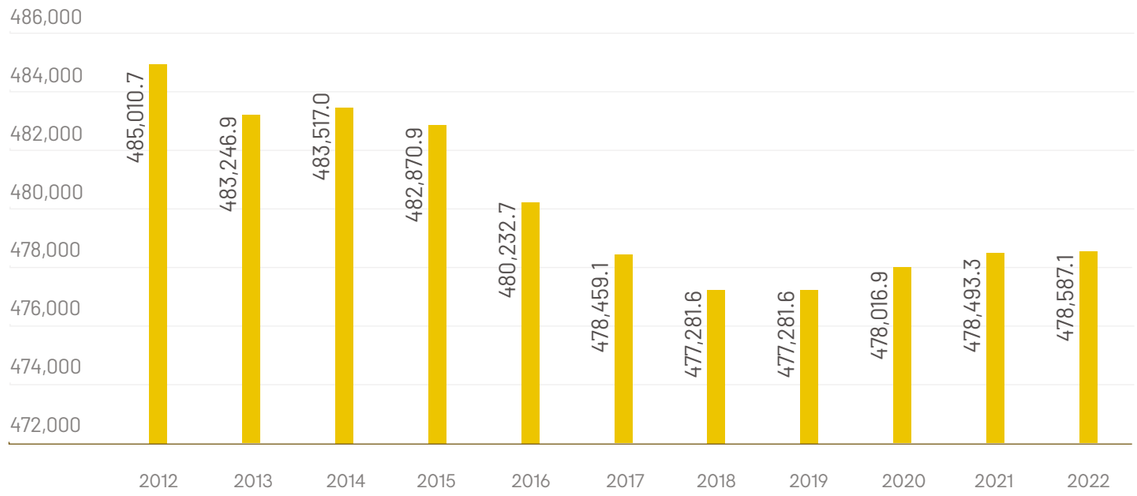
Historically, the variation in Querétaro's ejido land area has been constant, sometimes more significant than others. The latest report showed only a 0.02% increase between 2021 and 2022.

Proportion of ejido surface area by state (2022)



Source: Own elaboration with data from the National Agrarian Registry (Ejido surface area registered by state), 2023.

Registered ejido surface area in Querétaro (2012 – 2022)



Source: Own elaboration with data from the National Agrarian Registry, 2023.
Note: Figures are expressed in hectares.



In 2022, the municipality with the highest number of ejidos and communities was San Juan del Río. However, the largest area was in Cadereyta, accounting for 11.5% of the state total.

Ejidos and their surface area in Querétaro (2022)

Municipality	Ejidos and communities	Surface area
Cadereyta de Montes	32	55,100.7
San Juan del Río	52	53,095.4
Colón	41	49,655.8
Peñamiller	16	46,467.7
Arroyo Seco	13	44,544.4
Amealco de Bonfil	24	35,907.8
El Marqués	41	35,312.0
Querétaro	40	30,686.7
Pedro Escobedo	18	22,173.0
Pinal de Amoles	19	22,167.7
Tequisquiapan	10	17,430.6
Tolimán	10	14,825.0
Huimilpan	15	14,823.2
Jalpan de Serra	6	11,715.7
Corregidora	17	11,084.4
Ezequiel Montes	8	7,667.4
Landa de Matamoros	4	3,638.9
San Joaquín	4	2,080.5

Source: Prepared by the Ministry of Agricultural Development with data from the National Agrarian Registry (Structure of Social Property), 2023.
Note: The area is expressed in hectares.

The majority of the people involved in Querétaro's agriculture are ejidatarios; their number exceeds 32 thousand and is equivalent to 59% of the total. This is followed by the group of possession-holders, with 30.2%.

SUBJECTS BY AGRARIAN QUALITY IN QUERÉTARO (2022)

Ejidatarios[1]	Women	9,579
	Men	22,919
	Total	**32,498**
Communal landholders[2]	Women	972
	Men	2,248
	Total	**3,220**
Possession-holders[3]	Women	5,030
	Men	11,582
	Total	**16,612**
Settler[4]	Women	807
	Men	1,960
	Total	**2,767**
Total[5]		**55,097**

Source: Ministry of Agricultural Development, with open data from the National Agrarian Registry, 2023.
Note:[1] They have at least one valid parcel or common use certificate or those who are ejidatarios even if no documents have been issued to them.
[2]They have at least a valid parcel or common use certificate or those who have the status of communal owner even if no documents have been issued to them.
[3]They are possession-holders in ejidos that have at least one valid certificate of land ownership or common use.
[4]They are settlers of communities that have at least one valid parcel certificate or certificate of common use.
[5]Sum of the total number of subjects in certified agrarian nuclei.

INPUT PRICES

In Querétaro, according to the National System of Information and Market Integration (SNIIM by its Spanish initials), prices per ton of the main agricultural inputs during the second half of December 2022 showed significant fluctuations with respect to the previous year, the largest increase was recorded by simple superphosphate, with 50.5%.

AGRICULTURAL INPUT PRICES BY COMMERCIAL PRESENTATION IN QUERÉTARO (2022)

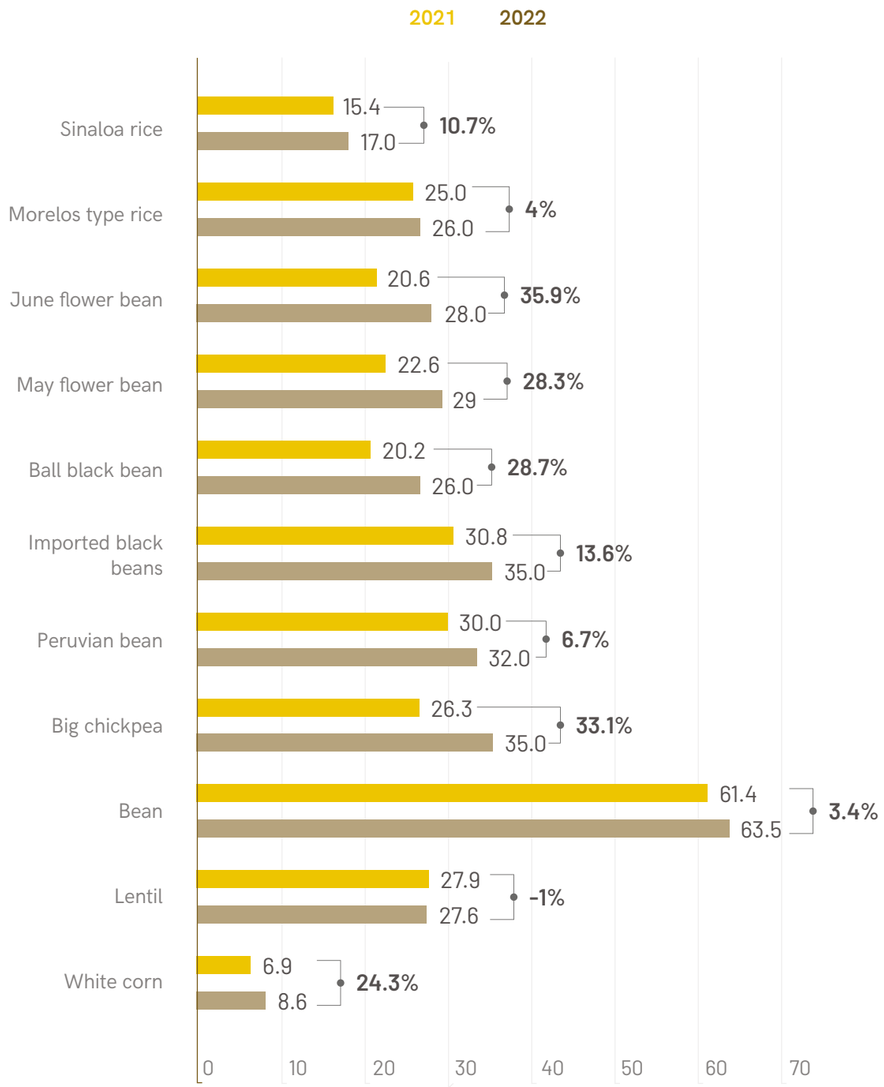
Product	Concentration	Source	Municipality	Frequent price[1]	Var. % previous year
Potassium chloride	00-00-60	Producer	Querétaro	15,948.9	-14.5%
Triple 17 npk complex	17-17-17	Producer	Querétaro	21,462.1	27.6%
Phosphonitrate	31-04-00	Producer	Pedro Escobedo	22,500.0	52.4%
Diammonium phosphate	18-46-00	Producer	Querétaro	18,410.2	-1.4%
Ammonium sulphate	20.5-00-00	Producer	Querétaro	10,800.0	6.4%
Simple superphosphate	00-20-00	Producer	Querétaro	8,200.0	50.5%
Urea	46-00-00	Producer	Querétaro	15,653.6	-22.1%

Source: Ministry of Agricultural Development, with data from the Ministry of Economy (National Market Information and Integration System), 2023.
Note: Figures refer to the second half of December 2022.
[1]Price per ton.

Price of products

By the end of 2022, the prices of basic grains had increased with respect to the previous period, with only small lentils showing a slight decrease.

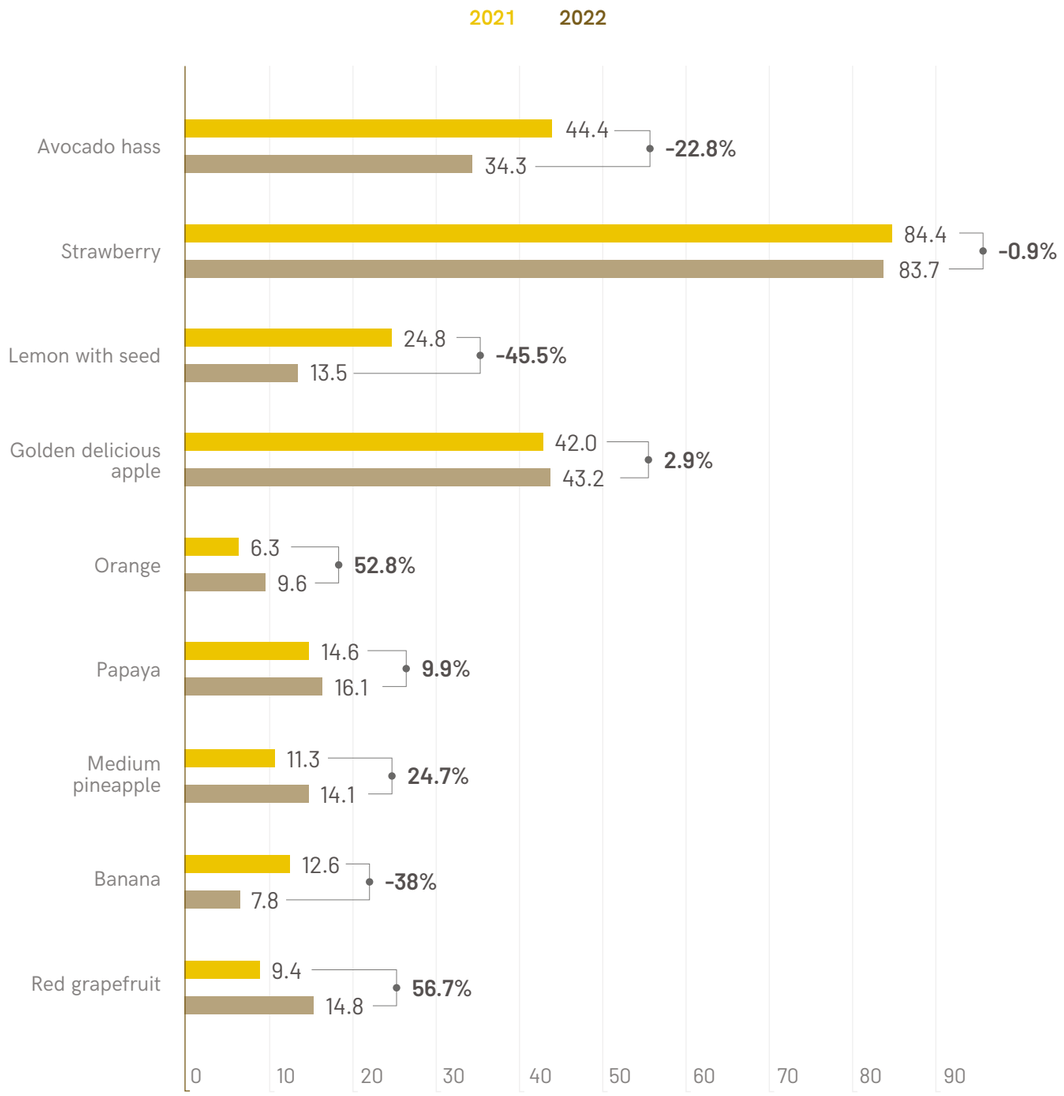
Wholesale prices[1] of basic grains at Querétaro's Food Market (December 2021 – 2022)



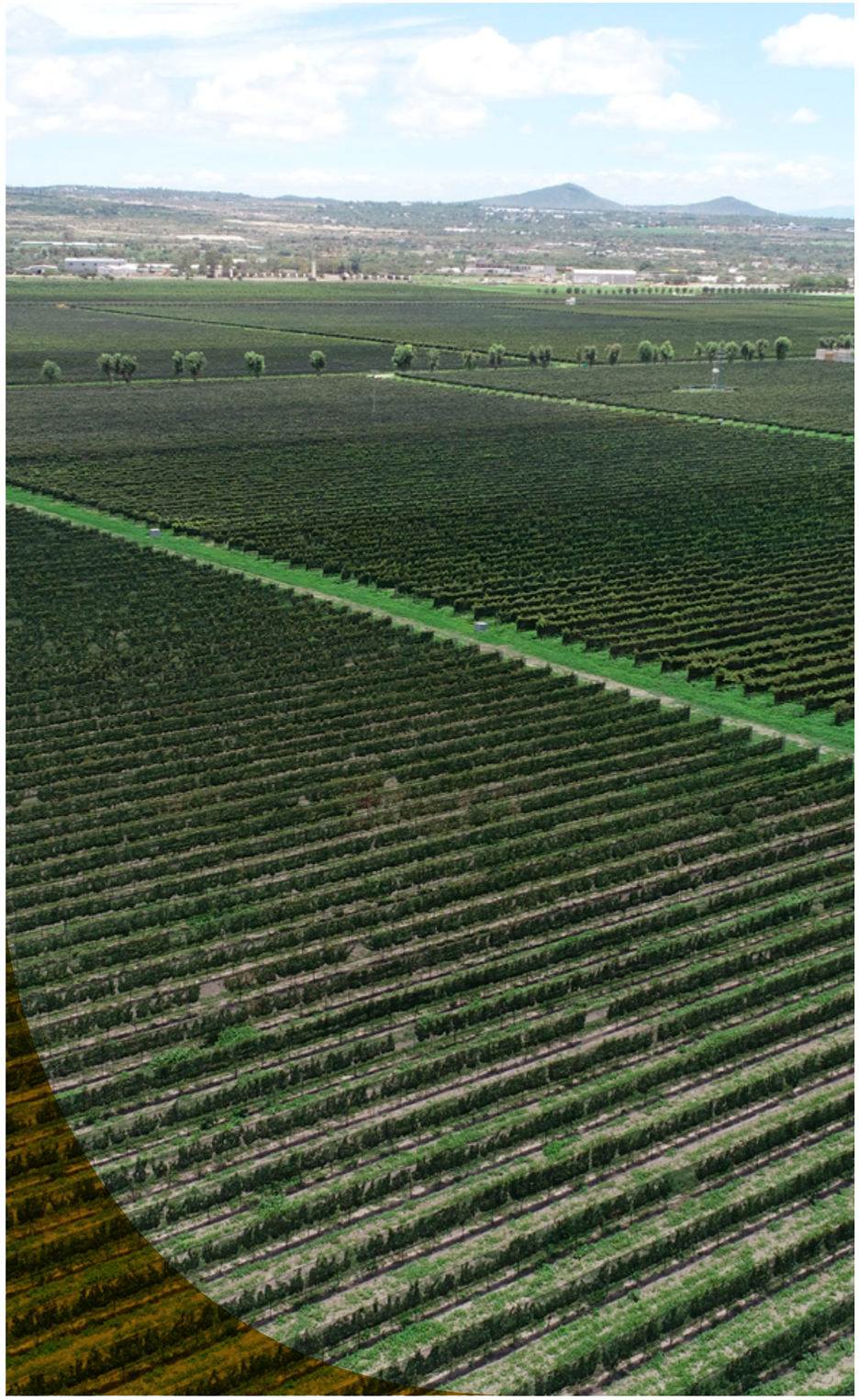
Source: Own elaboration with data from the Ministry of Economy (National System of Information and Market Integration), 2023.
Note: [1]Average monthly price per kilogram marketed in 50 kg bags, taken from frequent prices reported on business days of the month.

Fruit prices maintained positive and negative fluctuations. Lemons with seeds showed the largest price reductions, while Valencia oranges and red grapefruit showed the largest price increases.

Wholesale prices[1] of fruit at Querétaro's Food Market (December 2021 – 2022)

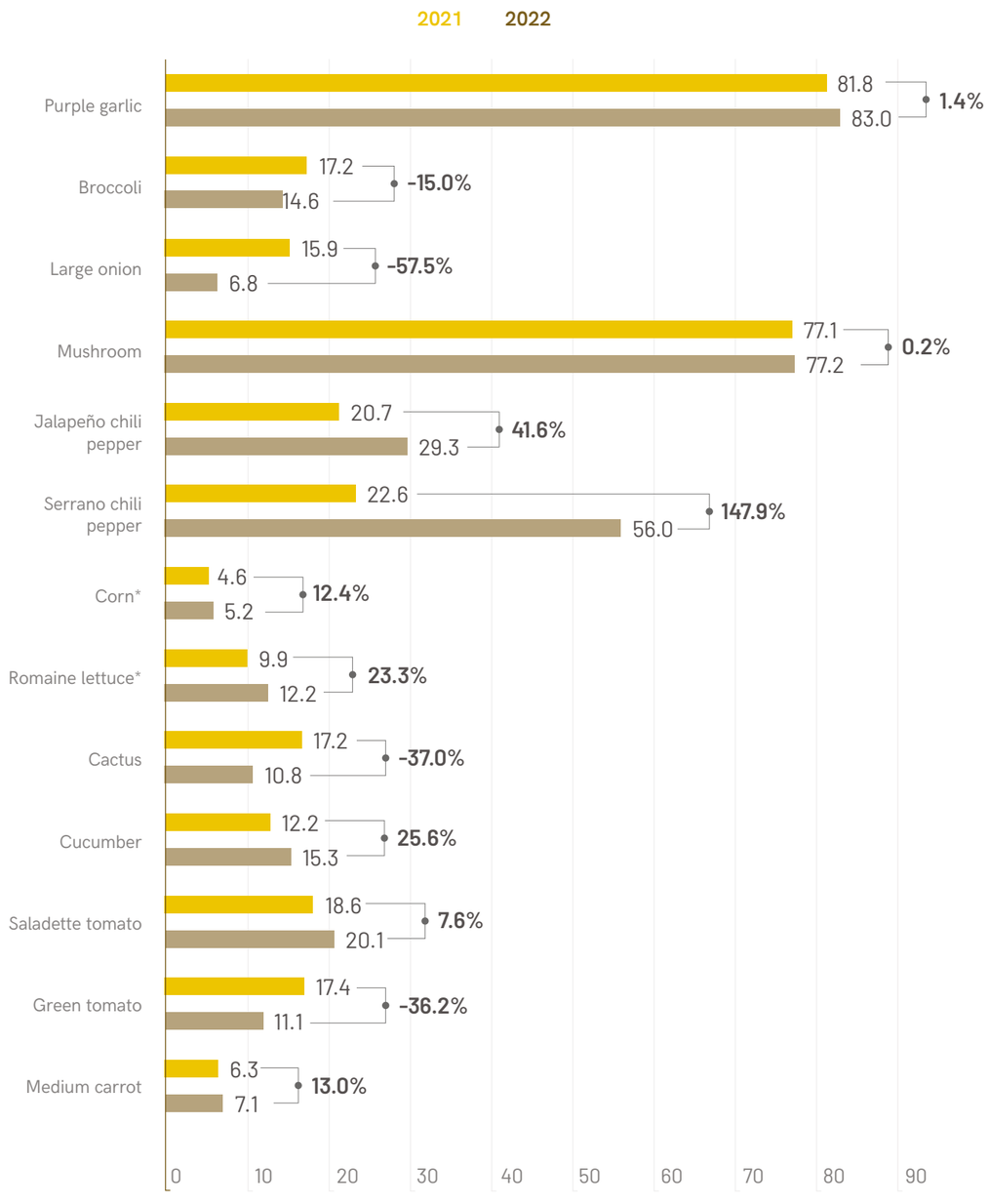


Source: Own elaboration with data from the Ministry of Economy (National System of Information and Market Integration), 2023.
Note: [1]Monthly average of frequent prices per kilogram reported on business days of the month
* Price is per piece.



Vegetables showed mainly price increases. Serrano chili peppers showed the greatest increase, while large onion showed the greatest decrease.

WHOLESALE PRICES[1] OF VEGETABLES AT QUERÉTARO'S FOOD MARKET (DECEMBER 2021 – 2022)



Source: Own elaboration with data from the Ministry of Economy (National System of Information and Market Integration), 2023.
Note: [1]Monthly average of frequent prices per kilogram reported on business days of the month
* Price is per piece.

4.3. LIVESTOCK

4.3.1. Production

Also known as the livestock subsector, thanks to the quality of its products, it plays a very important role in the agrifood system and the state economy, becoming a key element for sustainable development.

Productive diversity

Querétaro has a wide variety of livestock products, such as poultry, beef, pork, sheep, goat, turkey and rabbit carcasses; bovine and goat milk; egg dishes; honey and beeswax.

Production volume

During 2022, national production of carcass meat amounted to 7,813,654 tons, Querétaro ranked 5th in the list, concentrating 5.7% of the total.

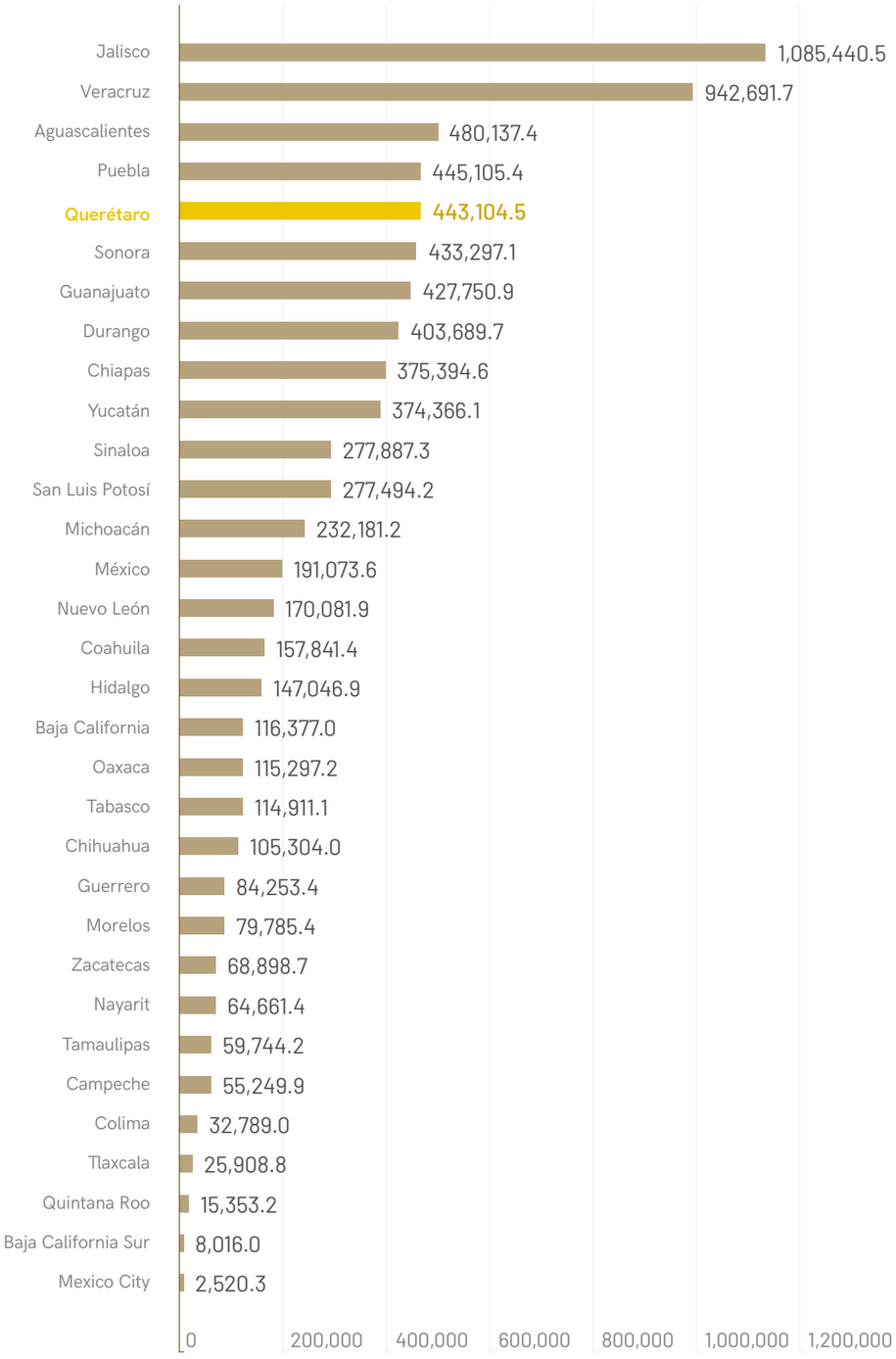
The volume of carcass meat production in Querétaro amounted to 443,104.5 tons, 1.8% higher than the figure reported in 2021. Poultry accounted for 85.3% of the total.

Volume of carcass meat production by species in Querétaro (2021 – 2022)

Species	Production volume		Var. %	Distribution
	2021	2022		
Poultry	371,331.9	377,921.8	1.8%	85.3%
Bovine	35,406.0	36,392.9	2.8%	8.2%
Porcine	27,305.5	27,448.5	0.5%	6.2%
Ovine	1,078.0	1,093.1	1.4%	0.2%
Caprine	170.9	173.6	1.5%	0.04%
Turkey	73.5.0	74.6	1.5%	0.02%
Total	**435,365.8**	**443,104.5**	**1.8%**	**100%**

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in tons.
Due to rounding of figures, the partial numbers may or may not equal the total.

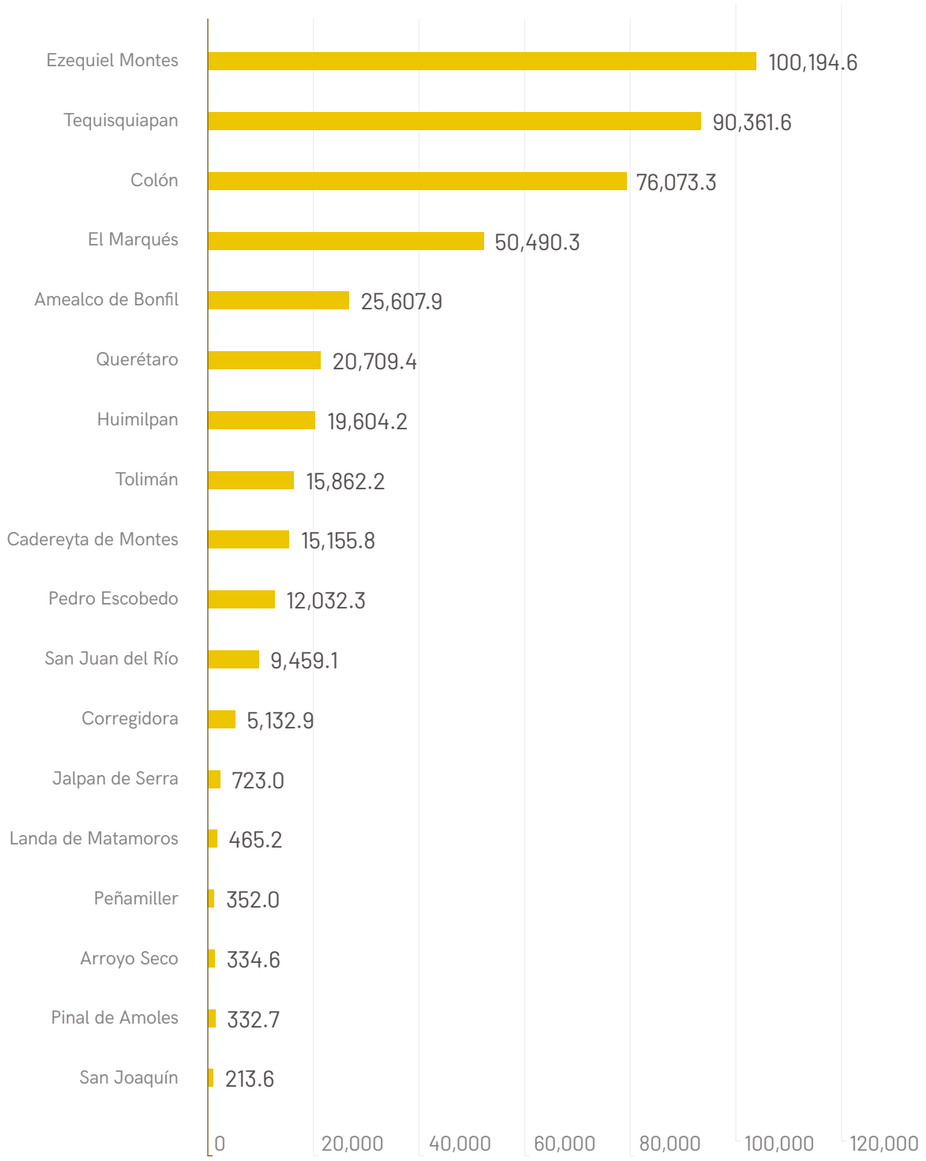
Carcass meat production by state (2022)



Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in tons.

The municipality with the highest production was Ezequiel Montes, accounting for 22.6% of the state's production, followed by Tequisquiapan with 20.4% and Colón with 17.2%.

VOLUME OF CARCASS MEAT PRODUCTION BY MUNICIPALITY IN QUERÉTARO (2022)



Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in tons.

The sector includes other products such as milk, eggs, honey and wax. In Querétaro, milk production reached high levels in 2022, more than 415 million liters, with bovine products standing out.

PRODUCTION VOLUME OF OTHER LIVESTOCK PRODUCTS (2022)

Product	Production volume		Var. %
	2021	2022	
Milk*	410,593.2	415,633.7	1.2%
Bovine*	407,787.5	412,749.6	1.2%
Caprine*	2,805.6	2,884.1	2.8%
Egg for plate	20,169.7	19,518.3	-3.2%
Honey	57.2	57.5	0.5%
Wax	1.7	1.8	6.0%

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in tons.
* Figures are expressed in thousands of liters.



Production value

During 2022, carcass meat production registered 401,465.5 million pesos at a national level, Querétaro obtained the 7th place, concentrating 4.8% of the total.

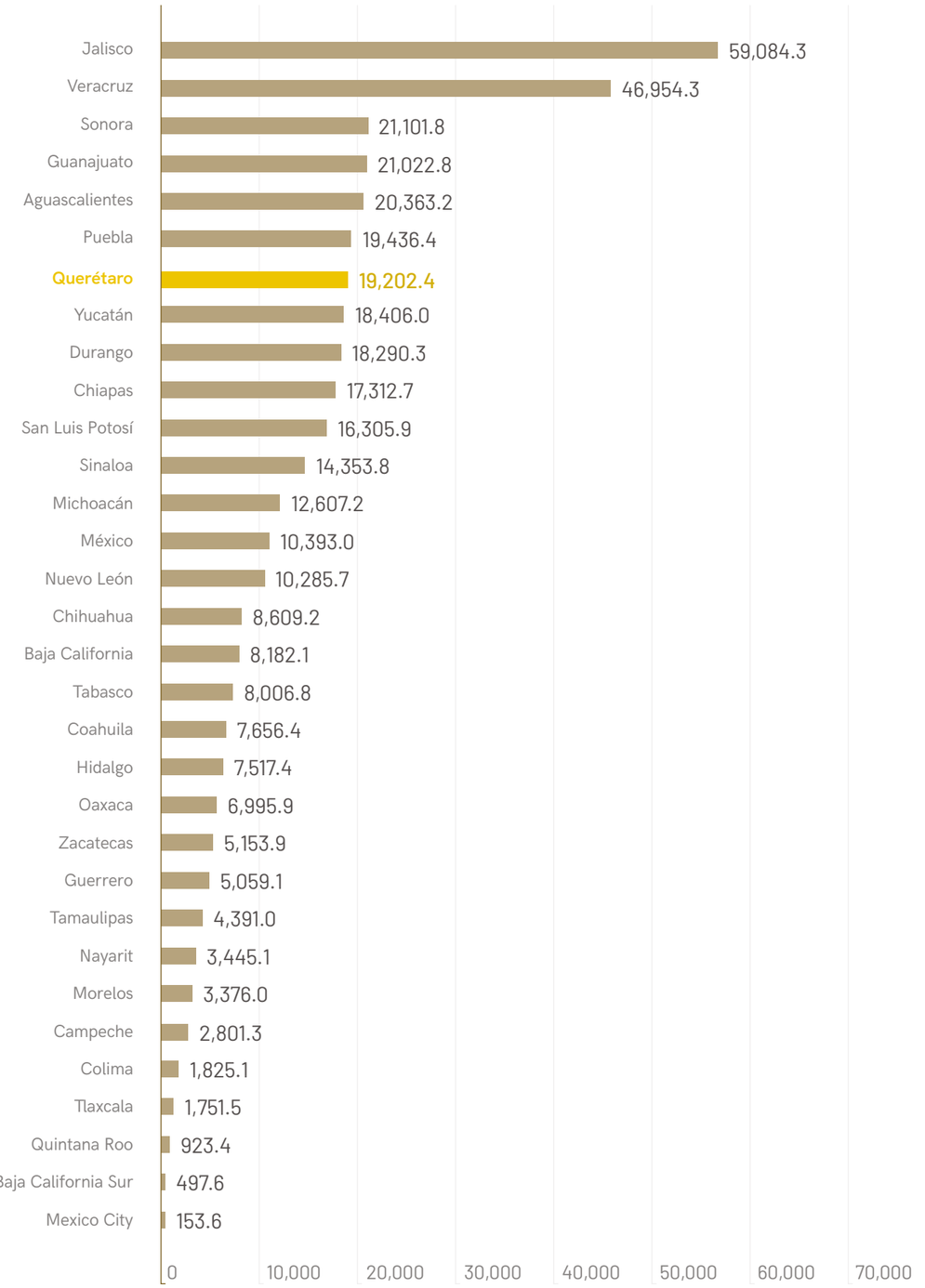
In 2022, the value of the state's carcass meat production exceeded 19 billion pesos, 8.8% more than the previous year. The largest share was derived from avian species.

Value of carcass meat production by species in Querétaro (2021 – 2022)

Species	Production value		Var. %	Distribution
	2021	2022		
Poultry	13,653.4	14,768.3	8.2%	76.9%
Bovine	2,634.3	2,904	10.2%	15.1%
Porcine	1,248.6	1,402.9	12.4%	7.3%
Ovine	102.9	110.1	7.1%	0.6%
Caprine	12.4	13.6	9.7%	0.1%
Turkey	3.3	3.5	5.3%	0.02%
Total	**17,654.8**	**19,202.4**	**8.8%**	**100%**

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in millions of pesos.

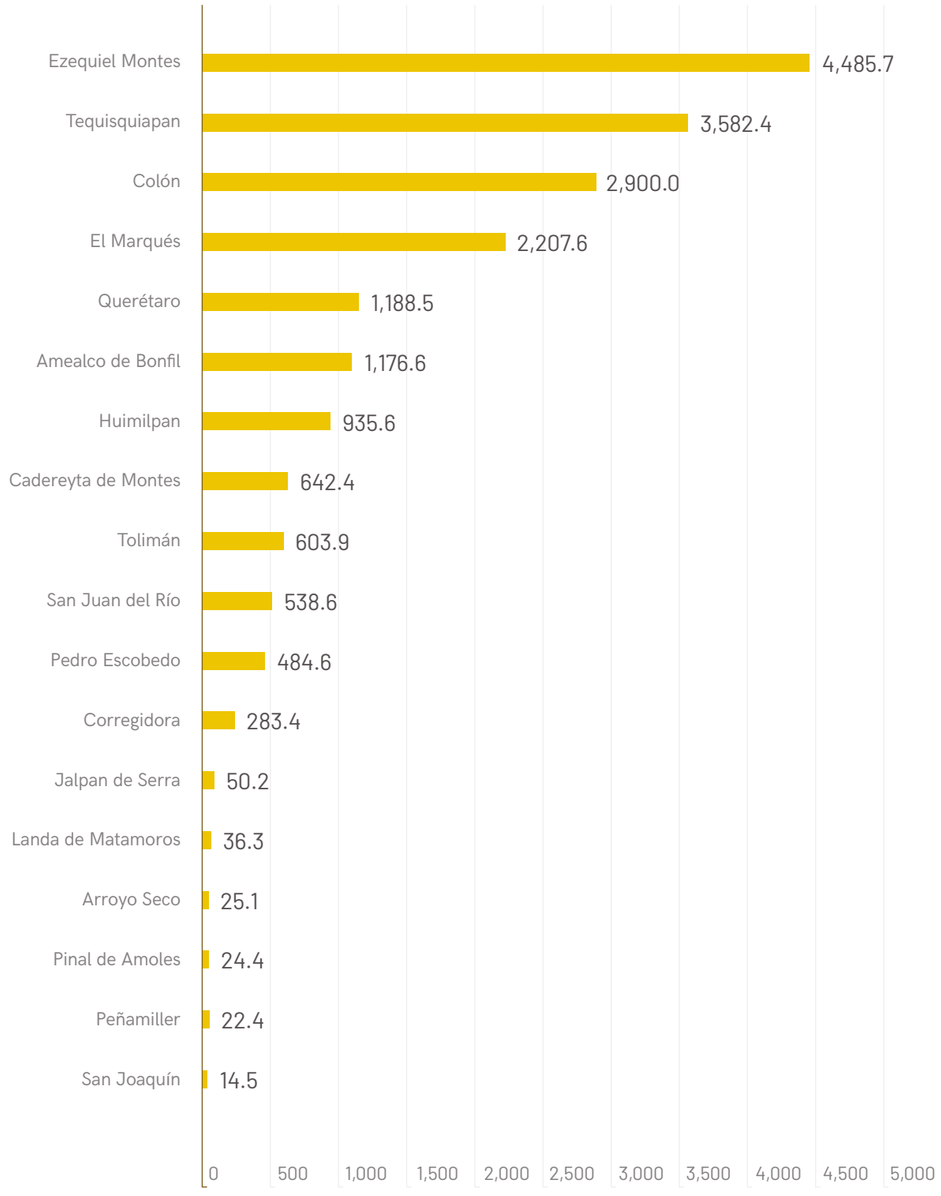
Value of carcass meat production by state (2022)



Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in millions of pesos.

The municipality with the highest participation was Ezequiel Montes, with 23.4% of the total, followed by Tequisquiapan with 18.7% and Colón with 15.1%.

VALUE OF CARCASS MEAT PRODUCTION BY MUNICIPALITY IN QUERÉTARO (2022)



Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in millions of pesos.

In 2022, the value of state milk production exceeded 3 billion pesos. The largest share was derived from bovine products.

PRODUCTION VALUE OF OTHER LIVESTOCK PRODUCTS (2022)

Product	Production value		Var. %
	2021	2022	
Milk	2,682.5	3,140.8	17.1%
Bovine	2,662.5	3,119.6	17.2%
Caprine	20.0	21.2	5.9%
Egg for plate	448.9	510.1	13.6%
Honey	2.7	2.8	3.1%
Wax	0.1	0.1	6.7%

Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: Figures are expressed in millions of pesos.

LIVESTOCK INVENTORY IN QUERÉTARO (2021 – 2022)

Species-Product	2021	2022$_p$	Var. %
Bee	4,054	4,010	-1.1%
Poultry for meat	42,324,233	42,356,185	0.1%
Poultry for dish egg	1,676,237	1,567,163	-6.5%
Beef cattle	233,658	237,656	1.7%
Dairy cattle	117,530	118,322	0.7%
Caprine	88,848	88,921	0.1%
Turkey	21,028	21,153	0.6%
Ovine	149,441	150,035	0.4%
Porcine	354,428	355,284	0.2%

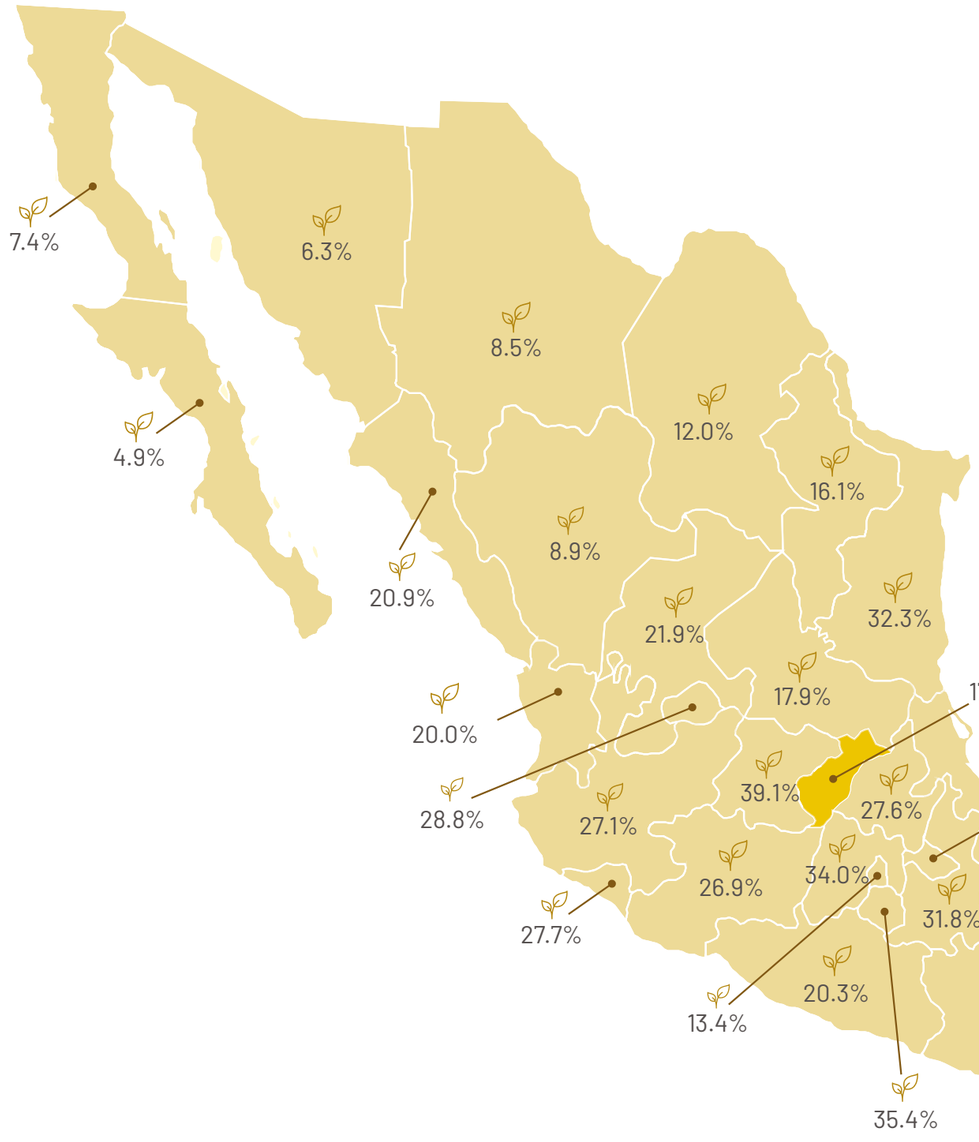
Source: Own elaboration with data from the Agrifood and Fisheries Information Service, 2023.
Note: The number is expressed in heads, except for the bee species, where the inventory is reported in hives.
[p] Preliminary figures.

4.4. AGRICULTURAL CENSUS OF THE NATIONAL INSTITUTE OF STATISTICS AND GEOGRAPHY

Surface area

According to the 2022 version, the percentage of the total national area in agricultural use reached 16.3%. In the case of Querétaro, the figure was 17.8%.

Proportion of total land area for agricultural use by state (2022)





Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI) Agricultural Census 2022, 2023.

Labor

At the national level, 21.2% of the population registered in the National Occupation and Employment Survey (ENOE by its Spanish initials) worked in the agricultural sector. The percentage in Querétaro was 6.3%, making it one of the states with the lowest participation in the sector.

The number of people working in the agricultural sector in Querétaro exceeds 150 thousand. Of these, 29.3% are women and 70.7% are men; of the total, 41.5% are family members of agricultural producers.

Distribution of the population working in agricultural activities by category in Querétaro (2022)

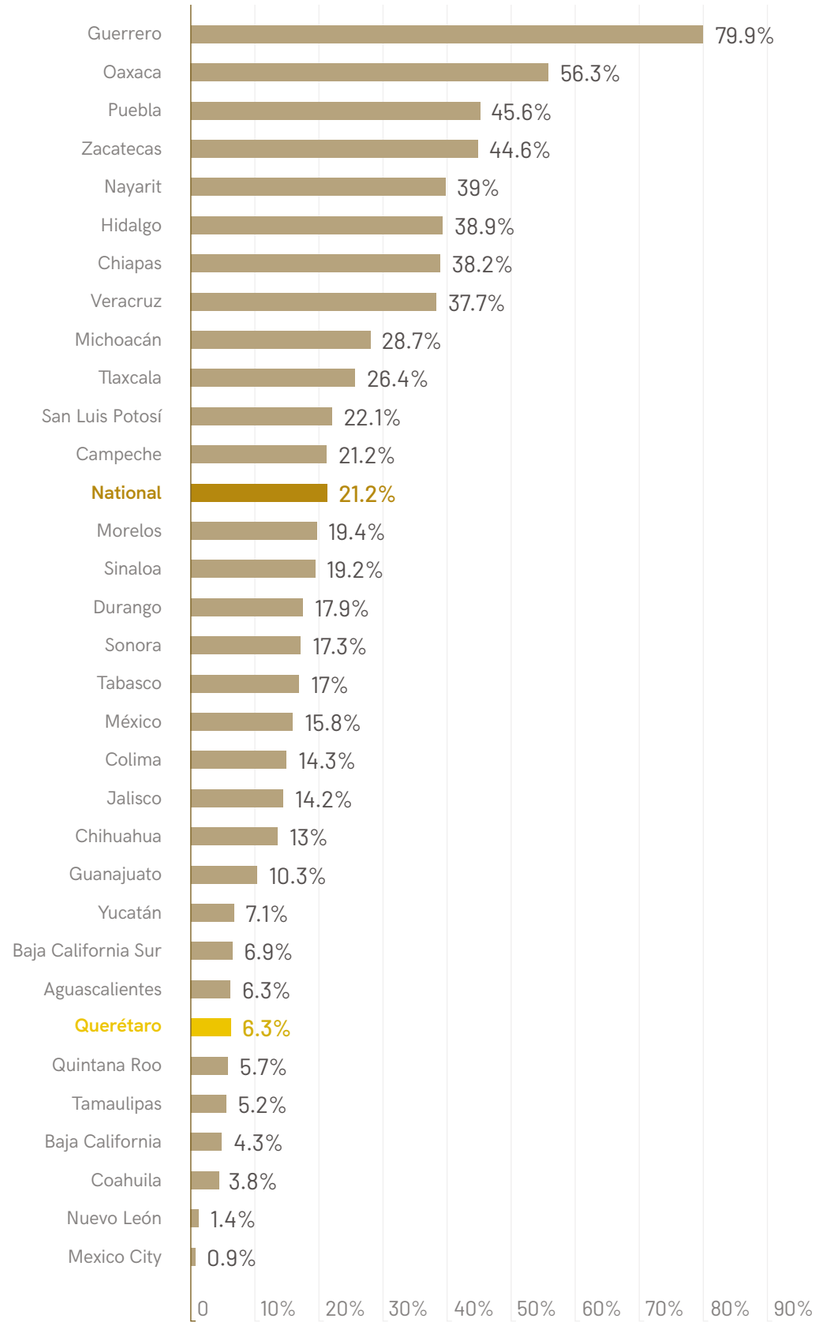


Distribution	Category	Personal
41.5%	Family of the producer	64,067
23.9%	Day laborers	36,840
21.4%	Producers	32,974
13.2%	Dependents of the production unit	20,315
100%	Total	154,196

Source: Own elaboration with data from the National Institute of Statistics and Geography (INEGI) Agricultural Census 2022, 2023.



Proportion of population working in agricultural activities, by state (2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (2022 Agricultural Census and National Occupation and Employment Survey), 2023.
Note: The rate was calculated according to the population working in the agricultural sector reported in the Agricultural Census and the average of the total population of the four quarters according to the National Occupation and Employment Survey in 2022.

4.5. AQUACULTURE AND FISHING

4.5.1. Production

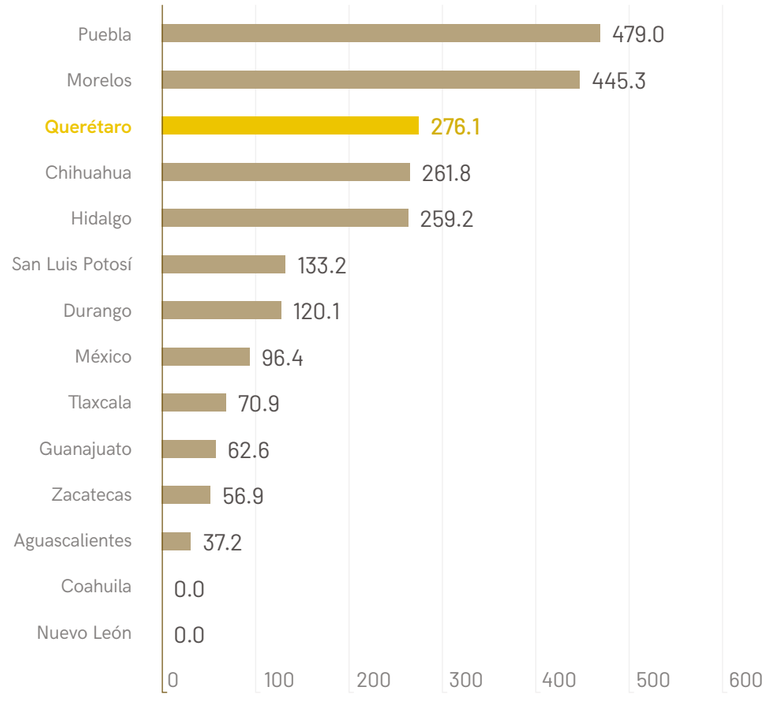
Due to the nature of its activities and the state's own conditions, it is the division with the lowest contribution to the primary sector's GDP. However, it is present throughout the state, mainly in the production of species such as catfish, carp, bream and trout.

Production volume

During 2021, according to the latest reported figures, the national fishery generated 1,928,947 tons in live weight. Querétaro was the 20th largest contributor, with 0.01% of the national total.

The low participation is due to the fact that Querétaro is landlocked; nevertheless, it is the third largest producer in this type of entity.

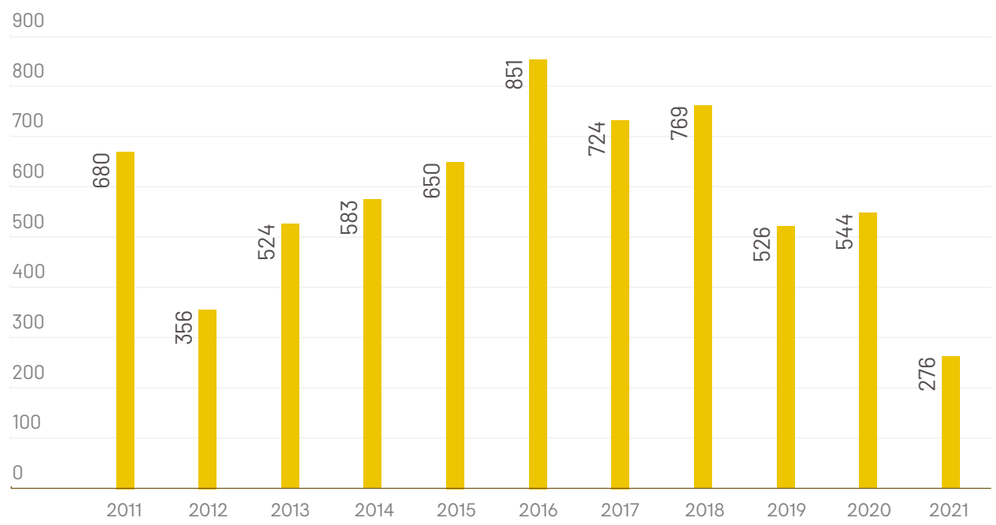
Production volume of landlocked entities (2021)



Source: Own elaboration with data from the National Commission of Aquaculture and Fisheries (Economic Yearbook 2021), 2023.
Note: The unit of measurement is live weight in tons.

In 2021, Querétaro's fishing activity produced 276 tons, an amount that represented a decrease of 49.3% compared to 2020.

Fishery production in Querétaro (2011 – 2021)



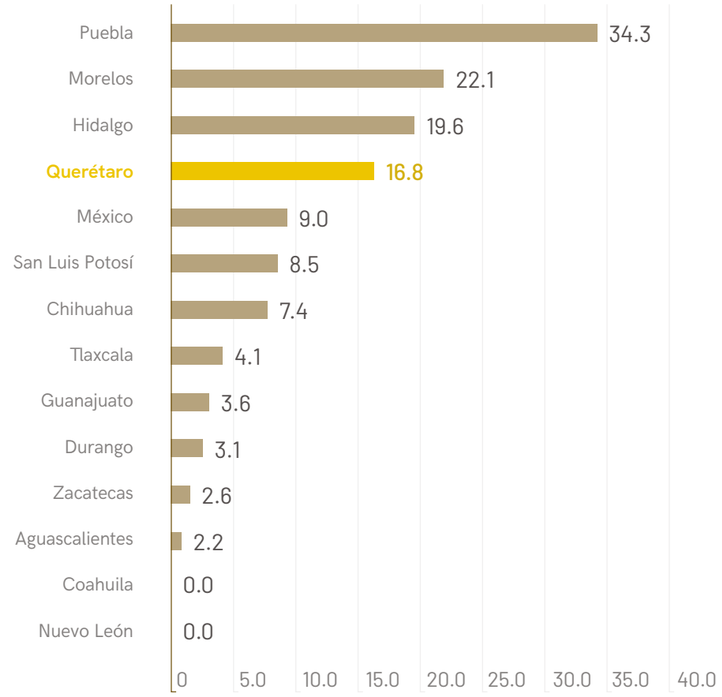
Source: Own elaboration with data from the National Commission of Aquaculture and Fisheries (Economic Yearbook 2021), 2023.
Note: The unit of measurement is live weight in tons.



Production value

During 2021, nationally it reached 47,195.1 million pesos, Querétaro ranked as the 21st entity with the highest contribution, with 0.2%. Among the landlocked states, it ranked 4th.

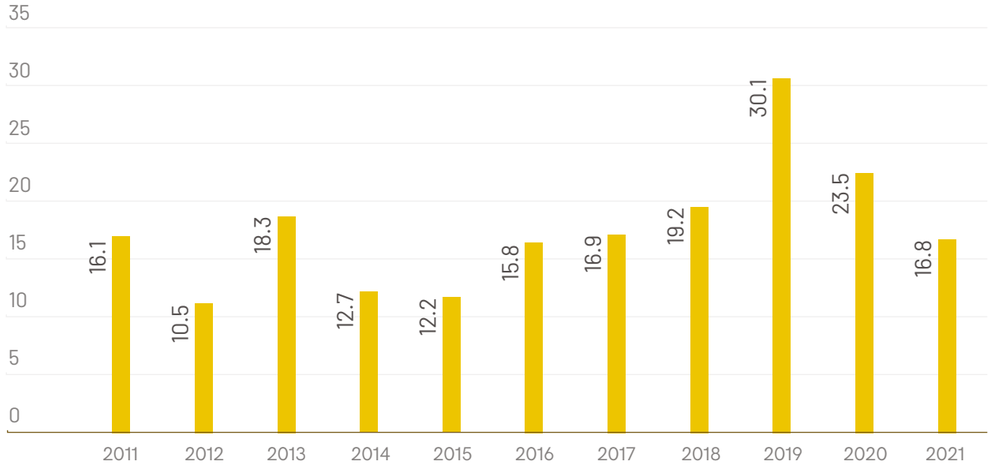
Value of production of landlocked entities (2021)



Source: Own elaboration with data from the National Commission of Aquaculture and Fisheries (Economic Yearbook 2021), 2023.
Note: Figures are expressed in millions of pesos.

During the same period, Querétaro's fishing activities reached 16.8 million pesos, decreasing 28.4% compared to 2020.

Value of fishery production in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Commission of Aquaculture and Fisheries (Economic Yearbook 2021), 2023.
Note: Figures are expressed in thousands of pesos.



4.5.2. Resources

Due to the conditions of a state located in the continental interior, Querétaro's fishing activity takes place in the main water reservoirs of its 18 municipalities.



Fishing companies

According to the 2021 edition of the Statistical Yearbook of Aquaculture and Fisheries, Querétaro is home to 157 companies dedicated to the different sectors of the fishing activity; of the total, 47.2% are dedicated to aquaculture.

Registered fishing companies by type of activity in Querétaro (2021)

Capture	Aquaculture[1]	Industrialization	Capture - aquaculture	Commercialization	Total
18	71	1	0	67	**157**

Source: Ministry of Agricultural Development with data from the National Commission of Aquaculture and Fisheries (Aquaculture and Fisheries Statistical Yearbook 2021), 2023.
Note: [1] Economic units registered in the National Registry of Aquaculture and Fishing (RNP).

Population, vessels, plants and production units in the fishing sector in Querétaro (2021)

Employed population	Aquaculture: capture and fishing	759
	Controlled systems	277
	Totals	**1,036**
Registered vessels	Deep sea fishing[1]	0
	Coastal fishing[2]	253
Fishing plants		1
Agricultural production units		113

Source: Own elaboration with data from the National Commission of Aquaculture and Fisheries (Aquaculture and Fisheries Statistical Yearbook 2021), 2023.
Note: [1]Active vessels included in the national fishing and aquaculture registry.
[2]Vessels with a length less than or equal to 10 meters and whose main activity is commercial fishing.



4.6. FOREST RESOURCES

4.6.1. Forestry production

It is the sector that provides Querétaro with goods and services that provide wealth, employment and social welfare through the tangible contribution of its activities, i.e., timber and non-timber products.

Uncontrolled exploitation, fires, pests and forest diseases are risk factors that must be avoided in order to achieve prosperity for the people who make a living from these activities in the medium and long term.

Productive diversity

It is divided into two groups:

Timber

Generates roundwood, timber, firewood and charcoal derived from pine and oak.

Non-timber

It produces damiana, oregano and governor leaves.

Volume and value of timber production

The Ministry of Environment and Natural Resources (SEMARNAT by its Spanish acronym) reported that during 2022, timber production in Querétaro was 1,015.73 m^3. It should be noted that 85.2% of the total was derived from oak.

In the product groups, firewood accounts for 38.4% of the volume, while charcoal contributes 30.4%.

Volume and value of non-timber production

In 2022, there was an increase of 84.2%, reaching 83.6 tons. Damiana leaf contributed 43.2% of the total and oregano 45.4%. These two products also accounted for 53.3% and 25.6% of production value, respectively.

Authorizations and volume of use

During 2022, 27,601.090 m^3 of Total Tree Volume (TTV) were authorized, representing an increase of 7.3% over the previous year. Eleven timber harvesting permits were also registered and remained in force throughout the year.

During the same period, 12 non-timber forest harvesting authorizations were issued, generating 1,496.94 tons throughout the state, 4.2% more than in 2021.



4.7. MINING

4.7.1. Extraction

According to the Mexican Geological Service and the Ministry of Economy, this activity in Querétaro dates back to the 10th century. This is confirmed by evidence of subterranean exploitations to produce cinnabar (also known as mercury) in the Sierra Gorda of the state.

As part of the strategy to regulate reserves and mining potential, Querétaro is prudent in its management of the authorization of exploitation in the sector, particularly with respect to foreign producers.

Diversity

Mining in Querétaro focuses on metallic minerals such as gold, silver, copper, lead and zinc; and non-metallic minerals, which include stone aggregates, sands and gravels for construction, such as limestone, quarry, kaolin, dimensional rocks and tepetate.



Production volume

In 2020, 12,354,591 tons were reached at the state level, of which 0.1% were derived from metallic products and 99.9% from non-metallic products.

Volume of mining production in Querétaro (2020)

Product	2020	Distribution
Metallic	**10,501**	**100%**
Gold	324	3.1%
Silver	6,396	60.9%
Copper	994	9.5%
Lead	189	1.8%
Zinc	2,598	24.7%
Non-metallic	**12,344,090**	**100%**
Stone aggregates	4,054,936	32.8%
Sand[1]	1,139	0.0%
Basalt	3,704,250	30.0%
Calcite[2]	465,500	3.8%
Limestone	2,910,000	23.6%
Kaolin	135,000	1.1%
Gravel	420,095	3.4%
Dimensionable rocks	68,170	0.6%
Tepetate	585,000	4.7%

Source: Own elaboration with data from Mexican Geological Service (Mining Panorama of the State of Querétaro), 2021 Edition), 2023.
Note: Figures are expressed in tons.
[1]Construction aggregate. Figures calculated based on cement and lime consumption.
[2] Calcium carbonate.

Production value

In the same year, the sector's activities generated 3,824 million pesos, of which 19.3% were from metallic products and 80.7% from non-metallic products.

Mining production value in Querétaro (2020)

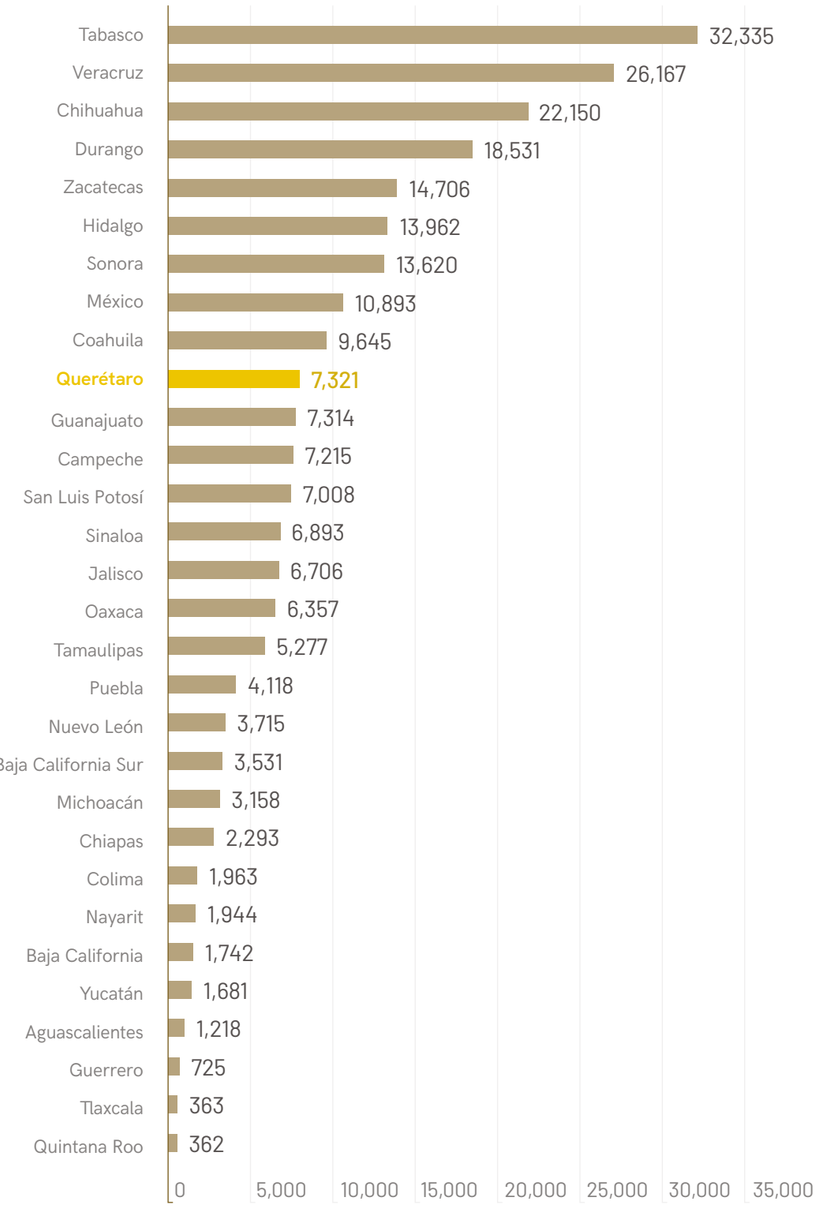
Product	2020	Distribution
Metallic	**736.8**	**100%**
Gold	396.9	53.9%
Silver	91.3	12.4%
Copper	114.7	15.6%
Lead	7.6	1.0%
Zinc	126.3	17.1%
Non-metallic	**3,087.2**	**100%**
Stone aggregates	572.1	18.5%
Sand	0.1	0.0%
Basalt	1,130.1	36.6%
Calcite	107.4	3.5%
Limestone	668.8	21.7%
Kaolin	442.7	14.3%
Gravel	37.2	1.2%
Dimensionable rocks	93.0	3.0%
Tepetate	35.8	1.2%

Source: Own elaboration with data from Mexican Geological Service (Mining Panorama of the State of Querétaro), 2021 Edition), 2023.
Note: Figures are expressed in millions of pesos.

Jobs

At the end of the fourth quarter of 2022, employment in the sector totaled 242,913 at the national level. Querétaro ranked 10th in terms of participation.

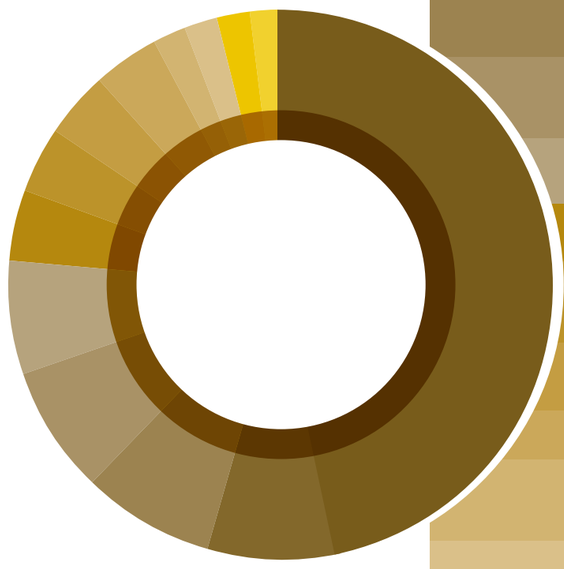
Mining sector jobs by state (fourth quarter 2022)



Source: Own elaboration with data from the Ministry of Economy (DataMéxico), 2023.



Distribution of jobs by occupation in Querétaro (fourth quarter 2022)



Distribution	Occupation	Jobs
46.9%	Workers in quarry, clay, sand, stone and gravel quarrying	3,430
7.7%	Mechanics in maintenance and repair of machinery	566
7.7%	Workers in the manufacture and repair of machinery	566
7.7%	Truck, van and freight car drivers	565
6.5%	Mining support workers	476
4.3%	Secretaries	312
3.9%	Extraction workers in metallic mineral mines	283
3.9%	Guards in establishments	283
3.8%	Chargers	280
1.9%	Construction and mining machinery drivers	140
1.9%	Drivers of machinery for the movement of goods	140
1.9%	Directors and administrative managers	140
1.9%	Dynamiters and divers in well drilling and construction	140
100%	Total	7,321

Source: Own elaboration with data from the Ministry of Economy (DataMéxico), 2023.

4.7.2. Mineral resources

Querétaro closely regulates the exploitation of the products that make up this sector. Due to its limited quantity, its use must be strictly controlled.

Mineral regions

The entity is integrated by 7 mining regions, which are grouped according to their type of mineralization.

Regions of metallic minerals in Querétaro (2020)

Region	Zone or district	Substance	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	Gold and silver	Chimneys, veins and mantles
	11. San Antonio		
IV. Querétaro	12. San Pedrito	Gold and silver	Vein deposits and massive

Source: Own elaboration with data from Mexican Geological Service (Mining Panorama of the State of Querétaro, 2021 Edition), 2023.

Non-metallic mineral regions in Querétaro (2020)

Region	Zone or district	Substance
V. Cadereyta	1. Marbles: Vizarrón	Marble, calcium carbonate
VI. Bernal	2. Limestones and dimensionable rocks.	Limestone
VII. Colón	3. Opal: Tequisquiapan 4. Kaolin: Ezequiel Montes	Opal, kaolin, ashlar
VIII. Querétaro	5. Ornamental materials 6. La Cañada	Quarries
IX. Amealco	7. Amealco	Resizable rock and ashlar

Source: Own elaboration with data from Mexican Geological Service (Mining Panorama of the State of Querétaro, 2021 Edition), 2023.

Main metallic mineral mines in operation in Querétaro (2020)

Mine	Municipality	Mineral
San Martín	Colón	Gold, silver
La Negra	Cadereyta	Silver, lead, zinc
San Miguel Antimonio		Antimony, gold, silver
Soyatal		Antimony, silver

Source: Own elaboration with data from Mexican Geological Service (Mining Panorama of the State of Querétaro, 2021 Edition), 2023.

MAIN NON-METALLIC MINERAL MINES IN OPERATION IN QUERÉTARO (2020)

Mine	Municipality	Sustancia
Charco Frío	Tolimán	Limestone
N/D	El Marqués	Stone aggregates
N/D	Tolimán	Limestone
N/D	Tequisquiapan	Calcite[1]
N/D	Tolimán	Limestone
N/D	Cadereyta de Montes	Calcite[1]
N/D		Calcite[1]
N/D		Calcite[1]
N/D		Limestone
N/D		Calcite[1]
N/D	Querétaro	Stone aggregates
N/D	El Marqués	Stone aggregates
N/D	Vizarrón	Calcite[1]
N/D	El Marqués	Stone aggregates
N/D	Pedro Escobedo	Toba
N/D	Colón	Ashlar
N/D		Ashlar
N/D	Cadereyta de Montes	Calcite[1]
N/D	Vizarrón	Marble
N/D		Marble
N/D		Marble and flagstone
N/D		Marble
N/D	San Juan del Río	Opal

Source: Own elaboration with data from Mexican Geological Service (Mining Panorama of the State of Querétaro, 2021 Edition), 2023.
Note: N/D Not available
[1]Calcium carbonate.

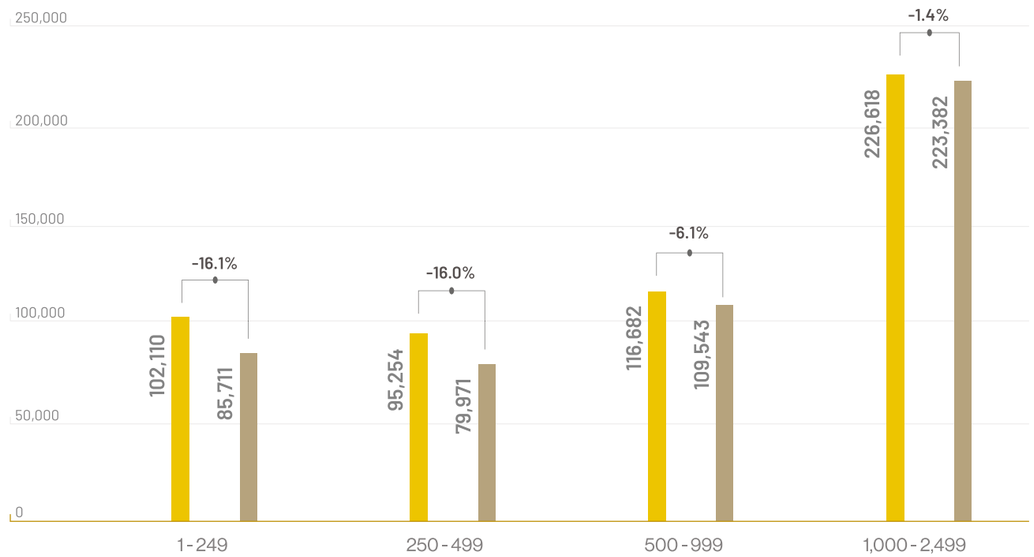
4.8. INHABITANTS OF RURAL AREAS

According to the National Institute of Statistics and Geography (INEGI), a population is considered rural when it has less than 2,500 inhabitants. The 2020 Population and Housing Census established that, in Querétaro, 21.1% of the population was rural and 78.9% urban. The 2010 Population and Housing Census, on the other hand, prescribed the figures at 29.6% and 70.4%, respectively.

By 2020, the rural population concentrated 498,607 people, 7.8% lower than in 2010. INEGI classifies it into four categories, depending on the size of the locality: from 1 to 249 inhabitants; from 250 to 499; from 500 to 999; and from 1,000 to 2,499.

Historically, the rural population has shown significant declines; by 2020, 44.8% of the total (223,382) lived in localities of 1,000 to 2,499 inhabitants. In contrast, the urban population increased by 45.3% between 2010 and 2020.

POPULATION DISTRIBUTION BY SIZE OF RURAL LOCALITY IN QUERÉTARO (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Population and Housing Census 2020), 2023.
Note: Ranges are expressed in number of inhabitants.



Secondary sector

This sector covers the processes of transformation of the different inputs generated by primary activities into consumer goods. It is comprised of economic activities related to mining; construction; generation, transmission and distribution of electricity, water and gas through pipelines to the final consumer; and manufacturing industries.

5

5.1. ECONOMIC DEVELOPMENT
5.1.1. QUERÉTARO, A NATIONAL REFERENCE

5.2. INDUSTRIAL SECTOR
5.2.1. PRODUCTIVE STRUCTURE
5.2.2. EMPLOYMENT IN THE SECONDARY SECTOR
5.2.3. MANUFACTURING INDUSTRY
5.2.4. CONSTRUCTION INDUSTRY

5.3. TRIPLE HELIX
5.3.1. HIGHER EDUCATION
5.3.2. OCCUPATIONAL TRAINING
5.3.3. RESEARCH, SCIENCE AND TECHNOLOGY
5.3.4. CLUSTERS

5.4. PARKS AND INDUSTRIAL ZONES

5.5. ENVIRONMENTAL IMPACT
5.5.1. EVALUATION

5.6. REGULATORY IMPROVEMENT

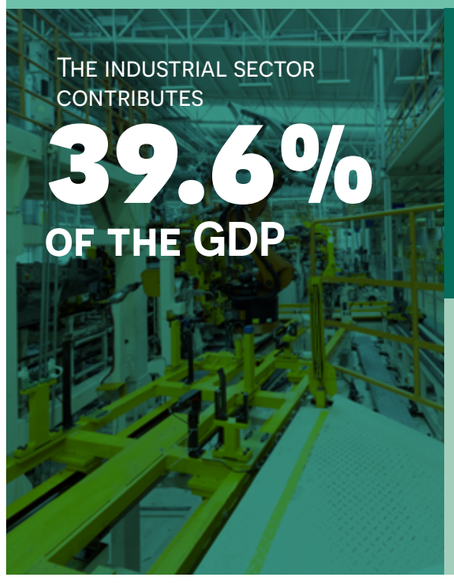
5.7. MOODY'S AND S&P CREDIT RATINGS



6.2%
GROWTH OF THE STATE'S GDP

17,099
PROCEDURES
IN ENVIRONMENTAL MATTERS

234,496
PEOPLE WORK IN THE **MANUFACTURING INDUSTRY**



56
RESEARCH CENTERS

10TH NATIONAL
PLACE WITH THE HIGHEST NUMBER OF SNI RESEARCHERS

5.1. Economic development

5.1.1. Querétaro, a national reference

Thanks to the joint work of its government, institutions, companies and citizens, year after year Querétaro stands out for the evolution and growth of its economy.

Historically, the entity occupies the first positions in terms of the Quarterly Indicator of State Economic Activity, an indicator that shows the evolution of the economy in the short term.

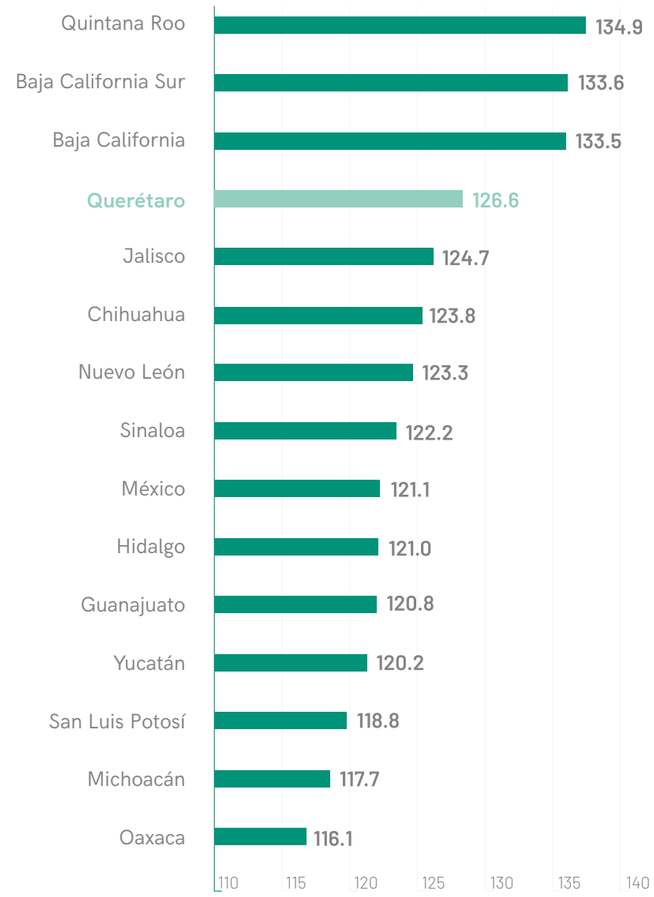
The same is true for the Gross Domestic Product (GDP) per capita, a macroeconomic index of productivity and development that shows the relationship between the state's income and its number of inhabitants. It is used to estimate economic wealth and evaluate the quality of life of its citizens.

Quarterly Indicator of State Economic Activity (ITAEE by its acronym in Spanish)

During the fourth quarter of 2022, Querétaro ranked 4th nationally, reaching 126.6 points, according to seasonally adjusted figures. The index showed an annual variation of 3.5% and a monthly variation of 0.2%.

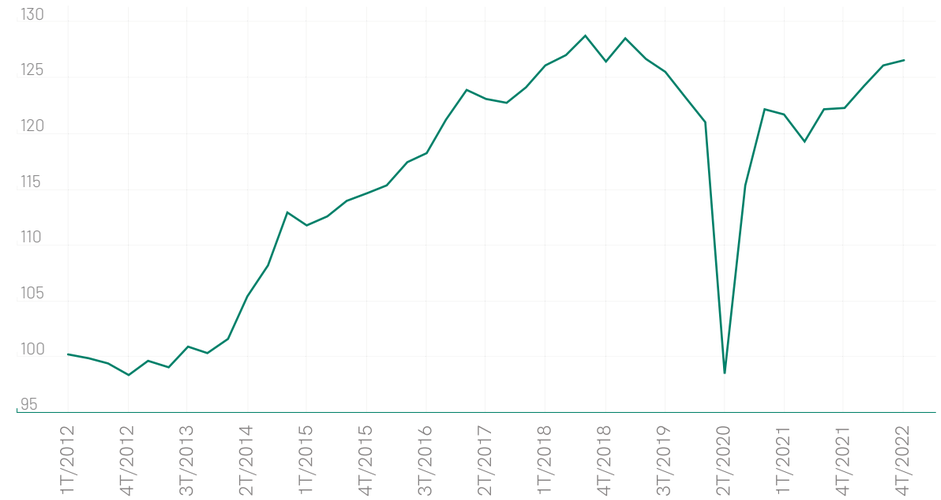
Over the last ten years, the indicator has maintained a growth trend, except when it was critically affected by the COVID-19 pandemic, however, its recovery is noticeable. Until the 4th quarter of 2022 it remained close to the levels recorded in 2019.

Main entities according to the Quarterly Indicator of State Economic Activity (2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ITAEE, Base 2013), 2023.
Note: The figures used to construct the graph refer to seasonally adjusted series for the fourth quarter of 2022.

Evolution of the Quarterly Indicator of State Economic Activity in Queretaro (2012 – 2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ITAEE, Base 2013), 2023.
Note: The figures used to construct the graph refer to seasonally adjusted series.

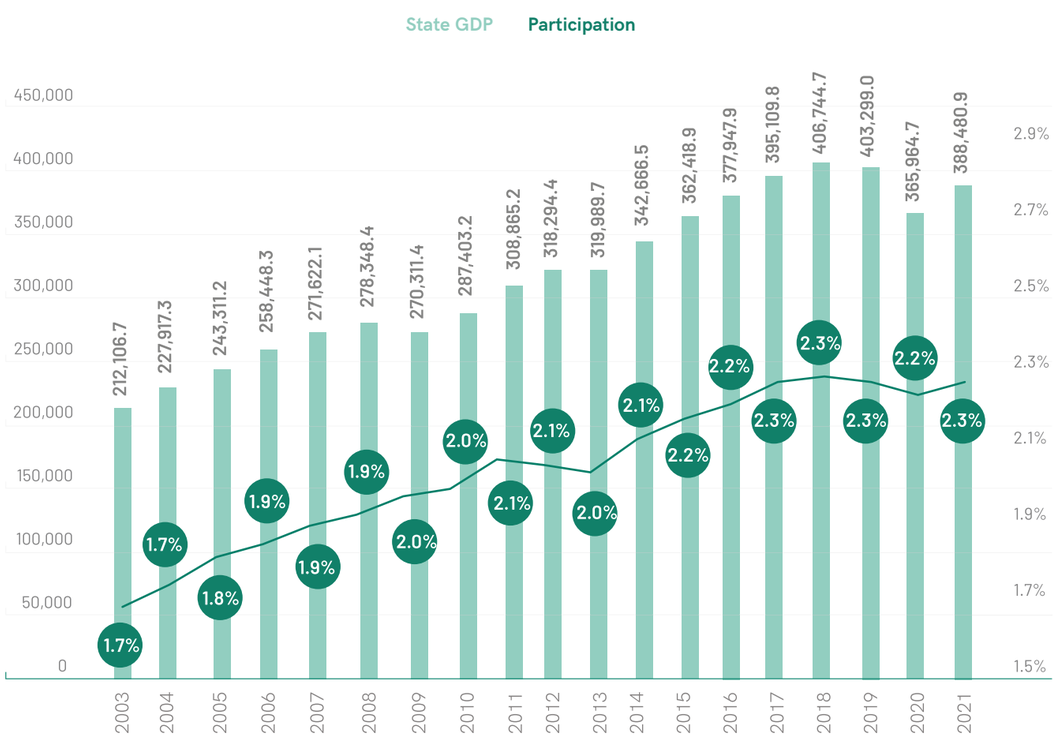


Gross Domestic Product (GDP)

Regardless of the passage of time, Querétaro's GDP maintains a positive evolution with slight decreases, mainly due to the 2009 crisis and the one derived from COVID-19.

Despite the economic slowdown in 2020, during 2021 the entity presented an important recovery, contributing 2.3% of the national GDP, that is, 388,480.9 million pesos, increasing 6.2% in monetary value, with respect to the previous year. Projections indicate that Querétaro will soon reach pre-pandemic stability and strength.

Queretaro's Gross Domestic Product and its national contribution (2003 – 2021)

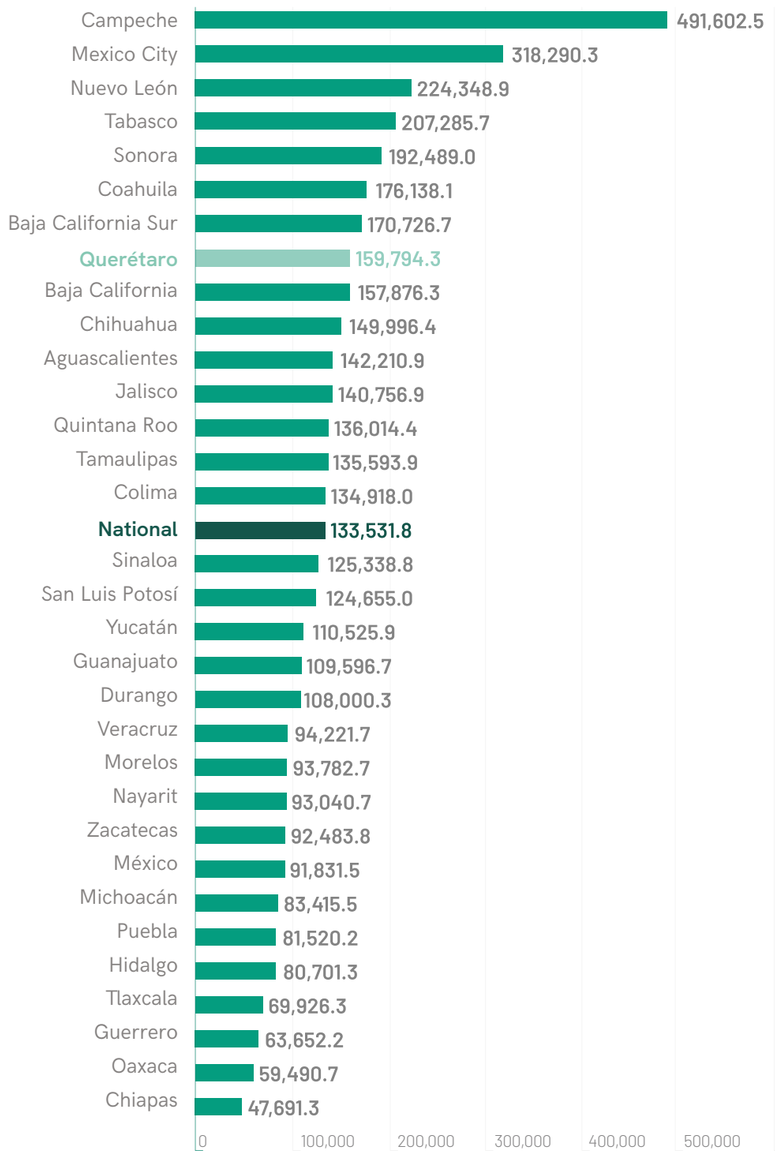


Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE). Base 2013), 2023.
Note: Figures are expressed in millions of pesos at constant values.

Gross Domestic Product (GDP) per capita

In 2021, Querétaro's GDP per capita grew 3.2% over 2020. The value placed Querétaro in 8th place among the states with the highest contribution.

GDP per capita by federative entity (2021)

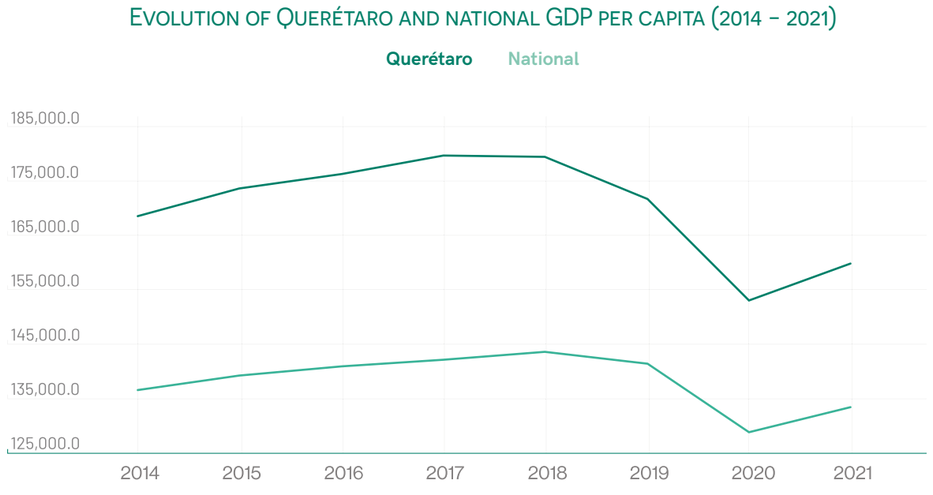


Source: Own elaboration with data from the National Insitute of Statistics and Geography (GDP by State (PIBE). Base 2013) and (ENOE), 2023.
Note: To calculate GDP per capita, the average population registered in the ENOE was considered. Figures are expressed in constant pesos.



Historically, Querétaro's GDP per capita is higher than the national average, although both show the same trends and fluctuations.

EVOLUTION OF QUERÉTARO AND NATIONAL GDP PER CAPITA (2014 – 2021)



Source: Own elaboration with data from the National Insitute of Statistics and Geography (GDP by State (PIBE). Base 2013) and (ENOE), 2023.
Note: To calculate GDP per capita, the average population registered in the ENOE was considered.
Figures are expressed in constant pesos.

Economically Active Population (PEA by its acronym in Spanish) and Non-economically Active Population (PNEA by its acronym in Spanish)

The PEA considers the inhabitants 15 years of age and older who have a job (employed population) or are looking for a job (unemployed population).

The PNEA represents those who do not have or are not looking for a job (unavailable population), but also those who, although not actively looking for a job, would accept employment if given the opportunity (available population).

MAIN INDICATORS OF THE NATIONAL OCCUPATION AND EMPLOYMENT SURVEY IN QUERÉTARO (2021 – 2022)

Indicator	2021	2022	Var. % (2022 - 2021)
1. Total population	2,431,131	2,464,399	1.4%
2. Population aged 15 years and older	1,869,388	1,932,052	3.4%
Economically Active Population	1,052,736	1,065,061	1.2%
Employed	995,136	1,024,235	2.9%
Unemployed	57,600	40,826	-29.1%
Non-Economically Active Population	816,652	866,991	6.2%
Available	110,827	89,973	-18.8%
Not available	705,825	777,018	10.1%

Source: Own elaboration with information from the National Institute of Statistics and Geography (ENOE),2023.
Note: The figures in the "2021" and "2022" columns were obtained by averaging the four quarter s of each year.

According to the National Occupation and Employment Survey (ENOE) of the National Institute of Statistics and Geography (INEGI), during 2022, Querétaro averaged 1,065,061 economically active people, exceeding the 2021 figure by 1.2%. Of the total, 60.4% were men and 39.6% were women.

In 2022, the employed population totaled 1,024,235 people, representing 96.2% of the PEA.

EVOLUTION OF THE EMPLOYED POPULATION AND ITS SHARE IN THE PEA IN QUERÉTARO (2014 – 2022)

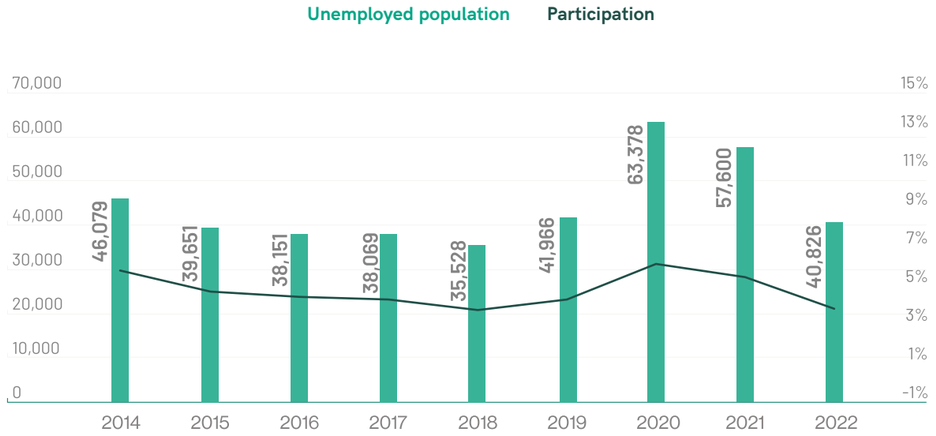


Source: Own elaboration with data from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The "Employed population" figures were obtained by averaging the four quarters of each year.



The unemployed population decreased to 40,826 people, representing only 3.8% of the PEA.

EVOLUTION OF THE UNEMPLOYED POPULATION AND ITS SHARE IN THE PEA IN QUERÉTARO (2014 – 2022)

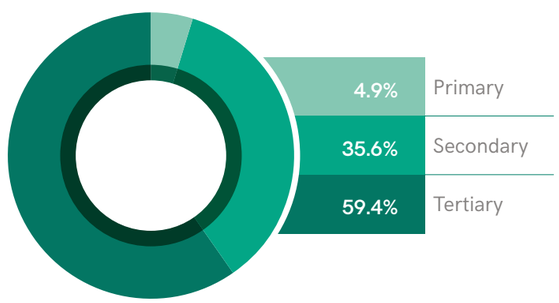


Source: Own elaboration with information from the National Institute of Statistics and Geography (ENOE),2023.
Note: The "Unemployed population" figures were obtained by averaging the four quarters of each year.

Querétaro's employed population between 2021 and 2022 increased by 29,099 people, while the unemployed population decreased by 16,774. The post-2020 recovery is evident when analyzing the behavior of PEA items.

In the same period, the PNEA registered 866,991 people. It is important to point out that 89.6% was made up of the unavailable population and only 10.4% of the available population.

DISTRIBUTION OF THE EMPLOYED POPULATION BY ECONOMIC ACTIVITY IN QUERÉTARO (2022)

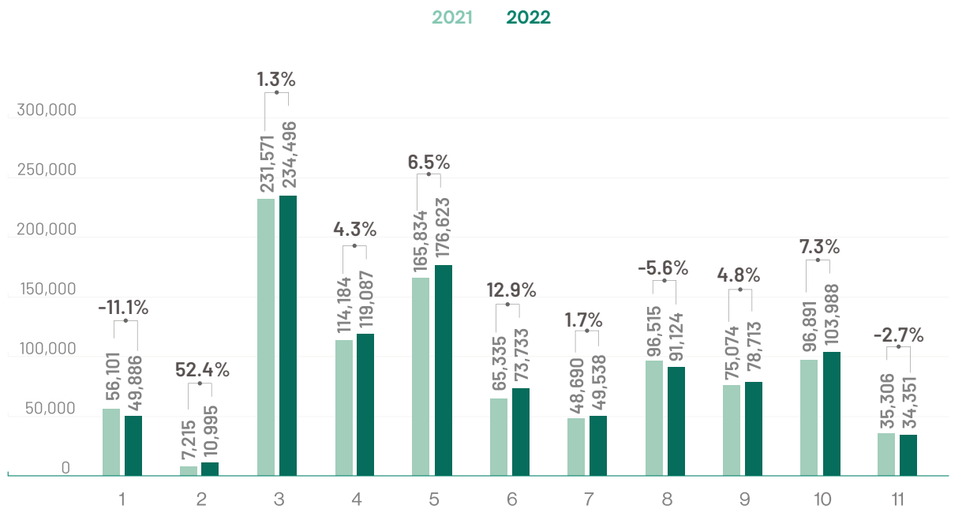


Source: Own elaboration with data from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The figures were obtained by averaging the four quarters of the year.



The sectors that contributed the most jobs to the employed population in the state were manufacturing industry, with 22.9%; commerce, with 17.2%; and construction, with 11.6%.

DISTRIBUTION OF THE EMPLOYED POPULATION BY SECTOR IN QUERÉTARO (2021 – 2022)

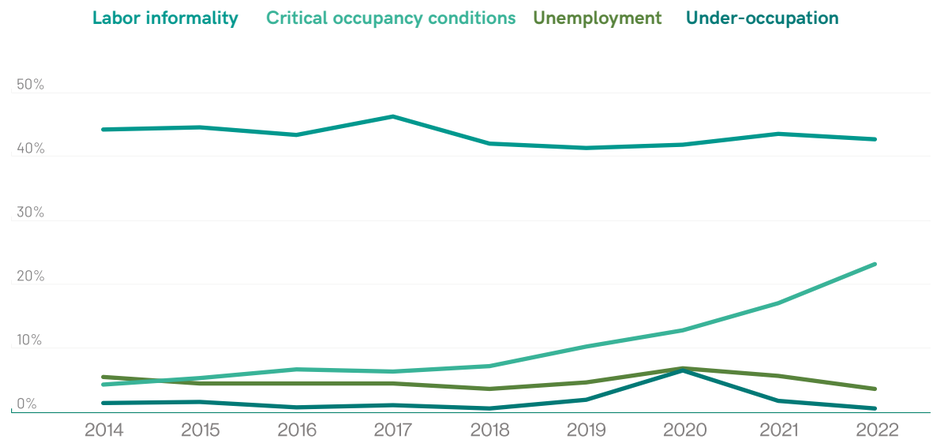


Source: Own elaboration with information from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The numbering refers to the various sectors: 1) Agriculture, livestock, forestry, hunting and fishing; 2) Extractive and electricity industry; 3) Manufacturing industry; 4) Construction; 5) Trade; 6) Restaurants and accommodation services; 7) Transport, communications, mail and storage; 8) Professional, financial and corporate services; 9) Social services; 10) Miscellaneous services; 11) Government and international organizations.
The figures were obtained by averaging the four quarters of each year.

At the end of the 4th quarter of 2022, Querétaro obtained, among the different entities, the following positions at the national level:

28th with the lowest unemployment rate.
1st with the lowest underemployment rate.
9th with the lowest rate of critical occupancy conditions.
11th with the lowest rate of labor informality.

MAIN RATES REPORTED IN THE NATIONAL OCCUPATION AND EMPLOYMENT SURVEY IN QUERÉTARO (2014 – 2022)



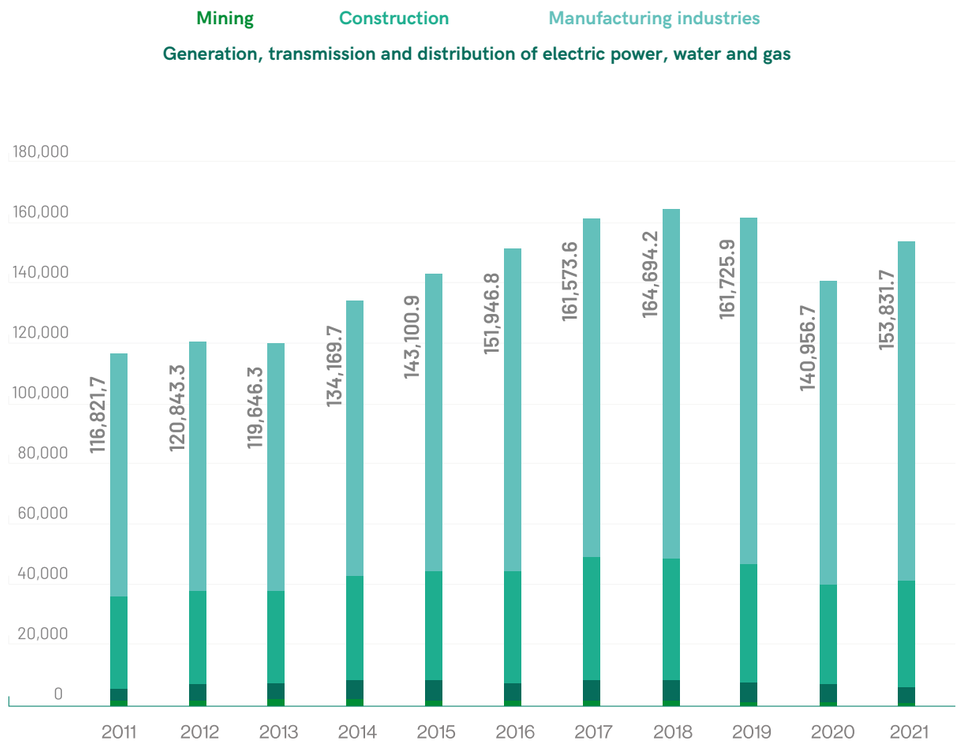
Source: Own elaboration with information from the National Institute of Statistics and Geography (ENOE), 2023.
Note: The values used to construct the graph refer to the fourth quarter of each year.

5.2. Industrial sector

5.2.1. Productive structure

During 2021, the secondary sector contributed 39.6% of GDP, increasing its value by 9.1% compared to the previous year. Of the total, 73.1% was accounted for by the manufacturing industry (112,493.8 million pesos); 22.6% by construction (34,729.8 million pesos); 3.4% by the generation, transmission and distribution of electricity, water and gas (5,277.8 million pesos); and 0.9% by mining (1,330.4 million pesos).

Gross Domestic Product of secondary activity by sector in Querétaro (2011 – 2021)

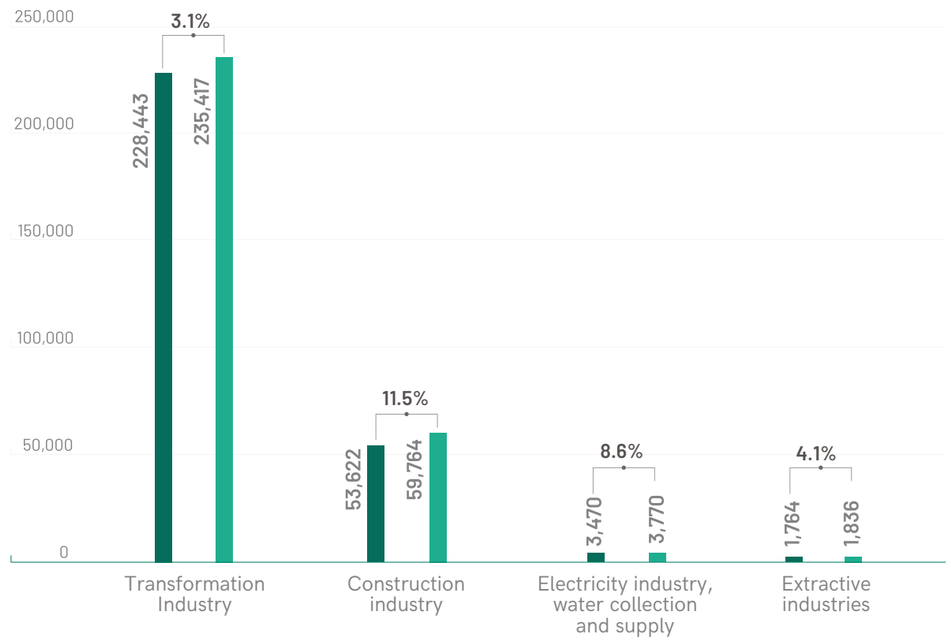


Source: Own elaboratio with data from the National Institute of Statistics and Geography (GDP by State [PIBE]. Base 2013), 2023.
Note: Figures are expressed in millions of pesos at constant values.

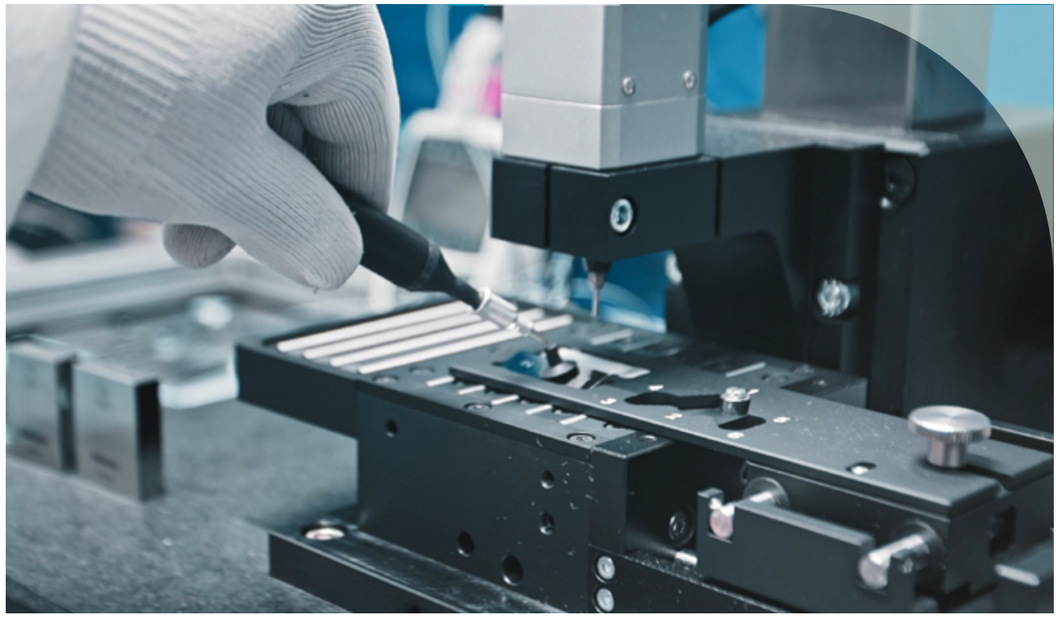
5.2.2. Employment in the secondary sector

By December 2022, the Mexican Social Security Institute (IMSS) recorded 300,787 people formally working in the sector, 4.7% higher than in 2021. Of the total, 35.4% were women and 64.6% were men; the average salary remained at $463.58 for women and $566.51 for men.

Secondary sector jobs (December 2021 – 2022)



Source: Own elaboration with data from the Mexican Social Security Institute (Dynamic consultation, jobs by economic sector), 2023.







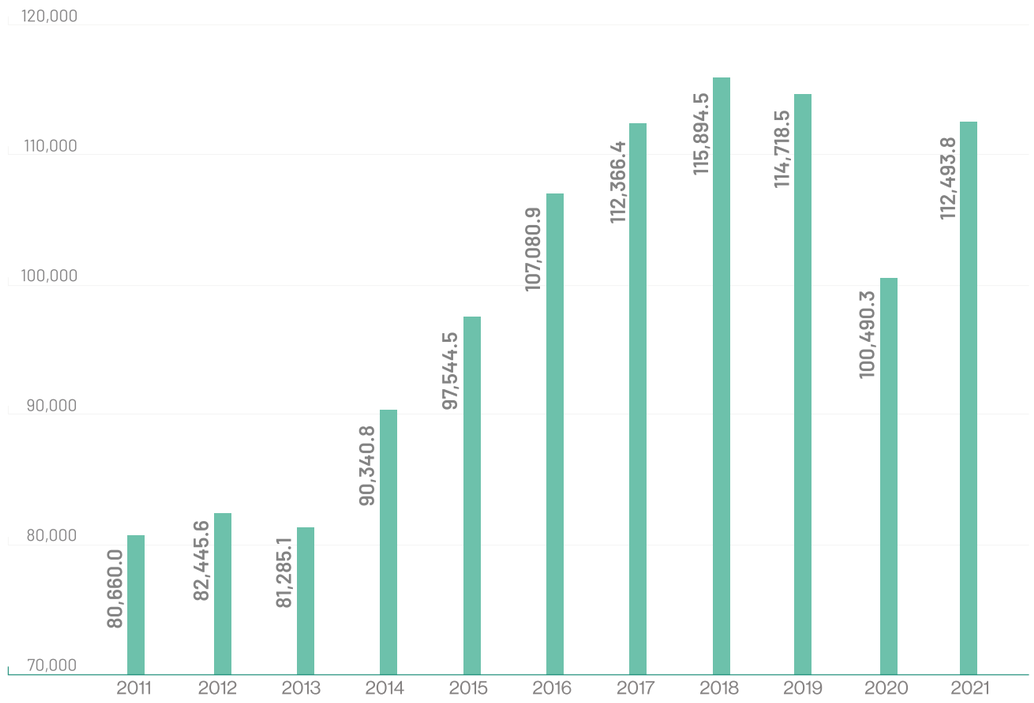
5.2.3. Manufacturing Industry

It is a sector of great relevance for Querétaro, both in terms of its contribution to the GDP, as well as in the labor market, development and innovation. It mainly comprises economic units engaged in transformation, including the food, chemical and transportation equipment manufacturing industries, among others.

Gross Domestic Product (GDP) in the sector

In 2021 it reached 112,493.8 million pesos, which represented 29% of the state total. The amount represented an 11.9% increase over the previous year.

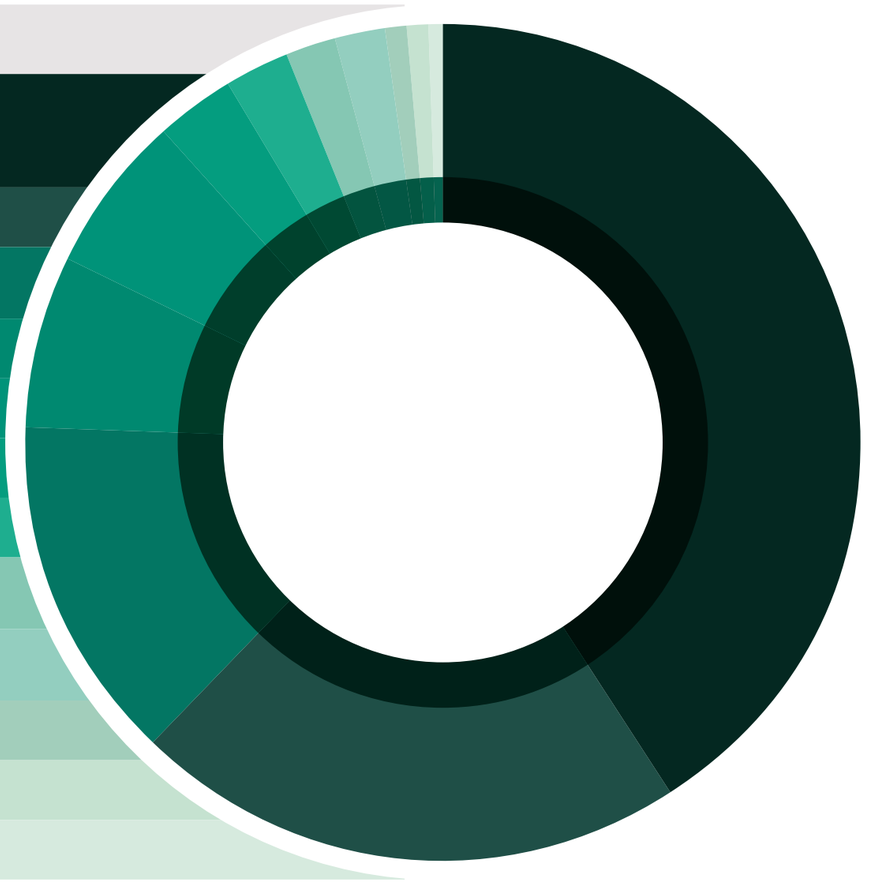
Gross Domestic Product of the Manufacturing Industry in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State [PIBE]. Base 2013), 2023.
Note: Figures are expressed in millions of pesos at constant values.

Distribution of Manufacturing Industry GDP by sector in Querétaro (2021)

Sector	Var. % (2021 - 2020)	Distribution
Manufacture of machinery and equipment; manufacture ofcomputer, communication, measuring and other electrical equipment, components and accessories; manufacture of electrical accessories, apparatus and equipment for electric power generation; manufacture of transportation equipment	17.4%	41.0%
Food industry	5.7%	21.4%
Manufacture of petroleum and coal products; chemical industry; plastics and rubber industry	5.0%	13.5%
Paper, printing and related industries	7.9%	6.5%
Manufacture of basic metal products; manufacture of metal products	16.4%	6.2%
Beverage and tobacco industry	7.2%	2.9%
Manufacturing of non-metallic mineral products	14.0%	2.5%
Manufacture of garments; tanning and dressing of leather and fur, and manufacture of leather and fur products and of substitute materials	24.7%	2.2%
Manufacture of textile inputs and finishing of textiles; manufacture of textile products, except apparel	29.1%	1.7%
Manufacture of furniture, mattresses and blinds	34.8%	0.9%
Other manufacturing industries	-21.1%	0.8%
Wood industry	25.3%	0.5%



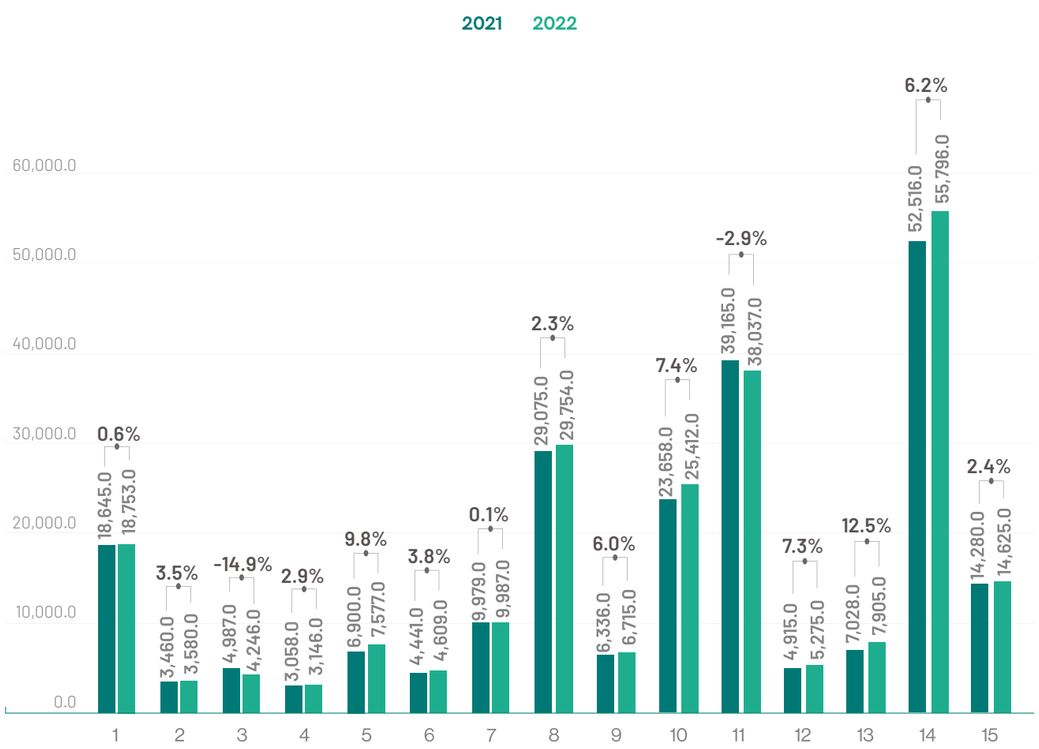
Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State [PIBE]. Base 2013), 2023.

Employment

By December 2022, the IMSS recorded 235,417 people formally working in the sector, 3.1% higher than in 2021. Of the total, 40.1% were women and 59.9% men; the average salary remained at $466.89 for women and $639.44 for men.

The manufacture of transportation equipment accounted for 23.7% of the jobs created, followed by the manufacture of machinery and equipment, with 16.2%, and the plastics and rubber industry, with 12.6%.

Manufacturing jobs by sector in Querétaro (2021 – 2022)



Source: Own elaboration with data from the Mexican Social Security Institute (Dynamic consultation, jobs by economic sector), 2023.
Note: The numbering refers to the various sectors: 1) Food industry; 2) Beverage and tobacco industry; 3) Manufacture of clothing; 4) Textile industry; 5) Paper industry; 6) Printing and related industries; 7) Chemical industry; 8) Plastics and rubber industry; 9) Manufacture of products based on non-metallic minerals; 10) Manufacture of metal products; 11) Manufacture of machinery and equipment; 12) Basic metals; 13) Manufacture and assembly of machinery, equipment, appliances, accessories and electrical and electronic goods and parts thereof; 14) Manufacture of transport equipment; 15) Other subsectors.

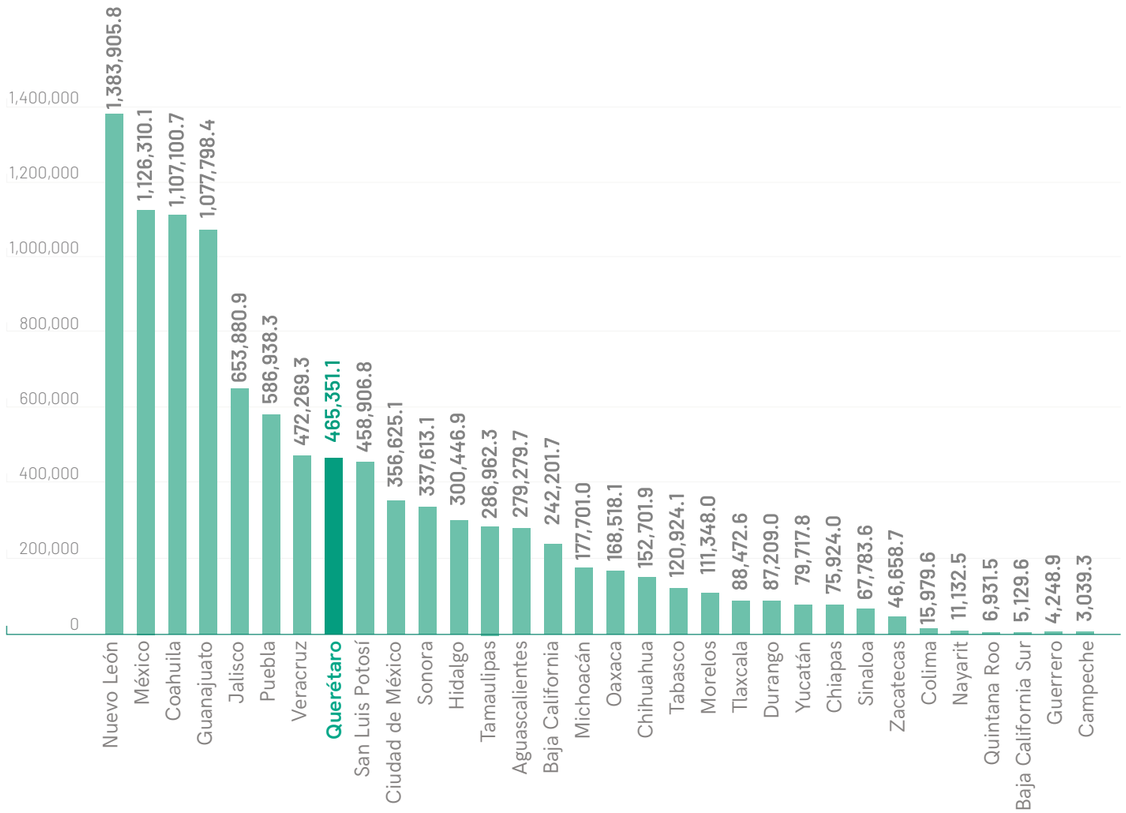
Economic units

According to the National Statistical Directory of Economic Units (DENUE), Querétaro has 8,202 companies dedicated to this sector, 83.7% of which are micro-enterprises. This figure represents 8.7% of the total number of establishments in the state and 1.3% of the national figure.

Production value

In 2022, the production value grew 16.6% over the previous year, from 399,097.5 million pesos to 465,351.1 million pesos. At the national level, Querétaro contributed 4.5% of the total, ranking 8th.

Manufacturing industry production value by state (2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (EMIM), 2023.
Note: Figures are expressed in millions of pesos at current values.

Distribution of the production value of the Manufacturing Industry by sector in Querétaro (2022)



Distribution	Sector	Value	Var. % (2022 - 2021)
24.2%	Manufacture of transport equipment	112,633.0	17.5%
14.9%	Manufacturing of accessories, electric appliances and electric power generation equipment	69,529.2	16.1%
12.7%	Food industry	59,259.0	12.0%
11.8%	Chemical Industry	54,836.6	18.8%
8.0%	Plastic and rubber industry	37,144.7	23.5%
7.9%	Paper Industry	36,652.2	20.5%
4.4%	Machinery and equipment manufacturing	20,374.7	27.7%
4.1%	Beverage and tobacco industry	18,967.6	15.2%
3.8%	Manufacture of metal products	17,741.2	10.6%
2.7%	Manufacturing of computer, communication, measurement and other equipment, components and electronic accessories	12,361.2	7.2%
2.3%	Manufacture of non-metallic mineral-based products	10,525.0	15.8%
0.9%	Printing and related industries	4,167.0	17.9%
0.4%	Manufacturing of garments	1,826.2	-7.4%
0.3%	Basic metal industry	1,627.4	-4.2%
0.2%	Wood industry	798.0	13.5%
0.1%	Manufacturing of textile products, except clothes	481.2	-30.5%

Source: Own elaboration with data from the National Institute of Statistics and Geography (EMIM), 2023.
Note: Value figures are expressed in millions of pesos at current values.

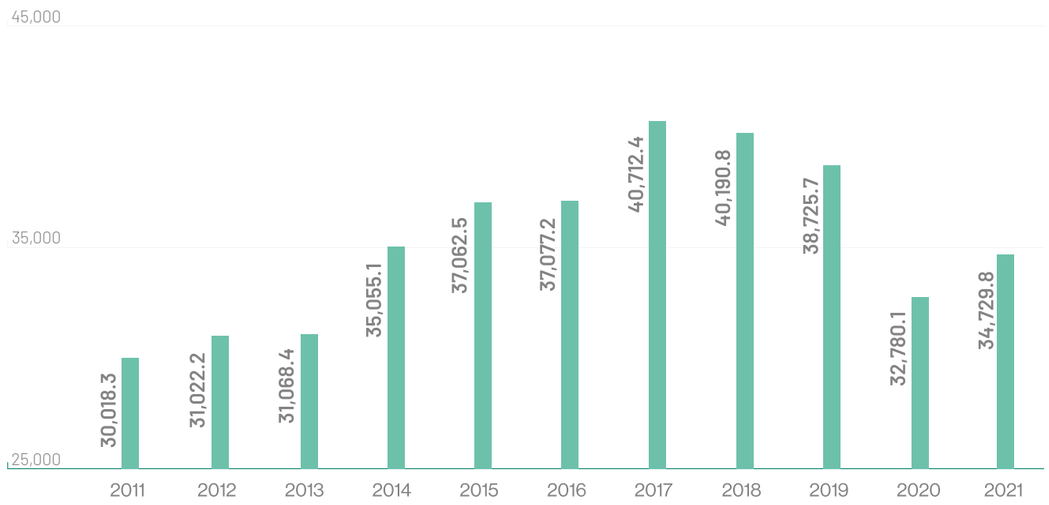


5.2.4. Construction industry

Includes economic units engaged in construction; civil engineering; specialized works, such as land preparation; and construction supervision.

During 2021, it contributed 34,729.8 million pesos to Querétaro's GDP, representing 8.9% of the state total and 3.2% at the national level within the sector. The figure represented an increase of 5.9% over the previous year.

Construction Gross Domestic Product in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State [PIBE]. Base 2013), 2023.
Note: Figures are expressed in millions of pesos at constant values.

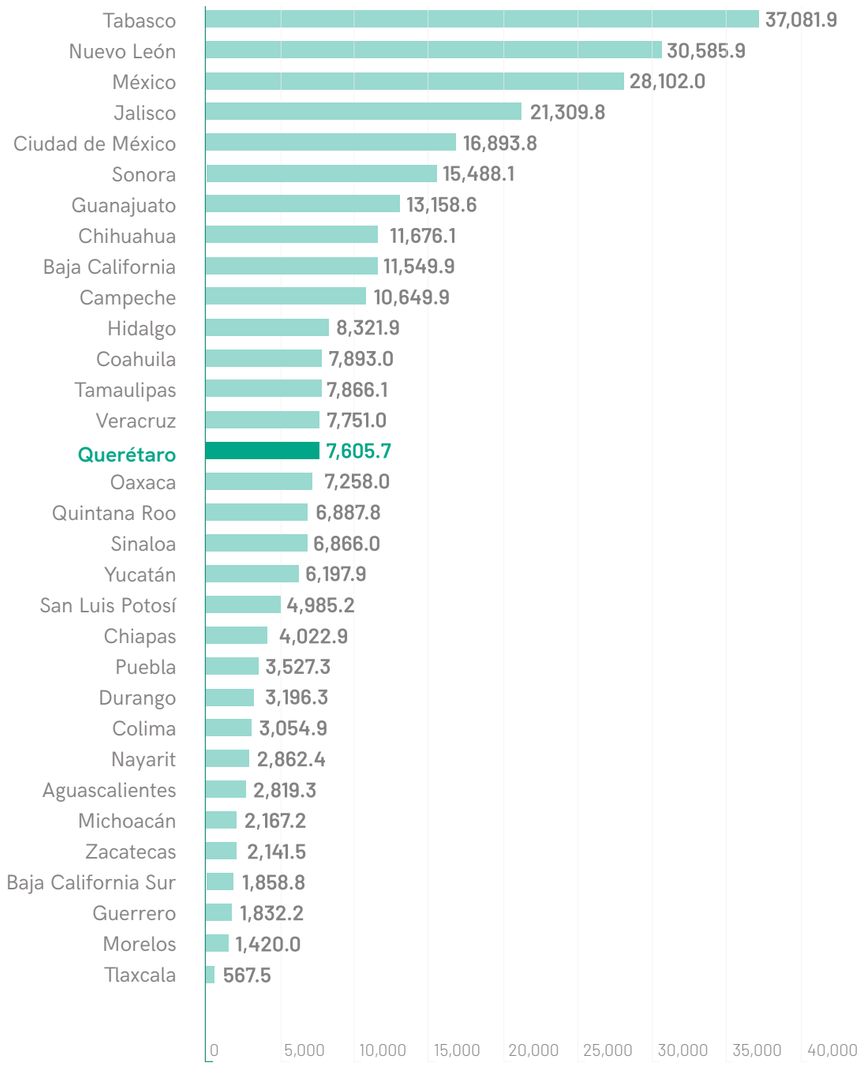
By December 2022, the IMSS recorded 59,764 people formally working in the sector, 11.5% higher than in 2021. Of the total, 18.2% were women and 81.8% men; the average salary remained at $384.05 for women and $332.35 for men.

According to the DENUE, Querétaro has 644 companies dedicated to this sector, 43.5% of which are micro-enterprises. This figure represents 0.7% of the total number of establishments in the state and 1.3% of the national figure.

National Survey of Construction Companies (ENEC)

During 2022, the production value of construction decreased 7.6%. The month with the highest flows was December, reaching 790.3 million pesos. Querétaro ranked 15th nationally, contributing 2.6% of the total value.

VALUE OF PRODUCTION GENERATED IN THE SECTOR BY STATE (2022)

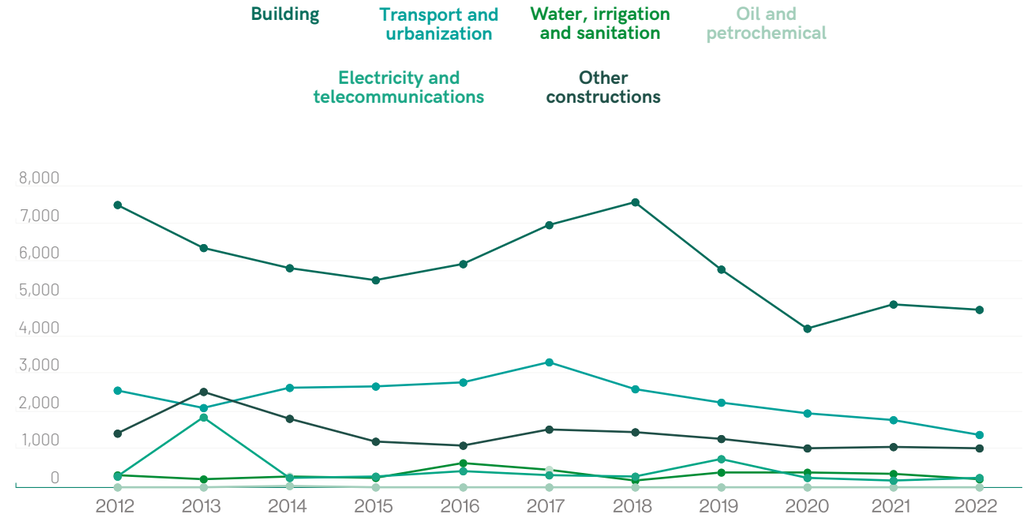


Source: Own elaboration with data from the National Institute of Statistics and Geography (ENEC), 2023.
Note: Figures are expressed in millions of pesos at constant values.

Production Value per sector

In 2022, building contributed 62.2% of the total, generating 4,732.8 million pesos; followed by transportation and urbanization, with 18.2% and 1,386.6 million pesos; other construction, 13.7% and 1,045.5 million pesos; electricity and telecommunications, 3.2% and 245.5 million pesos; and water, irrigation and sanitation, with 2.6% and 195.2 million pesos.

PRODUCTION VALUE BY CONSTRUCTION SECTOR IN QUERÉTARO (2012 – 2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (ENEC), 2023.
Note: Figures are expressed in millions of pesos at constant values.



5.3. Triple helix

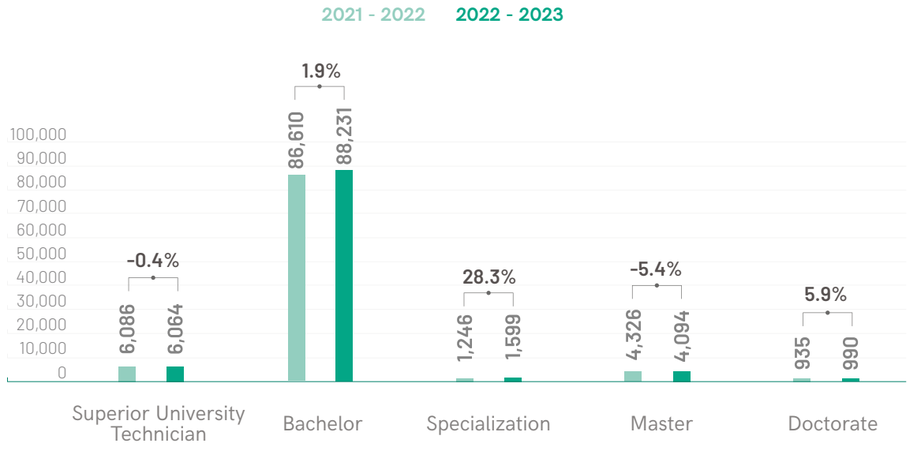
The 2021-2027 State Development Plan emphasizes the link between academics and the productive sectors in order to increase the relevance of the educational offer in the state. To this end, it establishes as strategic lines to increase research, technological development and innovation products linked to the problems of Querétaro and the needs of the different lines of work.

5.3.1. Higher education

Querétaro has 117 Institutions of Higher Education (IES by its acronym in Spanish), divided into five levels: superior university technician, bachelor's degree, specialization, master's degree and postgraduate. Of the total, 18.8% are publicly supported institutions and 81.2% are privately supported. For the 2022-2023 school year, 10 new privately-supported institutions were created, while the number of publicly-supported institutions remained constant.

During the 2022-2023 school year, the registered enrolment in institutions offering higher education programs was of 100,978 students, 1.8% higher than the figure for the 2021-2022 school year.

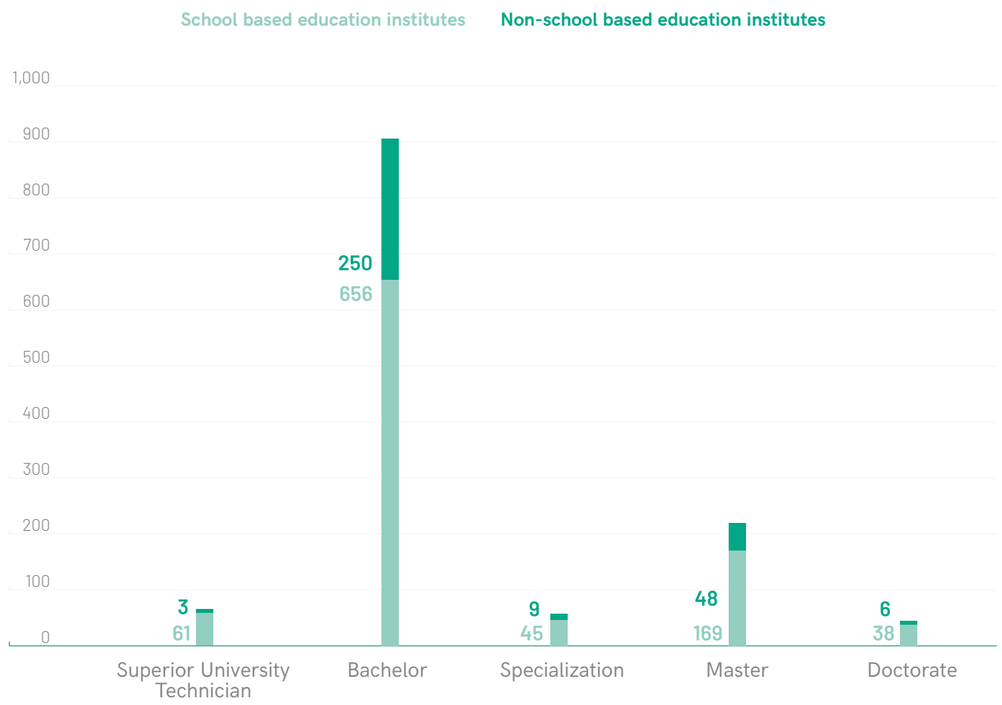
Students in different educational services (school year 2021 – 2022 / 2022 – 2023)



Source: Own elaboration with data from the Basic Education Service Unit of the State of Querétaro (System F911 of SEP), 2023.

During the same cycle, 56 new programs were created in the IES to total 1,285. Of these, 75.4% were in school and 24.6% were out-of-school or mixed. The teaching staff totaled 11,404.

Programs by educational service according to modality (school year 2022 – 2023)



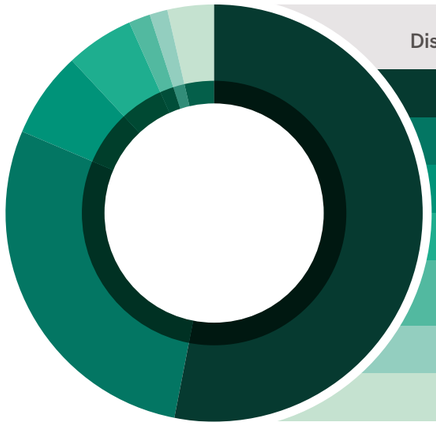
Source: Basic Education Service Unit of the State of Querétaro (System F911 of SEP), 2023.

Superior University Technician (TSU by its acronym in Spanish)

University higher education allows for the development and specialization of students in various areas of knowledge. The TSU service achieves this objective in the short term.

Of the total number of students statewide, 6% are concentrated in the TSU service. The Querétaro Technological University stands out for being the institution with the largest number of students for this study plan.

Distribution of enrollment in the Superior University Technician Service by Higher Education Institutions (2022 – 2023 school year)



Distribution	University	Enrollment
53.3%	Querétaro Technological University	3,230
28.4%	San Juan del Río Technological University	1,721
6.6%	Aeronautical University in Querétaro	399
5.3%	Universidad Tecnológica de Corregidora (UTC)	319
1.7%	San Juan del Río Technological Unit Jalpan de Serra Academic Unit	106
1.3%	Autonomous University of Querétaro	76
3.5%	Others[1]	213

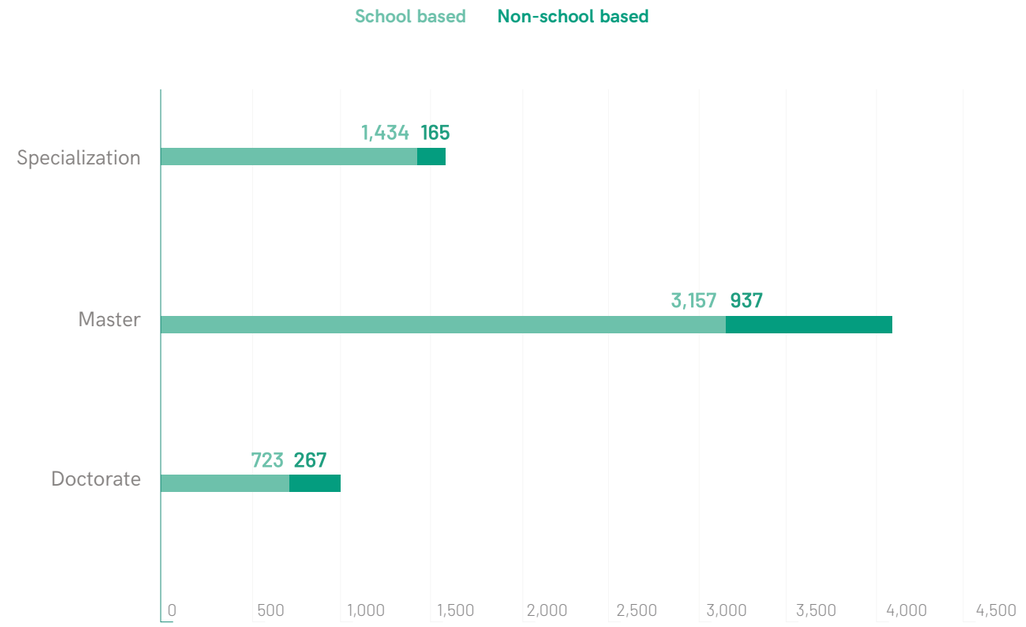
Source: Own elaboration with data from the Basic Education Service Unit of the State of Querétaro (Sistema F911 de la SEP), 2023.
Note: [1]Refers to Universities with a lower student presence: 1) Academia de Estudios Superiores Constantino; 2) Atenas, Estudios Superiores; 3) Instituto del Servicio Profesional de Carrera; 4) Universidad del Valle de México; 5) Centro Universitario CEICKOR; 6) Universidad Cuauhtémoc, Plantel Querétaro; 7) Escuela de Podología Nuevo Siglo; 8) Instituto de Rehabilitación de Querétaro; 9) Instituto Universitario del Río / Instituto de Desarrollo e Innovación Emprende; 10) Colegio Mexicano de Formación de Pilotos Aviadores; 11) Universidad de Londres.



Postgraduate

During the 2022-2023 school year, students represented 6.6% of the total in the entity. Of these, 1,599 were in the specialization level, 4,094 in the master's program and 990 in the doctoral program.

Graduate enrollment in Higher Education Institutions by modality (2022 – 2023 school year)



Source: Own elaboration with data from the Basic Education Service Unit of the State of Querétaro (System F911 of SEP), 2023.

During the same period, postgraduate enrollment increased 2.7% over the previous cycle. The greatest growth was in specialty services, with 28.3%, followed by doctoral program, with 5.9%.

Training areas

The area of "Engineering, Manufacturing and Construction" concentrated the largest number of students in the Bachelor's and Superior University Technician levels, with 27.5% and 31.9% of the total, respectively. The highest number of programs was recorded in the area of "Business and Administration", with 25.4%.

In postgraduate studies, the "Health Sciences" area had the largest number of students, with 18%; "Business and Administration", the largest number of graduates, with 25.5%; and "Social Sciences and Law", the largest number of degree programs, with 24.1%.

The area of "Health Sciences" showed the largest growth in enrollment in the 2022-2023 school year, with respect to the previous year, both in undergraduate and graduate programs. The increases were 13.3% and 16.5%, respectively.



Social Sciences and Law, Business and Administration

In the 2022-2023 cycle, 403 undergraduate and graduate programs will be offered, accumulating 34,771 students and 36.9% of the total. The number of graduates is 7,187.

Engineering, Manufacturing and Construction

In the same period, 212 educational services were provided, accommodating 25,956 students, representing 27.5% of the total. The area reports 5,724 graduates.

Students, graduates and programs by field of studies (school year 2021 – 2022)

Knowledge area	Bachelor's degree and TSU			Postgraduate		
	Students	Graduates	Programs	Students	Graduates	Programs
Business and Administration	21,559	4,481	246	1,205	522	67
Agronomy and Veterinary	922	180	7	16	8	2
Arts and Humanities	5,467	675	76	237	62	17
Health Sciences	11,132	1,312	63	1,447	228	37
Natural Sciences, Mathematics and Statistics	2,606	403	20	402	150	15
Social Sciences and Law	13,212	2,706	157	1,396	473	76
Education	6,679	1,226	108	1,198	300	46
Engineering, Manufacturing and Construction	25,956	5,724	212	647	260	43
Services	2,022	344	31	22	12	3
Information and Communication Technologies	4,740	885	50	113	31	9
Total	**94,295**	**17,936**	**970**	**6,683**	**2,046**	**315**

Source: Own elaboration with data from the Basic Education Service Unit of the State of Querétaro (System F911 of SEP), 2023.







Universidad Aeronáutica de Querétaro (UNAQ)

Its mission is to train professionals and researchers for the aeronautical sector with values, knowledge, skills and recognition on a national and international level. It has an area of 20 hectares within the Querétaro International Airport (AIQ), close to the most important companies in the sector.

Educational offerings UNAQ

Superior University Technician (TSU by its acronym in Spanish)
Aeronautical Maintenance
Glider and Engine Area
Avionics Area
Precision Machining Area
Engineering
Aeronautical Engineering in Manufacturing (IAM for its Spanish abbreviation)
Engineering in Aeronautical Mechanical Design (IDMA for its Spanish abbreviation)
Electronic Engineering and Aircraft Systems Control (IECSA for its Spanish abbreviation)
Postgraduate
Master's Degree in Aerospace Engineering (MIA for its Spanish abbreviation)
Specialization in Aeronautic Appraisals (EVBA for its Spanish abbreviation)

Source: Own elaboration with data from Universidad Aeronáutica de Querétaro, 2023.

The program with the highest demand during the year was Aeronautical Engineering in Manufacturing. In the TSU programs in Maintenance, graduates obtain licenses as "Class I Maintenance Technician with capacity in Engines and Gliders" or "Class II Maintenance Technician with capacity in Aircraft Electronic Systems", issued by the Federal Civil Aviation Agency (AFAC by its acronym in Spanish).

Infrastructure

UNAQ stands out in Mexico thanks to its infrastructure and highly specialized equipment:

- A warehouse of 18,500 m^2.
- 11 workshops, including CNC machining; composite materials; electrical assemblies; structural assemblies; and sheet metal forming, among others.
- A Franco-Mexican platform that houses 15 laboratories, including: coordinate machine; aeronautical parts warehouse; aircraft system, electricity and batteries; avionics; strength of materials; thermal machines; engines; thermal processes and welding; penetrant liquids; chemical treatments; electronics; surface treatments; aerodynamics; and metallography.
- 14 aircraft-laboratories for the training of higher-level professionals and one more for historical and museographic purposes.
- 2 academic buildings and sports and recreational areas, with areas of 3,981.7 m^2 and 2,407.5 m^2 of recreational spaces.
- 45 academic classrooms with a capacity of more than 1,200 students (in one shift).
- 3 information centers (libraries), as well as computer, English, physics, chemistry and simulation laboratories.
- Information technology infrastructure, with certified cabling guaranteed for 20 years.

In 2022, an A320 fuselage was integrated into the university's infrastructure to serve as an emergency training facility for flight attendants and as a laminating facility for maintenance.

In the same year, the Student Resource Center for Information, Innovation and Recreation (CREIIR by its acronym in Spanish) was inaugurated. The building has study and tutoring rooms for 70 and 12 people, respectively; a research area for 20 individuals; various stores and services; an industrial kitchen and dining room for 244 simultaneous diners.



Main achievements during 2022

- 21% growth in the number of students enrolled (1,560 vs. 1,289 in 2021). The increase contributes to the development of the aeronautical sector in Querétaro, generating a greater supply of talent for key positions within the industry.

- The highest number of degrees obtained in one year since its creation, totaling 434 degrees, of which 150 were in university technical programs and 284 in engineering programs. To date, 775 engineers have graduated from the institution. In the case of postgraduate programs, five students graduated from the Master's Degree in Aerospace Engineering and 23 from the Specialization in Aeronautical Asset Valuation, which is a historic achievement for UNAQ in its postgraduate programs.

- Increase of 31% in own revenues (82 million pesos vs. 56 million pesos in 2021), highlighting the items of the Academic Secretary and the Outreach Secretary. This was thanks to the increase in enrollment and courses offered to the aeronautical industry.

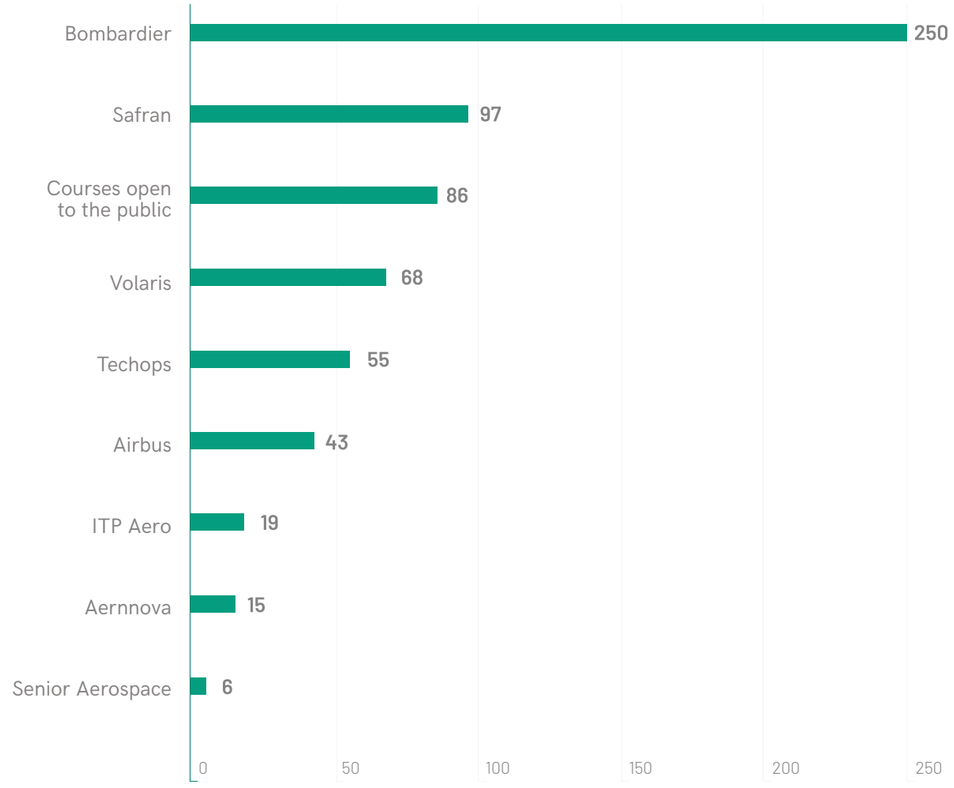
- 5 additional personnel transport vehicles, totaling 9 trucks and 2 vans, providing service to 90,013 inbound and outbound users.

Training

UNAQ has a Training Center authorized by the Federal Civil Aviation Agency (AFAC by its acronym in Spanish), with more than 300 training, on-the-job training and continuing education courses.

In 2022, 6,878 people from the aeronautical industry were trained in 814 courses. It is important to note that there was a significant increase compared to the 730 courses given in 2021 to 4,245 people.

PEOPLE TRAINED BY UNAQ IN MAJOR COMPANIES (2022)



Source: Own elaboration with data from Universidad Aeronáutica de Querétaro, 2023.

The UNAQ, in addition to offering training courses for aviation flight attendants and operations officers to the general public, is continuing its efforts to establish links with strategic stakeholders to continue promoting the highly specialized talent demanded by the aviation industry.

Universidad Tecnológica de Querétaro (UTEQ)

Its objective is to contribute to the integral formation of higher education students with a focus on technological innovation, social and pedagogical responsibility for the common good in order to influence the transformation of society. At the beginning of the 2022-2023 school year, it had an enrollment of 5,488 students and 2,800 graduates.

Of the different educational programs, those with the highest demand were: TSU in Industrial Processes, Manufacturing area; Industrial Engineering; and TSU in Business Development, Manufacturing area. In 2022, the Master's Degree in Logistics Management in the Global Supply Chain was authorized.



Educational Offerings UTEQ

Superior university technician with continuity to bachelor's degree/engineering degree	
Superior University Technician (TSU)	**Bachelor's degree/engineering**
TSU in Administration Human Capital Area	Bachelor's Degree in Human Capital Management
TSU in Business Development Automotive Aftermarket Services Area Marketing Area	Bachelor's Degree in Business and Marketing Innovation
TSU in Logistics Supply Chain Area	Bachelor's Degree in Design and Management of Logistics Networks
TSU in English Language	Bachelor's Degree in Educational Institutional Management and Circular
TSU in Maintenance Industrial Area	Industrial Maintenance Engineering
TSU in Nanotechnology Materials Area	Nanotechnology Engineering
TSU in Industrial Processes Manufacturing Area Plastics Area	Industrial Engineering
TSU in Mechanics Automotive Area Molds and Dies Area	Metal Mechanical Engineering
TSU in Chemistry Environmental Technology Area	Environmental Engineering
TSU in Renewable Energies Solar Energy Area Quality and Energy Saving Area	Renewable Energy Engineering
TSU in Mechatronics Automotive Area	Automation Technologies Engineering
TSU in Information Technology Multiplatform Software Development Area Digital Network Infrastructure Area	Software Development and Management Engineering Smart Grid and Cybersecurity Engineering
Postgraduate	
Master in Smart Manufacturing Engineering	
Master in Circular Economy	
Master's Degree in Global Supply Chain Logistics Management	

Source: Own elaboration with data from the Universidad Tecnológica de Querétaro (UTEQ), 2023.

During 2022, the UTEQ maintained alliances with several leading companies in their field, implementing and giving continuity to projects within the institution.

PROGRAMS, ALLIANCES AND FACILITIES TO STRENGTHEN UTEQ'S EDUCATIONAL SYSTEM (2022)

Program, alliance or facility	Description	Results 2022
UTEQ-INTEL (Internet of Things (IoT) Laboratory)	The agreement was renewed for the next three years with Intel to promote academic projects and collaborations.	Ten innovation projects were developed with multidisciplinary teams of Mechatronics, Software Development and Network Infrastructure. Forty TSU, Engineering and Master's degree students collaborated through the Integrating Subject, Professional Internship and Social Service; 4 of them participated in the technological pavilion of the Expo-Industrial Querétaro 2022.
Polymer Training Center	Polymer Transformation Laboratory, to strengthen students' competencies through transformation technologies, applicable regulations and organizational policies, in order to contribute to production goals.	Development of projects: plastic benches, plastic seats, composite material with olote, plastic reinforced with nanoclays. The practices carried out in the TSU Educational Program in Industrial Processes in the Plastics Area continued: sharpening and installation of blades, acquisition and installation of the extruder resistance, loan of injection molds, and fitting out of the "porter's lodge" crane. The gratuitous bailment agreement with ARBURG was renewed for the purpose of having the injection molding machine for thermoplastic materials for a period of one year.
CISCO Academy	The main function is to provide students with training in the field of Data Networking based on the CCNA Routing and Switching curriculum, as well as to develop Industry 4.0 oriented skills in areas such as Programming (Python, C), IoT, Operating Systems (Linux), Programmable Networks and Cybersecurity.	1,460 students were enrolled in courses such as: CCNA Routing and Switching, IT Essentials, DevNet Associate, Linux, Introduction to IoT, IoT Connecting Things, IoT Big Data & Analytics, Python, C, Cibersecurity.
Support Center (ASC)	Institution in charge of guiding a CA on the successful implementation of the Cisco Academic Program, resolving all doubts about the administration of the Learning Platform (Netacad), the purchase or update of equipment (bundles) as well as disseminating relevant information about update events.	14 middle and high school and higher education institutions were attended.
Training Center (ITC)	The main function is to train teachers from educational institutions located in different states of the Republic, qualified as instructors in their respective Cisco Academies (CA). Once teachers are trained, they are empowered to teach courses to the students in their academies.	27 instructors from Cecyteq and Tecnológico de Estudios Superiores de Chimalhuacán (TESCHI) were trained in the courses "Programming Essentials in Python" and "CCNA 2 and CCNA 3 v7.02".

Programs, alliances and facilities to strengthen UTEQ's educational system (2022)

Program, alliance or facility	Description	Results 2022
Embedded Software Laboratory	Implemented by a group of companies and UTEQ, the objective is to generate qualified personnel for the automotive, aeronautical and home appliance sectors, among others, through a specialized training program.	The Embedded Software Diploma with the company Visteon de México was given to 21 specialists from the automotive sector. During 180 hours the company's employees were trained in the use and application of Embedded Software.
SIEMENS Academy Program	The objective is to continue strengthening the training of students in Industry 4.0 topics and to certify students in Solid Edge Associate Level I, a certificate with international validity during the September-December 2022 term, to contribute to the development of their competencies in Computer Aided Design (CAD).	Teachers and students were trained in Solid Edge, achieving the certification of 12 professors and 568 students, of which 120 obtained double certification (Level 1 and Level 2) of the different educational programs within the University.
Strategic alliance with the MIRAI Innovation Research Center Institute in Japan	Researchers and students will be able to participate in an academic mobility program to the Asian country, with the opportunity to learn about artificial intelligence from experts in the field. The objective is to share equipment, researchers, training, education and the development of a project to generate real solutions.	8 students stayed at the MIRAI Innovation Research Institute in Osaka Japan to carry out innovative projects, obtaining 1 of them the "Best award for industry", entitled "Automatic idea generator for social networks based on AI".
STELLANTIS National Training Center installed at UTEQ.	World-Class Training Center, which serves the 240 nationwide agencies, and where university students carry out their internships and practical training. It is staffed by 5 instructors, who are UTEQ faculty members and provide classes to students in the TSU in Business Development with a focus on Automotive After-Sales Service and TSU in Automotive Mechanics programs.	293 courses delivered to the STELLANTIS dealer network in the country during 2022, in virtual mode.
Center for Productivity and Innovation for Industry 4.0 (CEPRODI 4.0 for its Spanish acronym).	A collaboration agreement was formalized between UTEQ and CEPRODI 4.0, which will allow the operation and oversight of the Regional Center for Industrial Productivity and Innovation 4.0, which promotes the regional innovation ecosystem of the Bajio region.	Several workshops, diplomas and master classes were given, among which the following stand out: Training Workshop for Evaluators of Dual Academic Programs COPARMEX-UTEQ-AFOS; PLC-Siemens-STEP-7 Programming Diploma, in association with FESTO; Master Class on IIoT, internet of things given by NCTech. In addition, support was provided for teaching activities in various academic programs for university technical, engineering and postgraduate students.
Creativity and Innovation Center 4.0	The CIC 4.0 seeks to enhance the capabilities of UTEQ's innovation ecosystem as a center of intelligent solutions for the region's productive sector, especially for small and medium-sized enterprises and technology-based entrepreneurs. Through the identification of needs, support and connection with companies who are leaders in technology, it contributes towards the strengthening of capabilities, growth, competitiveness and development of innovation of the local and regional manufacturing industry.	It began with the creation of the Network of Centers of Creativity and Innovation in Industry 4.0 at the national level, with the participation of the different Technological and Polytechnic Universities in the states of the Mexican Republic. Different educational institutions at the national level and various private companies were received.

PROGRAMS, ALLIANCES AND FACILITIES TO STRENGTHEN UTEQ'S EDUCATIONAL SYSTEM (2022)

Program, alliance or facility	Description	Results 2022
Project "Industry 4.0 Digital Platforms Laboratory for Computer Aided Design, Engineering and Manufacturing (CAD, CAE, CAM) Supported on Product Life Management (PLM) Systems".	A laboratory of digital platforms for design, engineering and manufacturing was implemented, which is available in a private cloud for access by the university community.	There is a server in the private cloud with 100 PLM licenses including CAD, CAE and CAM for use by teachers and students, as well as a laboratory with 20 thin clients and virtualized machine licenses where teachers and students are trained to obtain certification. Classes were given to teachers and students of CAD, CAE and CAM of the different careers.
Headquarters of the King Sejong Querétaro Institute for the teaching of Korean language and culture.	In July 2022, a joint collaboration agreement was signed between UTEQ and the King Sejong Institute Foundation (KSIF) with the purpose of establishing a branch office in UTEQ's facilities to provide training opportunities in Korean language learning. During the selection process, 82 higher education institutions from 39 countries participated, and 23 universities, including UTEQ, were selected.	There were 41 students in the Korean language courses and an average of 10 users in the language workshop.
Industry Training	The objective is to manage, develop and deliver training programs and courses to various companies and the general public. Some of the institutions involved for several years are Kellogg's, Nexteer and IEQSA.	165 training courses, delivered in hybrid, virtual and face-to-face modalities.
CONOCER Certification Entity	The CONOCER certificate (recognized by SEP and prestigious organizations in the country), certifies that the candidate has the knowledge, skills and abilities necessary to perform a certain function at a high level of performance, as defined in a standard of competence.	205 certifications and the necessary steps were taken to migrate to the CONOCER evaluation and training entity, reaching 90% of the objective.

Source: Own elaboration with data from the Universidad Tecnológica de Querétaro (UTEQ), 2023.

Certifications

During 2022, thanks to the collaborative work of the university community and the valuable contribution of the quality coordination, internal auditors and quality liaisons, the certification in the ISO 21001:2018 "Management Systems for Educational Organizations" standard, obtained in 2021, was maintained. The achievement demonstrates that UTEQ has the capacity to acquire and develop competencies through teaching, learning and research.

Quality of Educational Programs

By the end of 2022, 75% of the university technical plans and 45.5% of the bachelor's degree programs were accredited by organizations recognized by the Council for Higher Education Accreditation (COPAES by its acronym in Spanish). In the case of bachelor's degrees, the increase with respect to 2021 was 14%.

ACCREDITATION OF EDUCATIONAL PROGRAMS (2022)

Educational program	Accreditation Body	Year of accreditation	Validity
TSU in Human Capital Management	CACECA	April 12, 2019	April 12, 2024
TSU in Business Development, Marketing Area	CACECA	April 12, 2019	April 12, 2024
TSU in Business Development in the Automotive Aftermarket Services Area	CACECA	August 1, 2021	August 1, 2026
TSU in Logistics Supply Chain Area	CACECA/AICE	December 31, 2022	December 31, 2027
TSU in Industrial Maintenance	CACEI	May 12, 2020	May 11, 2025
TSU in Industrial Processes in the Manufacturing Area	CACEI	May 12, 2020	May 11, 2025
TSU in Industrial Processes in the Plastics Area	CACEI	May 12, 2020	May 11, 2025
TSU in Mechatronics, Automation Area	CACEI	December 9, 2021	December 8, 2026
TSU in Information Technology in the area of Digital Network Infrastructure	CONAIC	March 5, 2018	March 04, 2023
TSU in Information Technology area Multiplatform Software Development	CONAIC	March 5, 2018	March 04, 2023
TSU in Chemistry, Environmental Technology	CACEI	December 9, 2021	December 8, 2026
TSU in Renewable Energies area Solar Energy	CACEI	December 5, 2019	December 4, 2024
Industrial Maintenance Engineering	CACEI	May 16, 2022	May 15, 2025
Industrial Engineering	CACEI	May 16, 2022	May 15, 2025
Environmental Engineering	CACEI	September 1, 2022	August 31, 2025
Renewable Energy Engineering	CACEI	September 1, 2022	August 31, 2025
Bachelor's Degree in Design and Management of Logistics Networks	CACECA/AICE	December 31, 2022	December 31, 2027

Source: Universidad Tecnológica de Querétaro with data from the Career Division, 2023.
Note: The highlighted rows refer to educational programs that were accredited during 2022.

The TSU in Supply Chain Logistics and the Bachelor's Degree in Design and Management of Logistics Networks obtained a double national and international certification: from the Council for Accreditation in Accounting and Administration Education (CACECA by its acronym in Spanish) and the International Agency for Quality Education (AICE by its acronym in Spanish). This guarantees its students a professional education with high quality standards, in Mexico and abroad. UTEQ is the first university in Querétaro to obtain these awards, benefiting its students and the working environment in the state and the region.

Mobility

In 2022, the internationalization area had great achievements:

- 3 TSU English Language students completed their professional internships in the United States.
- 2 students went to France.
- A collaboration agreement was signed with the Mirai Research Institute in Japan, allowing 4 outstanding UTEQ students to travel to the host country to take part in the EmFuTech (Emerging Technologies training program).
- 12 students were awarded the Querétaro Ambassadors Scholarship, enabling 6 of them to travel to Canada, 2 to the United States and 4 to Japan.

Global Digital Talent Program-Aldeas Digitales Edition 2022-2023

UTEQ enables students and professors to obtain internationally certified training in digital transformation and entrepreneurship through a series of lectures, application of what they have learned in businesses in the region, practices in an e-commerce simulation platform, lectures by Alibaba and its strategic allies, evaluations and presentations of results. Each of the training topics are immediately applied in a project with a micro or small business in the region, in order to diagnose and improve their level of digital maturity.

Universidad Politécnica de Querétaro (UPQ)

Its mission is to provide a quality educational offer with a global vision and automotive accent, meeting high standards of professional training to generate human capital that is an agent of change, through a comprehensive training that contributes and links with the productive sector, recognizing the trends demanded by industry 4.0, circular economy, innovation and corporate social responsibility, with the aim of strengthening the higher education system.

By the end of 2022, UPQ had an enrollment of 4,348 active students and 474 graduates. The institution has distinguished itself for its wide range of educational offerings with quality programs. Its Automotive Technology Engineering and Mechatronics Engineering programs, as well as the Bachelor's Degree in International Business, are always in high demand.

UPQ Educational Offer

Undergraduate
Engineering
Mechatronics Engineering
Manufacturing Technology Engineering
Automotive Technology Engineering
Computer Systems Engineering
Network and Telecommunications Engineering
Bachelor's Degrees
Bachelor's Degree in International Business
Bachelor's Degree in Business Administration and Management
Postgraduate
Master's Degree in Production Systems Engineering and Industry 4.0
Master's Degree in Administrative Engineering

Source: Own elaboration with data from the Universidad Politécnica de Querétaro (UPQ), 2023.

As a follow-up to the ISO 21001:2018 certification obtained on July 9, 2021, the first confirmation audit was carried out on July 7, 2022, endorsed by the Quality Management System for Educational Organizations.

UPQ has a consolidated infrastructure to provide quality educational services, supporting knowledge through specialized laboratory practices. Of the total number of buildings, 3 stand out because they are focused on strengthening the areas of expertise of the different engineering areas:

- Center for Automotive Innovation and Development (CIDEA by its acronym in Spanish)
- Center for Learning and Professionalization of Automotive Talent (CAPTA by its acronym in Spanish).
- Laboratories and workshops1 (Lt1)

This infrastructure is the result of agreements with companies such as BROSE, Huawei, ZF, Irizar and AERI. The buildings are equipped with high-tech equipment used in the productive sector, providing students with the opportunity to obtain a full learning experience.

Complementing the quality of the educational service, the partner companies provide courses for the university's teachers to ensure proper handling of the equipment.

In 2022, the UPQ signed 13 agreements with the private sector and research centers, 7 of them with the automotive sector. The agreements strengthened collaboration ties with the university's strategic allies.

As part of the outreach with the industrial sector, the UPQ is working on the consolidation of the Dual Training Model, through which students acquire different professional competencies, having an immersion in the labor field, thus strengthening their integral development and alternating learning time between industry and university.

Companies also actively participate in the university's labor exchange and are invited to train their personnel with the courses and diplomas offered by Business-oriented Training

Continuing with the commitment of the distinction obtained in 2021 as a promoter of corporate social responsibility, work began on the construction of a water treatment plant within the institution, to optimize the use of this vital liquid.

UPQ subscribes to the EBC system: competency-based education, through which it seeks to ensure comprehensive educational quality for students, a model used in the Polytechnic Universities subsystem.

Certifications and accreditations from the Universidad Politécnica de Querétaro.

Name of certification/accreditation	Date obtained	Validity
ISO 21001:2018 Management System Certification for Educational Organizations	July 9, 2021	July 12, 2024
Accreditation by the CIEES of the Computer Systems Engineering Educational Program	February 2023*	March 2028
Accreditation by the CIEES of the Network and Telecommunications Engineering Educational Program	February 2023*	March 2028

Source: Universidad Politécnica de Querétaro with data from the Planning Department, 2023.
Note: *The accreditation process was carried out in 2022, however, the certificate was issued in 2023.



5.3.2. Occupational training

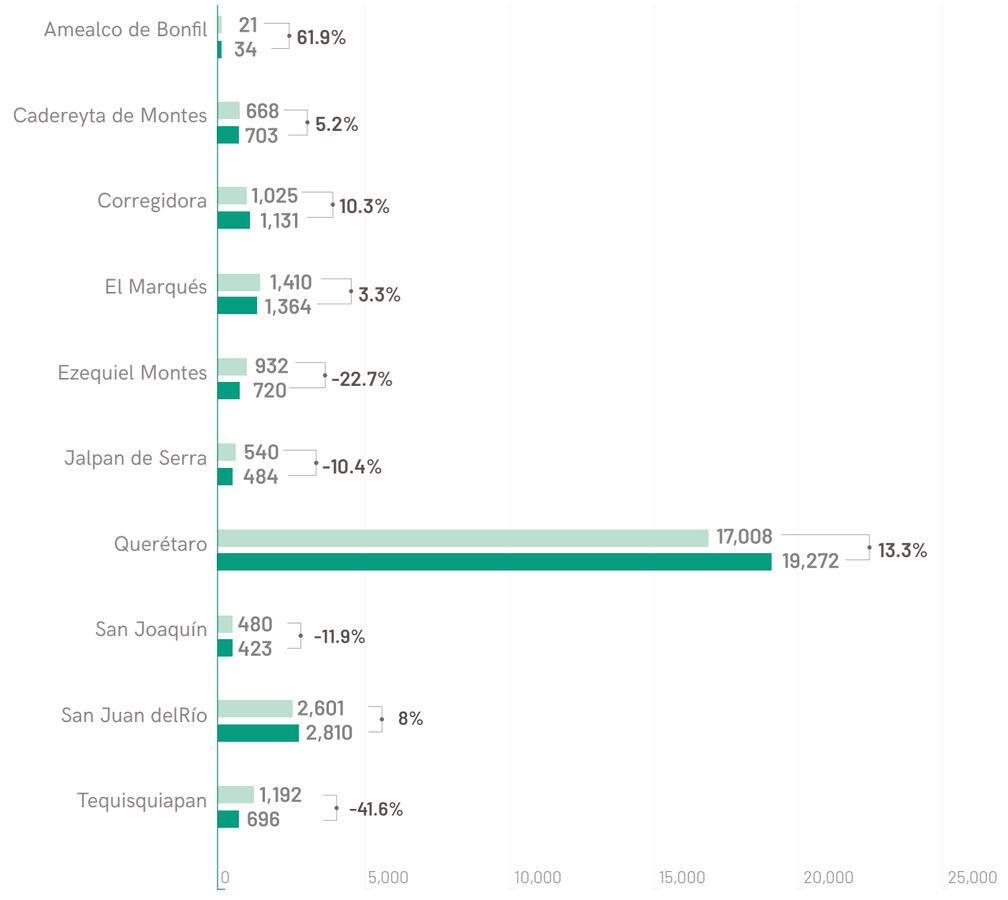
At the end of the 2021-2022 school year, 79 training centers were registered, located in 10 of the 18 municipalities of the entity. The campuses are distributed as follows:

- Querétaro: 57
- San Juan del Río: 12
- Tequisquiapan: 2
- Corregidora: 2
- Rest of municipalities: 1 each

Total enrollment was 27,637, an increase of 6.8% over the previous school year. Of those enrolled, 60.5% were women and 39.5% were men.

In municipalities such as Amealco, Corregidora, Ezequiel Montes and Tequisquiapan, the participation of women is very high compared to that of men, reaching 100%, 76.6%, 73.1% and 72.6% respectively. The only municipality with a higher participation of men was El Marqués, with 83.9%.

Enrollment in job training centers (school year 2020 – 2021 / 2021 – 2022)



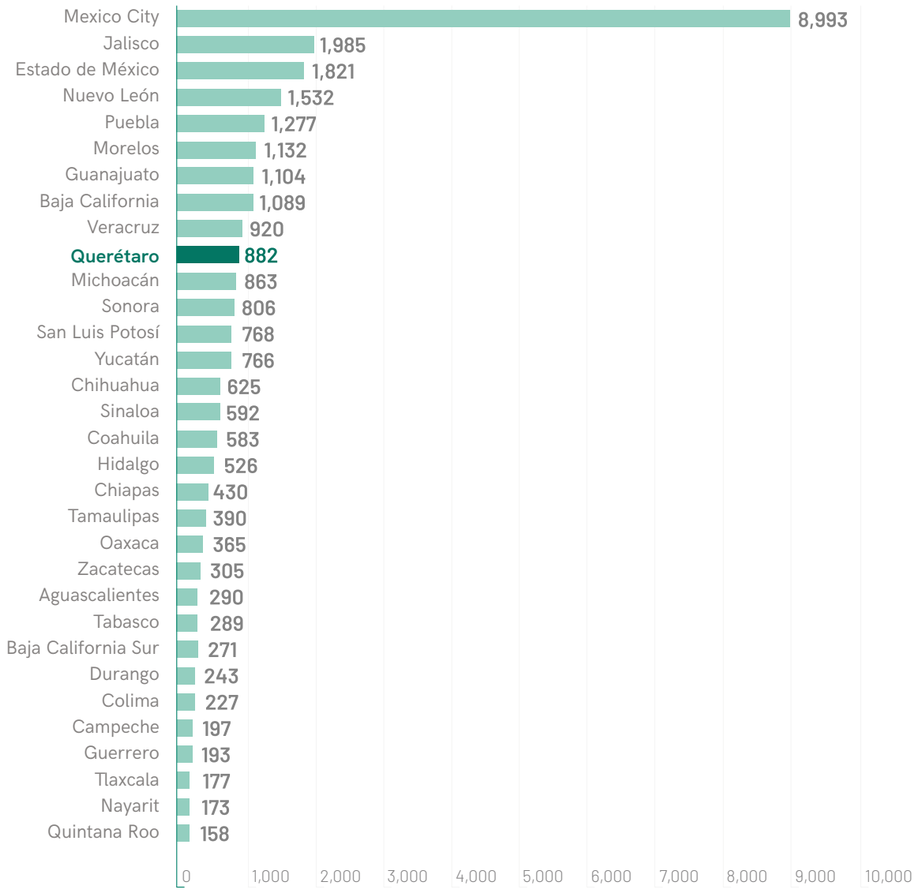
Source: Own elaboration with data from the Basic Education Service Unit of the State of Querétaro(System F911 of SEP), 2023.

5.3.3. Research, science and technology

According to the National Council of Humanities, Sciences and Technologies (CONAHCYT by its acronym in Spanish), science, technology and innovation are fundamental factors for the economic and social development of a country. These are factors that develop the necessary elements to increase productivity, competitiveness and prosperity.

CONAHCYT supports the National System of Researchers (SNI by its acronym in Spanish), recognizing the work of people dedicated to research. Its purpose is to promote and strengthen the quality of scientific and technological research. In 2020, the last report issued by the organization, Querétaro ranked 10th with the highest number of SNI members.

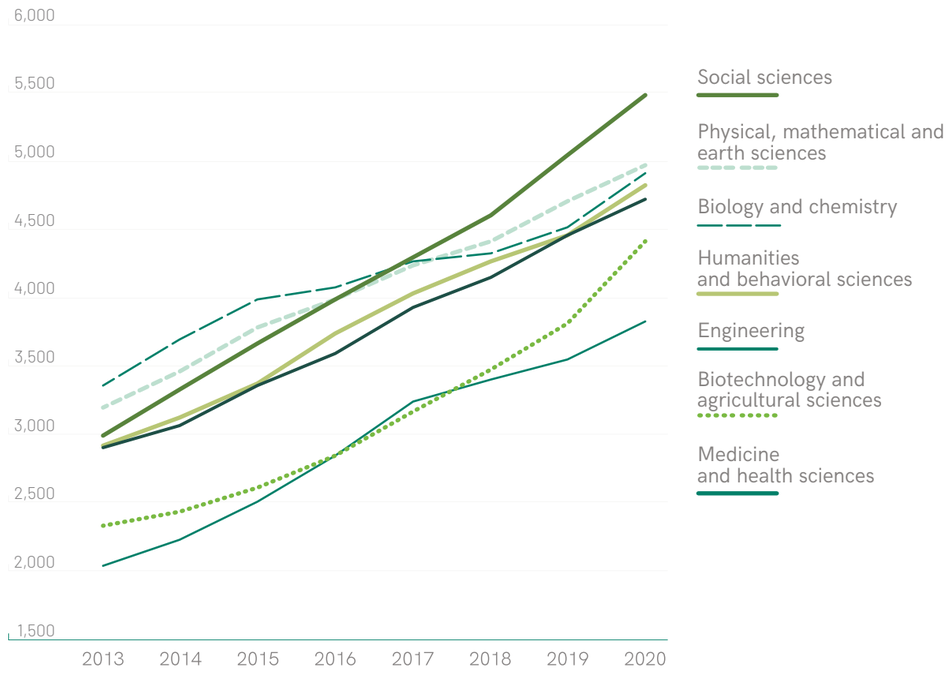
SNI[1] members by state (2020)



Source: Own elaboration with data from the National Council for the Humanities, Sciences and Technologies (SIICYT), 2023.
Note: [1]SNI: The CONAHCYT's National System of Researchers.

Historically, at the national level, the number of researchers belonging to the SNI has been increasing in the different research areas.

Members of the SNI[1] by area of science in Mexico (2013 – 2020)

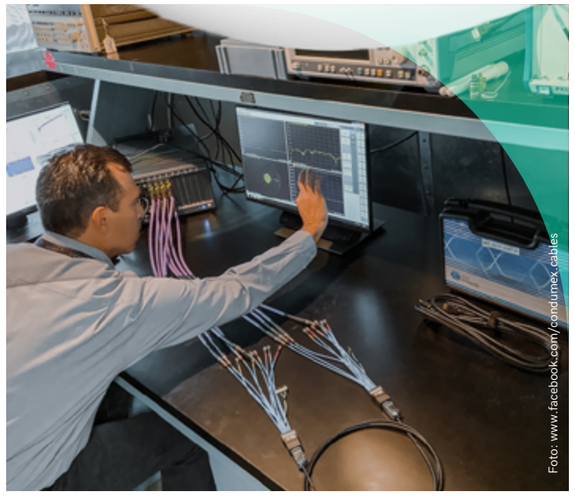


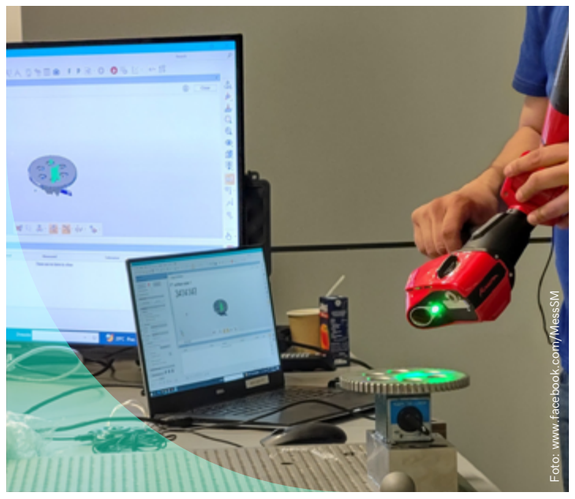
Source: Own elaboration with data from the National Council for the Humanities, Sciences and Technologies (SIICYT), 2023.
Note: [1]SNI: The CONAHCYT's National System of Researchers.

In 2020, 16.5% of researchers at the national level of the SNI belonged to the area of social sciences; 15% to physicomathematical and earth sciences; and 14.8% to biology and chemistry.

In Querétaro, educational institutions, research centers and companies are responsible for implementing scientific advances in different areas in order to improve the quality of life of citizens.







Research centers and researchers

In 2022, according to the Council of Science and Technology of the State of Querétaro (CONCYTEQ by its acronym in Spanish), Querétaro had 56 research centers in which 3,804 experts participated, 861 of them part of the SNI. The figures indicate an increase of 6.2% in the number of researchers assigned to the system and a decrease of 0.6% in the total number of researchers, with respect to 2021.

Research centers and number of researchers in Querétaro (2022)

No.	Institution	Type	Researchears belonging to the S.N.I.[1] 2022	Total of researchers 2022
1	Center for Industrial Engineering and Development (CIDESI by its acronym in Spanish)	CONACYT	40	107
2	Center for Advanced Technology (CIATEQ, A.C. by its acronym in Spanish)	CONACYT	9	177
3	Center for Research and Technological Development in Electrochemistry (CIDETEQ, S.C. by its acronym in Spanish)	CONACYT	29	31
4	Interdisciplinary Center for Research and Teaching in Technical Education (CIIDET by its acronym in Spanish)	Federal	7	12
5	National Center for Animal Physiology Research (CENID-FYMA by its acronym in Spanish)	Federal	14	34
6	National Metrology Center (CENAM by its acronym in Spanish)	Federal	14	161
7	INAH Center, Querétaro	Federal	1	13
8	National Institute of Forestry and Agricultural Research (INIFAP, Querétaro by its acronym in Spanish)	Federal	1	6
9	Mexican Institute of Transportation (IMT by its acronym in Spanish)	Federal	2	142
10	Center for Educational Research and Teacher Training (CIEFD-IMSS by its acronym in Spanish)	Federal	4	35
11	CARSO Research and Development Center, CIDEC (CONDUMEX, S.A. de C.V.)*	Private	0	284
12	Center for Technology and Development (MABE, S. de R.L. de C.V.)	Private	1	430
13	Center for Technology and Development (TREMEC, S.A. de C.V.)	Private	0	21
14	Center for Advanced Engineering in Turbomachinery (CIAT-GEIQ by its acronym in Spanish)	Private	0	1,136
15	MAVIC Educational Consultants	Private	0	17
16	Mess Servicios Metrológicos S. de R.L. de C.V.	Private	0	3
17	Centro de Investigación Social Avanzada, A.C. (CISAV by its acronym in Spanish)	Private	0	17
18	NUCITEC S.A. DE C.V.*	Private	1	1
19	Continental	Private	Not available	Not available
20	Center for Research and Technological Development in Chronic Diseases (CINDE TEC by its acronym in Spanish)*	Private	1	1
21	Center for Research in Applied Science and Advanced Technology (CICATA-IPN by its acronym in Spanish)	Higher education	29	36

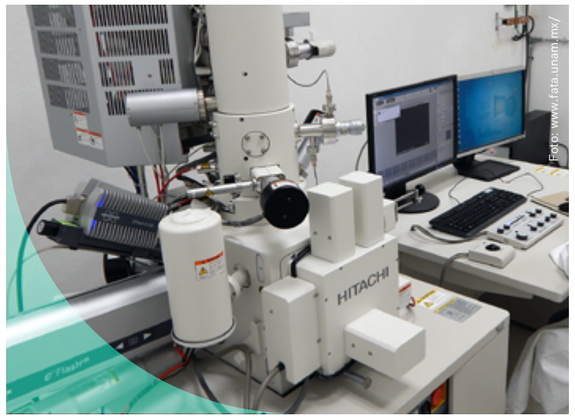
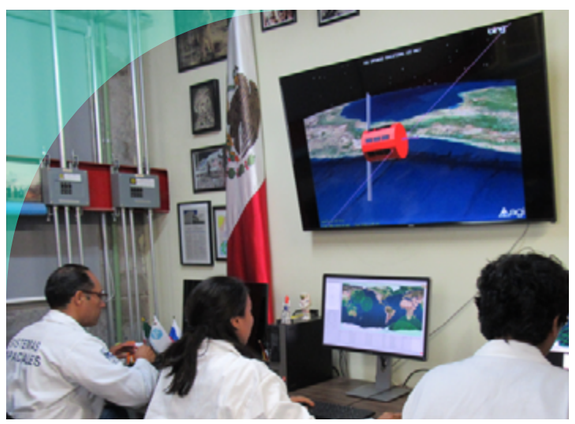


Foto: www.unam.mx/





22	Center for Research and Advanced Studies (CINVESTAV-IPN, Querétaro Unit by its acronym in Spanish)	Higher education	24	24
23	High Technology Unit. Faculty of Engineering of the UNAM (UAT by its acronym in Spanish)	Higher education	5	10
24	Institute of Neurobiology of the UNAM, Juriquilla Campus (INB by its acronym in Spanish)	Higher education	56	57
25	CIEEN Center for Educational Research (ENEQ by its acronym in Spanish)	Higher education	2	3
26	Instituto Tecnológico y de Estudios Superiores de Monterrey, Querétaro Campus (ITESM-CQ by its acronym in Spanish)	Higher education	33	72
27	Technological Institute of Querétaro (ITQ by its acronym in Spanish)	Higher education	10	28
28	Center for Applied Physics and Advanced Technology of the UNAM, Juriquilla Campus (CFATA by its acronym in Spanish)	Higher education	29	36
29	Center for Geosciences of the UNAM, Juriquilla Campus	Higher education	49	74
30	Research Laboratory of the Engineering Institute for Advanced Processes in Water Treatment, UNAM Juriquilla Campus - LIPATA	Higher education	9	9
31	Universidad Tecnológica de Querétaro (UTEQ by its acronym in Spanish)	Higher education	7	52
32	Technological Institute of San Juan del Río (ITSJR by its acronym in Spanish)	Higher education	4	6
33	Universidad Tecnológica de San Juan del Río (UTSJR by its acronym in Spanish)	Higher education	11	40
34	Universidad Politécnica de Querétaro (UPQ by its acronym in Spanish)	Higher education	22	45
35	Teaching and Research Multidisciplinary Unit of the Faculty of Sciences of the UNAM, Juriquilla Campus (UMDI)	Higher education	12	17
36	Universidad Aeronáutica en Querétaro (UNAQ by its acronym in Spanish)	Higher education	3	14
37	Universidad del Valle de México (UVM by its acronym in Spanish)	Higher education	12	15
38	Juriquilla Academic Unit of the UNAM Mathematics Institute, C.J.	Higher education	8	11
39	Center of Teaching, Research and Extension in Animal Production in the Central High Plateau (CEIEPAA) Faculty of Veterinary Medicine and Animal Husbandry, UNAM*.	Higher education	1	6
40	Autonomous University of Querétaro (UAQ by its acronym in Spanish)	Higher education	398	585
41	Universidad Politécnica de Santa Rosa Jáuregui (UPSRJ by its acronym in Spanish)	Higher education	7	17
42	Universidad Tecnológica de Corregidora (UTC by its acronym in Spanish)	Higher education	3	7
43	Universidad Anáhuac, Querétaro	Higher education	3	12
Total			**861**	**3,804**

Source: National Council on Science and Technology of the State of Querétaro (CONCYTEQ), 2023.
Note: [1]SNI: The CONAHCYT's National System of Researchers.
The number of Continental researchers is not specified due to internal confidentiality policies.
*The information on research centers was not updated, so it is reported with a cutoff date of 2021.

The Universidad Autónoma de Querétaro (UAQ) is the second research center and the educational institution with the largest number of researchers in the state; that is, 15.4% of the total number and 46.2% of the members of the SNI.

Multiple lines of research are being developed at the UAQ. In 2021 the one that gathered the highest number of researchers was engineering with 148, of which 112 were part of the SNI. This was followed by natural sciences with 91 and 68 subscribed to the national system.

RESEARCH CENTERS AND RESEARCHERS IN THE SNI[1] AT THE UNIVERSIDAD AUTÓNOMA DE QUERÉTARO (DECEMBER 2022)

Department/School	Type	Researchears belonging to the S.N.I.[1] 2022	Researchers 2022
Natural Sciences	Higher education	68	91
Political and Social Sciences	Higher education	19	36
High School	High School Education	5	6
Accounting and Administration	Higher education	19	29
Law	Higher education	25	37
Nursing	Higher education	1	10
School of Fine Arts	Higher education	14	31
Philosophy	Higher education	24	37
Computer Science	Higher education	6	14
Engineering	Higher education	112	148
Language and Literature	Higher education	14	20
Medicine	Higher education	16	22
Psychology	Higher education	18	33
Chemistry	Higher education	57	71
Total		**398**	**585**

Source: National Council on Science and Technology of the State of Querétaro (CONCYTEQ), 2023.
Note: [1]SNI: The CONAHCYT's National System of Researchers.



SNI REGISTERED IN INSTITUTIONS NOT CLASSIFIED AS RESEARCH CENTERS (2022)

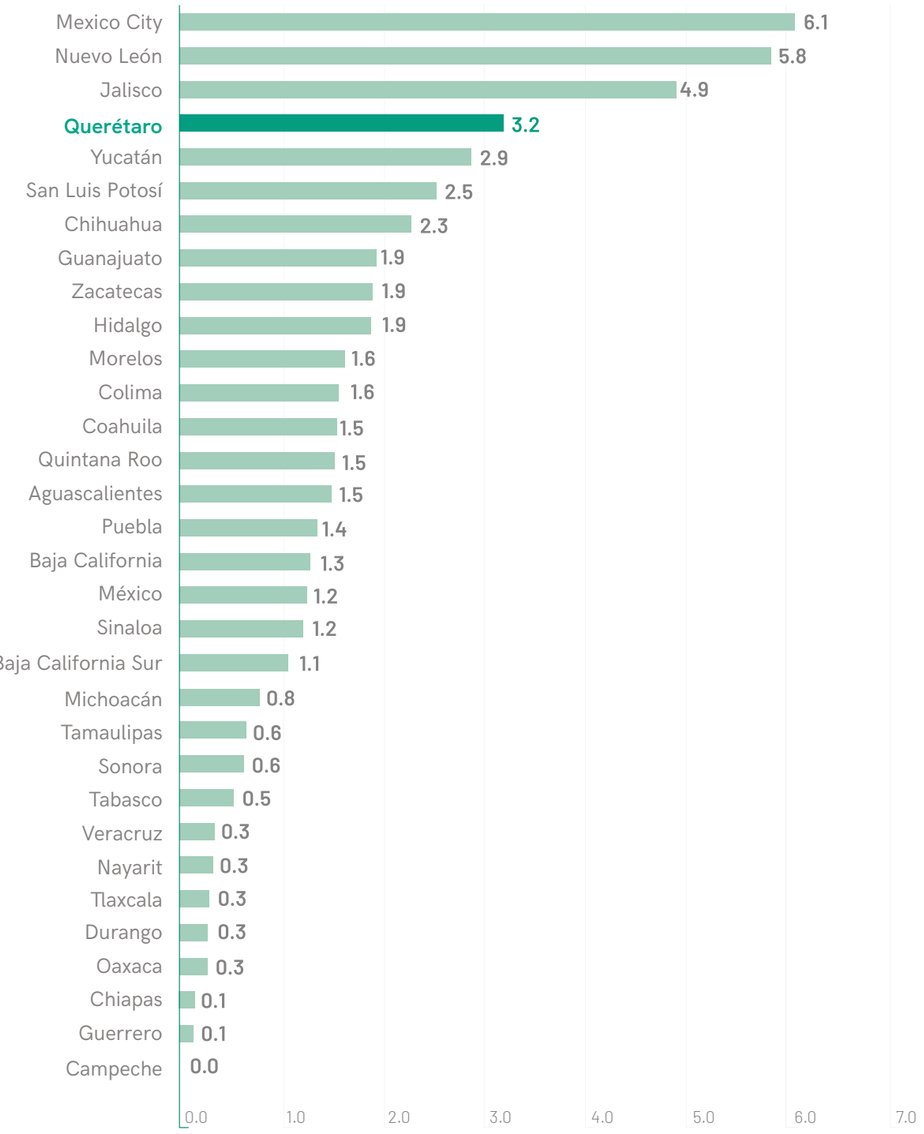
Institution	Researchears belonging to the S.N.I.[1] 2022
Centro Universitario Ceickor, A.C.	1
Querétaro Teacher Training College	1
Government of the State of Querétaro	3
Harman de México S.A. de C.V.	1
Hospital H+ Querétaro	1
Judicial Branch	1
Health Services of the State of Querétaro	1
Universidad Cuauhtémoc	2
Universidad Pedagógica Nacional	1
ENES Juriquilla, General Secretary	27
Total	**39**

Source: National Council on Science and Technology of the State of Querétaro (CONCYTEQ), 2023.
Note: [1]SNI: The CONAHCYT's National System of Researchers.

Applications for inventions

In 2022, the Mexican Institute of Industrial Property (IMPI) reported 2,560 invention applications nationwide, a figure that showed an annual decrease of 14%. Of the total, 39.8% corresponded to industrial designs, 38.4% to patents, 21.4% to utility models, and 0.4% to integrated circuit (IC) layout designs.

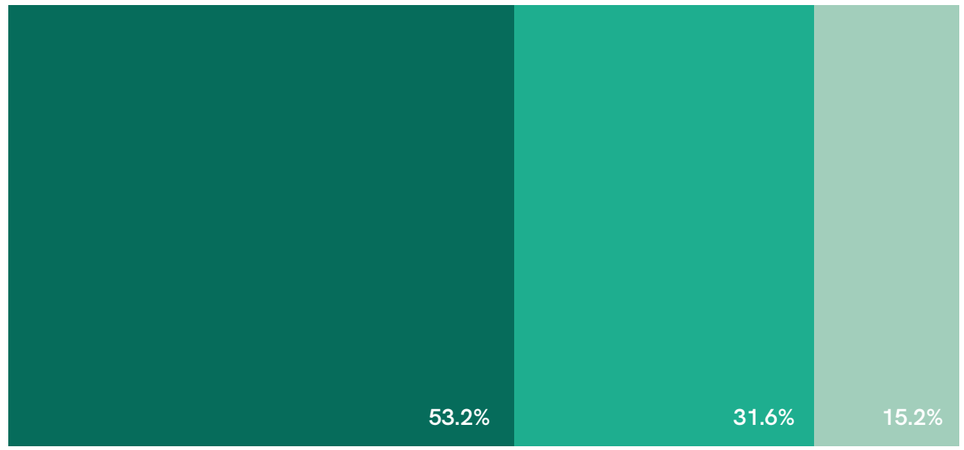
Invention applications per 100 thousand inhabitants by state (2022)



Source: Own elaboration with data from the Mexican Institute of Industrial Property, 2023.

In the same year, Querétaro registered 79 invention applications, a little more than half of which were industrial designs. The figure represented 3.1% at the national level.

Distribution of applications by type of invention in Querétaro (2022)



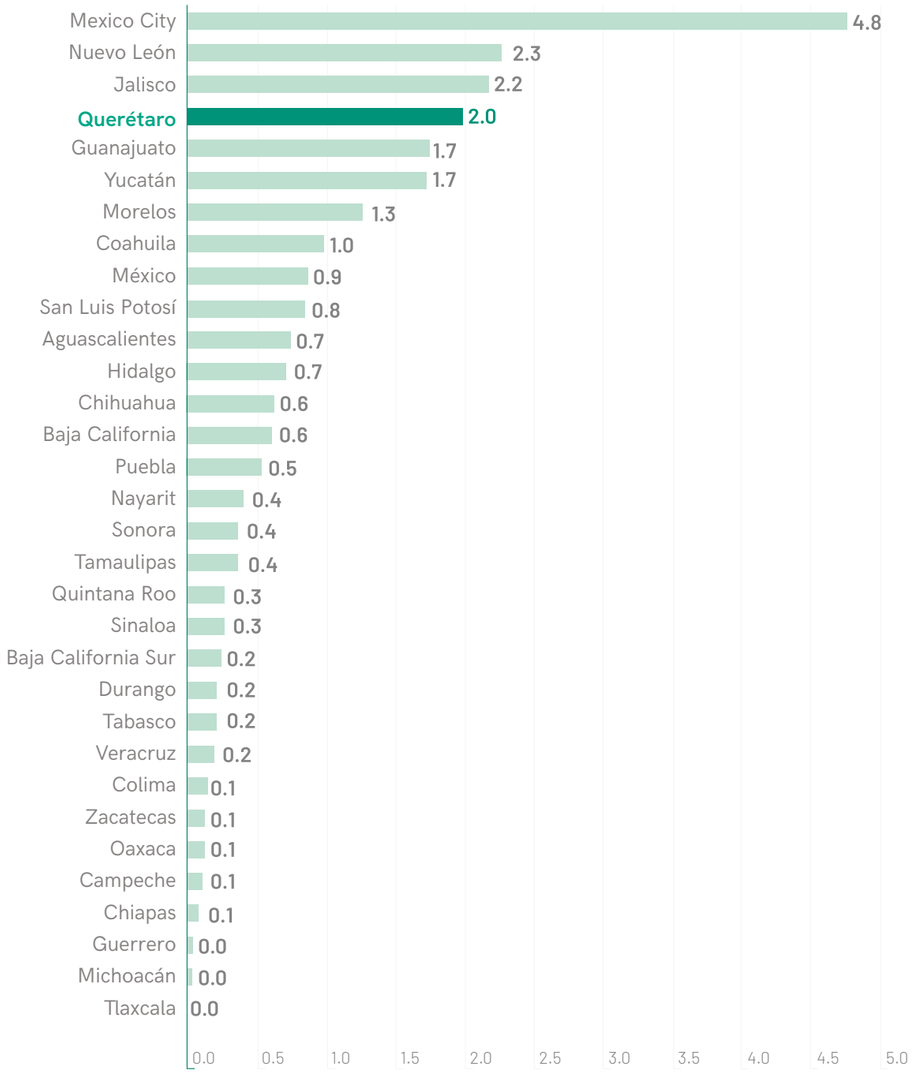
Source: Own elaboration with data from the Mexican Institute of Industrial Property, 2023.



Certificates and registrations granted

At the national level, IMPI registered 1,399 certificates and registrations granted to Mexicans, an annual decrease of 10.8%. Of the total, 45.4% were industrial designs, 36.2% were patents, 18.2% were utility models and 0.1% were IC designs.

Certificates and registrations granted to Mexicans per 100 thousand inhabitants by state (2022)

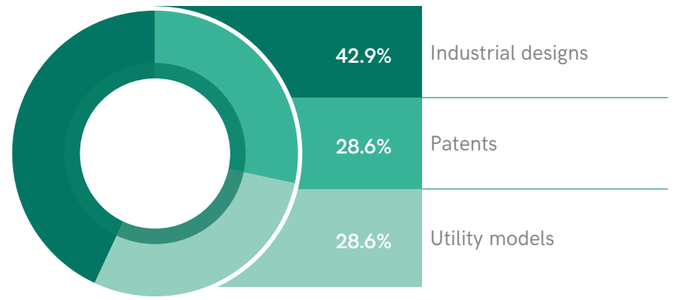


Source: Own elaboration with data from the Mexican Institute of Industrial Property, 2023.

At the national level, 40.8% of the patents granted were registered in the area of consumer goods, 20.7% in miscellaneous industrial techniques and 15% in chemistry and metallurgy.

Querétaro registered 49 certificates and registrations granted to Mexicans, nearly half of them industrial designs. The figure represented 3.5% at the national level.

Distribution of certificates and registrations by type of invention in Querétaro (2022)



Source: Own elaboration with data from the Mexican Institute of Industrial Property, 2023.



5.3.4. Clusters

They promote economic growth through innovation, specialization of the various sectors and modernization of industries, in addition to fostering job creation.

Querétaro has a solid statewide network of clusters in the aeronautics, automotive, information technology, energy, medicine, plastics, logistics and wine sectors. All of them strengthen and boost the competitiveness of the entity and its companies.

The European Secretariat for Cluster Analysis (ESCA) -body in charge of benchmarking and quality labeling of cluster management organizations in more than 30 countries - has awarded quality recognitions to 7 of Querétaro's 8 clusters.

Labels awarded by ESCA to clusters in Querétaro

Cluster	Label	Validity
Clúster Automotriz de Querétaro A.C.	Silver	31/05/24
Aeroclúster de Querétaro A.C.	Bronze	30/09/23
Clúster de Plásticos de Querétaro A.C.		
Clúster Energético Querétaro A.C.		
Clúster para la Innovación Logística de Querétaro A.C.		
Clúster Queretano Médico y de Salud A.C.		
Clúster de Tecnologías de la Información y de la Comunicación A.C.		

Source: Own elaboration with data from the European Secretariat for Cluster Analysis, 2023.

Aerocluster

By the end of 2021, it had more than 60 members from the manufacturing industry, research centers, educational institutions, and public and private organizations. It generated 8,732 jobs, 27% of them for women, in addition to providing opportunities for 403 scholarship holders.

Its sales amounted to 1.43 billion dollars, representing the highest value to date. The sector that contributed the most was maintenance, repair and operations (MRO) with 34.6%, followed by aerostructures with 28.1%.

The largest regional trading partners of the companies affiliated to the cluster were North America, with 72% of exports and 37% of imports; followed by Europe with 22% and 9%; and Brazil with 1.5% and 29%, respectively.

The cluster's key initiatives are focused on: developing and strengthening the aerospace industrial fabric, connecting large companies with start-ups and SMEs; linking the current aerospace ecosystem in Querétaro and the region with national and international initiatives; promoting research and technology development for the benefit of the aerospace industry; fostering and promoting specialized training programs and sector studies; and finally, providing assistance, training, visibility and funding to start-ups and SMEs.





Automotive Cluster

It is headquartered in the Technology Park of the Instituto Tecnológico y de Estudios Superiores de Monterrey, Querétaro Campus. With the purpose of detecting the main needs and seeking the solutions required by this industry, based on collaborative and connective schemes of the triple helix, its members created committees specialized in:

- Human capital
- Industrial and property safety
- Development of regular and tier 2 suppliers (tr2)
- Operational excellence
- Technological development

In 2022, the cluster had 127 members:

- 115 companies (2 original equipment manufacturers [OEMs], 50 Tier 1 [TR1], 45 TR2, 9 private R&D centers and 9 automotive support providers)
- 9 educational institutions (5 universities, 2 higher technical institutions, 1 training center and the Mexican Institute of Transportation)
- 3 government entities

The group promotes strategies to place the automotive sector in Querétaro on par with the global demands of the mobility industry, in order to generate a sustainable environment and the development of local suppliers through business to business (B2B) sessions, as a growth opportunity for local companies in technical, productive and economic aspects.

It also promotes the development of key conditions to trigger innovative projects that support the technological transition of the sector, considering that in Querétaro there are more than 300 companies in this sector, which together generate 80,000 direct jobs.

Information and Communication Technologies Cluster

Vórtice IT Cluster Querétaro was founded in March 2006, with the aim of providing its associates with opportunities to improve their skills, become certified, develop business, obtain resources for innovation projects and achieve a platform for international projection. It has its own technology park "Vortice ITech Park", located in the municipality of El Marqués.

Vórtice is founder and current president of Consejo Querétaro Economía del Conocimiento A.C., a body that identifies and integrates the visions and efforts of all sectors to drive the state towards a knowledge-based economy and society. They are also the founder of the Consejo Nacional de clústeres de TI, which integrates and links the technological capabilities of its associates throughout the country.

In 2022, the number of companies in the industry increased to nearly 700, which generated more than 27,000 direct jobs and represented just over 4% of the state's GDP, with an annual growth rate of 2.8%.

It is integrated by just over 150 of the sector's companies of a technological base, 21 strategic allies from other sectors, 8 research centers, 7 state clusters, 29 universities, 4 private schools and 10 government entities.

Currently, thanks to the Vortex Academy, there are certification and training programs in cybersecurity, artificial intelligence, data analysis, virtual reality and video game development engines, among others.

In 2022, the cluster developed the following activities:

- Participation in the update of the New Science, Innovation and Technology Law.
- Participation in different working groups for the relevance of educational programs of different academic institutions, such as CECyTEQ, CONALEP, UPQ, UPSRJ, UTC, UTSJT, ITSJR, ITQ, UTEQ, Mondragón, ITESM, TEC MILENIO and UAQ.
- Collaboration and participation in the International Queretaverso Congress.
- Participation in the Hannover Messe, one of the most important digital transformation trade fairs in the world.
- Establishment of the basis for designing the Multisectoral Agenda for Digital Transformation 2035.
- Organization and participation in more than 25 digital adoption awareness events, together with global companies such as AWS, Microsoft.

Medical Cluster

Was founded in June 2014 with the mission to contribute to the well-being of society through service, innovation, quality and the adoption of best practices, recruitment, training and coordination among each of its associates.

In 2022 it was comprised of 12 hospitals and clinics, 1 manufacturer, 2 training center, 1 diagnostic counsel, the Colegio Médico de Querétaro, as well as government agencies including the Ministry of Sustainable Development and the Ministry of Health of the State of Querétaro.

It is the first health cluster in the country to be certified under the standards of "The European Secretariat for Cluster Analysis (ESCA)". It benefits its participants by bringing them closer to sources of financing, collaboration and connections with academic institutions and public sector organizations, and summons for training at preferential prices, among others.

During 2022, the cluster participated in various events and meetings in order to increase its competitiveness. Among its most outstanding actions are:

- Start of the Health Tourism project - Querétaro Global Health Care.
- Strengthening health links with the Ministry of Health.
- Presence in State Committees Ministry of Health.
- Participation in Expo Encuentro Industrial y Comercial 2022.



Energy Cluster

Is a non-profit civil association that offers competitive intelligence services and generates, stores and promotes the use of strategic business information to raise the level of competitiveness of the sector in Querétaro.

The body generates alliances between educational institutions, research centers, entrepreneurs, government, civil associations and private companies to carry out social responsibility projects and generate positive transformation for the socioeconomic environment. By the end of 2022, it had more than 50 partners and strategic alliances.

In 2022, 7 new collaboration agreements, 20 agreement and alliance renewals, and 6 hotel chain service agreements were signed.

In order to generate collaboration synergies, participation in events, networking platforms for its members and the creation of new ideas to formalize projects and events, the cluster carried out more than 30 activities.

Plastics Cluster

In 2021, it brought together 59 companies from the plastics sector and 10 from other divisions, including 3 research centers and 7 universities. It has 6 commissions:

- Circular Economy
- Certification, Education and Training
- Operational Excellence
- Materials and Project Development Technician
- Machinery and Spare Parts
- Raw Materials, Additives and Lubricants

The cluster reports that Querétaro has around 1,100 micro, small and medium-sized plastics companies and 120 mold manufacturing and maintenance companies, ranging from family businesses and self-employment (entrepreneurship), to multinational auto parts companies with more than 3,000 employees, manufacturers and assemblers of household appliances with 55,000 direct jobs and more than 20,500 indirect jobs, also including the agro-industrial, biotechnology and pharmaceutical sectors, among others.

The group offers specialized certifications, training and diploma courses in mold and die design, maintenance, metrology and material quality, among other topics.



Logistics Innovation Cluster (CILQRO)

Founded in February 2018, its mission is to coordinate the link between companies and strategic players in the logistics sector for the implementation of innovative opportunities that are the backbone of the country's development, through the promotion of companies in Querétaro and the Bajío region.

In 2022, it was made up of 56 companies in the sector related to activities such as shipping lines, customs brokers, consulting firms, logistics operators, public and private institutions, among others. During the same year, 11 members joined.

CILQRO is part of the Querétaro Cluster Network and offers a variety of benefits to its members, including certification programs, training, business outreach, project development, research centers, universities and government entities, among others.



Wine Cluster

Founded on April 27, 2022, it is the first of its kind in Mexico. It currently has 32 member companies. Its mission is to promote competitiveness and innovation in the wine industry, providing the ideal environment for the sector, through the union of its associates and the triple helix collaboration to promote best practices in vineyards, wineries and wine tourism services.

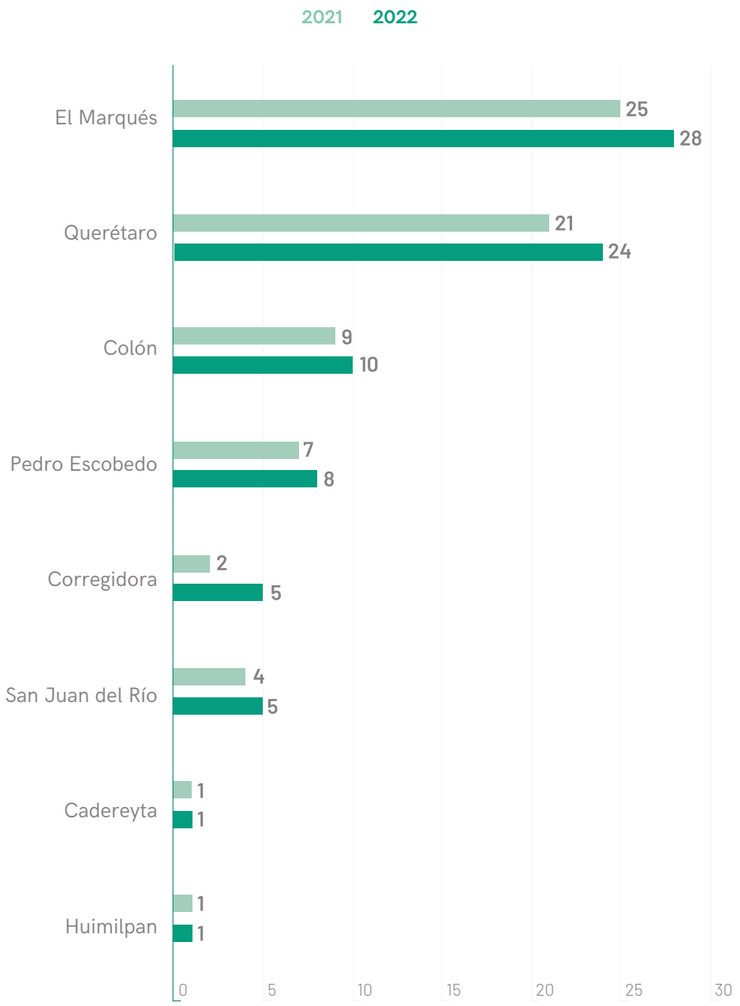
Its vision is for the Querétaro wine route to become the most important wine tourism region in Mexico and one of the most visited worldwide, in which high quality and identity products and services are developed and distributed with an inclusive, competitive and global vision.

Querétaro's wine sector has a clear direction, with strategies, objectives and goals aimed at promoting the culture and responsible consumption of Querétaro wine locally, nationally and internationally. It is constantly implementing best practices, as well as innovation processes in the areas of agriculture, winemaking, market strategies, services and wine tourism experiences with a sustainable approach.

5.4. Parks and industrial zones

Promote the growth of industrial activity and economic development in the entity. The Ministry of Sustainable Development, through the Environmental Control Directorate, registered 82 industrial parks and zones in 2022, a 17.1% increase over the previous year. The municipality of El Marqués concentrates most of the complexes, with 34.1%.

Industrial parks or zones authorized by municipality in Querétaro (2021 – 2022)



Source: Own elaboration with data from the Deputy Ministry of the Environment (Ministry of Sustainable Development, SEDESU), 2023.

Industrial park directory

Authorized industrial parks in the state of Queretaro (2022)

No.	Park	Municipality
1	Parque Industrial Cadereyta	Cadereyta de Montes
2	Vesta Park Querétaro	Colón
3	Agropark	Colón
4	Aerotech Industrial Park	Colón
5	Parque Aeroespacial de Querétaro	Colón
6	Ferroparque	Colón
7	Industrial Point	Colón
8	Novotech Aeropuerto	Colón
9	Parque Industrial Aeropuerto Querétaro (PIA)	Colón
10	VYNMSA PARK etapa 2	Colón
11	Zulu Aeropark Industrial Park	Colón
12	Complejo Industrial Balvanera	Corregidora
13	Parque Industrial El Pueblito	Corregidora
14	Parque Industrial Industrialix	Corregidora
15	Business Park Balvanera	Corregidora
16	Bodegas Balvanera	Corregidora
17	Parque Industrial El Marqués	El Marqués
18	Finsa Querétaro	El Marqués
19	Microparque Industrial La Noria	El Marqués
20	Parque Industrial Aeropuerto O´Donnell	El Marqués
21	Parque Industrial Aeropuerto	El Marqués
22	Parque Industrial Advance Qro.	El Marqués
23	La Bomba Industrial Park	El Marqués
24	Conjunto Industrial P.K.Co	El Marqués
25	Global Park Querétaro	El Marqués
26	Parque Industrial Ciudad Maderas	El Marqués
27	Parque Industrial PyME	El Marqués
28	Parque Industrial Calamanda	El Marqués
29	Arso Park	El Marqués
30	VYNMSA	El Marqués
31	Villa del Marqués	El Marqués
32	Prime Park Just In Time	El Marqués
33	Parque Industrial Quadrum	El Marqués
34	Terra Park Centenario	El Marqués
35	Euro Park	El Marqués
36	Puerta Querétaro	El Marqués
37	FRISA	El Marqués
38	Parque Tecnológico Innovación Querétaro	El Marqués
39	Parque Industrial Advance Conin	El Marqués
40	Complejo Industrial Guadalupe La Venta	El Marqués
41	Conjunto Industrial Las Palmas II	El Marqués
42	Bluhen Business Park	El Marqués
43	Bodegas Spartek II	El Marqués
44	Tecnopark	El Marqués
45	Parque Industrial PyME	Huimilpan
46	Conjunto Industrial Sotavento	Querétaro
47	Zona Industrial San Pedrito Peñuelas	Querétaro
48	Parque Vía Verte	Querétaro
49	Fraccionamiento Industrial Benito Juárez	Querétaro
50	Parque Industrial Jurica	Querétaro
51	Parque Industrial Querétaro	Querétaro
52	Polígono Empresarial Santa Rosa	Querétaro
53	Parque Industrial San Isidro	Querétaro
54	Microparque P88	Querétaro
55	Parque Miqro1	Querétaro
56	Microparque Industrial Jofre Park	Querétaro
57	NAVEX Park	Querétaro
58	Condominio Industrial SPM	Querétaro
59	Polígono empresarial Buena Vista	Querétaro
60	Dynamik Park	Querétaro
61	Eqropak	Querétaro
62	Microparque Born-Makro	Querétaro
63	Parque Industrial Vie Verte Querétaro II	Querétaro
64	Navetec Santa Rosa	Querétaro
65	Terrakia	Querétaro
66	Parque Industrial Querétaro Sur	Querétaro
67	Parque industrial y comercial Practipark	Querétaro
68	Conjunto industrial Acupark 2	Querétaro
69	Micropark Querétaro II	Querétaro
70	Fraccionamiento Industrial Valle de Oro	San Juan del Río
71	Tierras Coloradas	San Juan del Río
72	Nuevo Parque Industrial	San Juan del Río
73	Parque Industrial Advance SJR	San Juan del Río
74	Bodegas Azeropark	San Juan del Río
75	Conjunto Industrial Las Palmas	Pedro Escobedo
76	Parque Industrial Elysium	Pedro Escobedo
77	Exeter Cantera Industrial Park	Pedro Escobedo
78	Finka San Antonio Agropark	Pedro Escobedo
79	Parque Industrial Q2	Pedro Escobedo
80	Saloro Business Park	Pedro Escobedo
81	Parque Industrial Q3	Pedro Escobedo
82	Navetec Business Park Pedro Escobedo	Pedro Escobedo

Source: Own elaboration with data from the Deputy Ministry of the Environment (Ministry of the Environment (Ministry of Sustainable Development, SEDESU), 2023.
Note: The green color indicates the authorized industrial parks that were integrated during 2022 to the list.

Industrial settlements

The Ministry of Sustainable Development, together with municipal, state and federal agencies, through the "Induction Form" evaluates and resolves on the establishment of new industries, as well as the expansion, regularization, relocation, change of corporate name and ratification of those already established, based on the Industrial Law of the State of Querétaro and other provisions in force.

During 2022, 182 Induction Forms were managed, representing an increase of 100 units over the previous year. Regularization procedures were the most issued, representing 42.9% of the total.

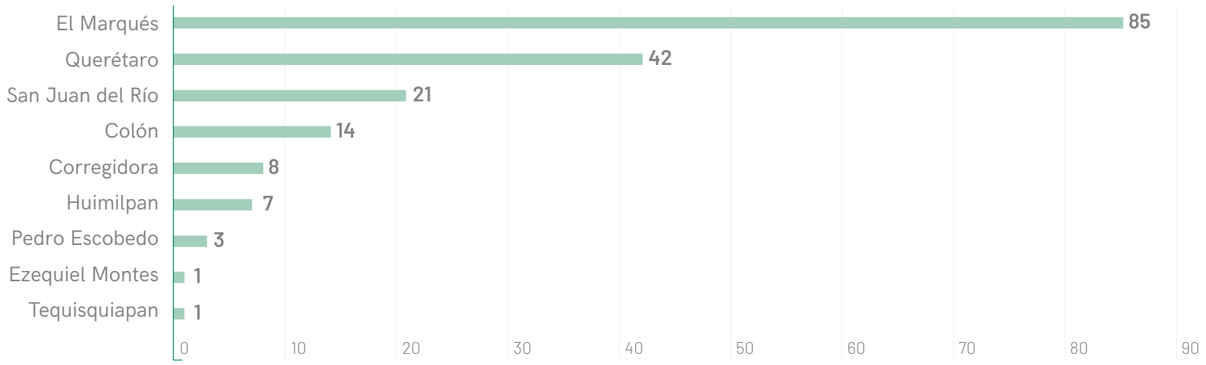
Induction Forms issued (2022)

Type	Applications
Regularization	78
Establishment	39
Expansion	28
Ratification	20
Change of corporate name	12
Relocation	5
Total	**182**

Source: Own elaboration with data from the Deputy Ministry of the Environment (Directorate of Environmental Control, SEDESU), 2023.

During the same year, the procedures were carried out by companies headquartered in 9 of the 18 municipalities of the entity. Of the total, 46.7% took place in the municipality of El Marqués, followed by Querétaro, with 23.1%.

Induction Forms issued per municipality (2022)



Source: Own elaboration with data from the Deputy Ministry of the Environment (Directorate of Environmental Control, SEDESU), 2023.

The one-stop window supports new companies and those already established in Querétaro by linking them with various institutions to facilitate the management and resolution of their procedures. During 2022, 56 applications for permits, licenses, authorizations in municipalities and electricity, among others, were processed.

One-stop window for processes (2022)

Agency	Applications
Querétaro State Energy Agency	9
Municipalities	8
Federal Electricity Commission	4
Ministry of Finance	5
Ministry of Labor	4
Cadastre	3
National Migration Institute	2
Others	21
Total	**56**

Source: Own elaboration with data from Directorate of Industrial Promotion (SEDESU), 2023.

In 2022, 47 projects were completed in different municipalities of Querétaro in the aeronautical, automotive, food and beverage, household appliances, and information and communication technology sectors, among others. The number represented an increase of 46.9%, compared to 2021.

Completed projects (2022)

Municipality	Number of projects
Querétaro	20
El Marqués	15
Colón	6
Corregidora	2
Pedro Escobedo	1
San Juan del Río	1
To be defined	2
Total	**47**

Source: Directorate of Industrial Promotion (SEDESU), 2023.

5.5. Environmental impact

5.5.1. Evaluation

It is the responsibility of the Ministry of Sustainable Development, through the Directorate of Environmental Control, to evaluate and, if necessary, discard projects that may cause ecological imbalances by exceeding the limits and conditions set forth in the applicable standards, derived from the execution, suspension, expansion, modification, demolition or dismantling of works or activities.

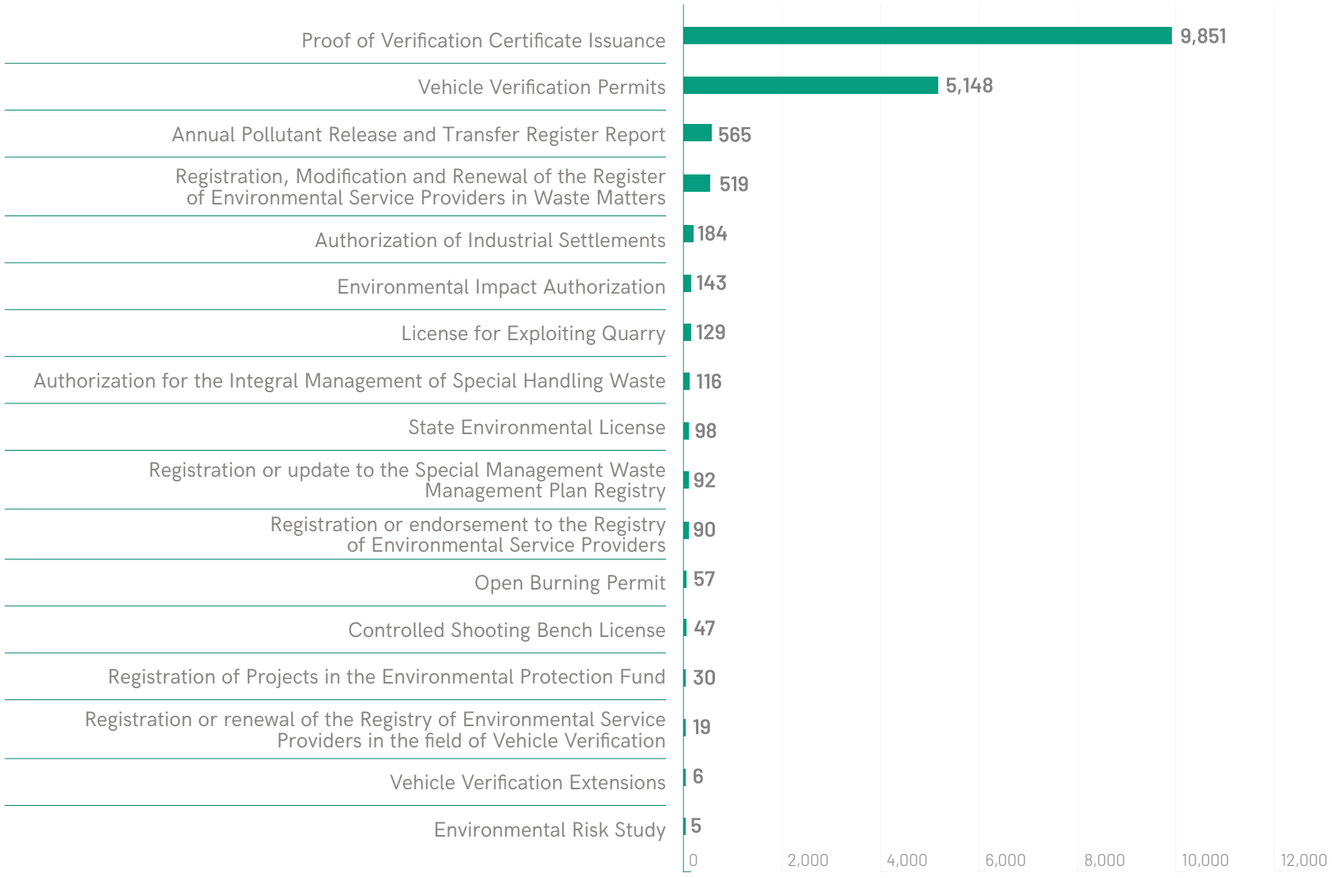
The evaluation process is carried out under the following modalities:

- Preventive Environmental Impact Report
- Environmental Impact Statement
- Induction Form
- Environmental processes

In addition to the environmental impact assessment, the Environmental Control Directorate carries out various procedures through the Online Procedures Platform, which is a digital tool that brings information to users and facilitates the process of obtaining environmental impact authorizations. In 2022, 17,099 procedures were carried out.



Number of procedures handled by the Environmental Control Directorate (2022)



Source: Prepared by the Ministry of Sustainable Development with data from the Deputy Ministry of the Environment (Directorate of Environmental Control), 2022.

5.6. 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.

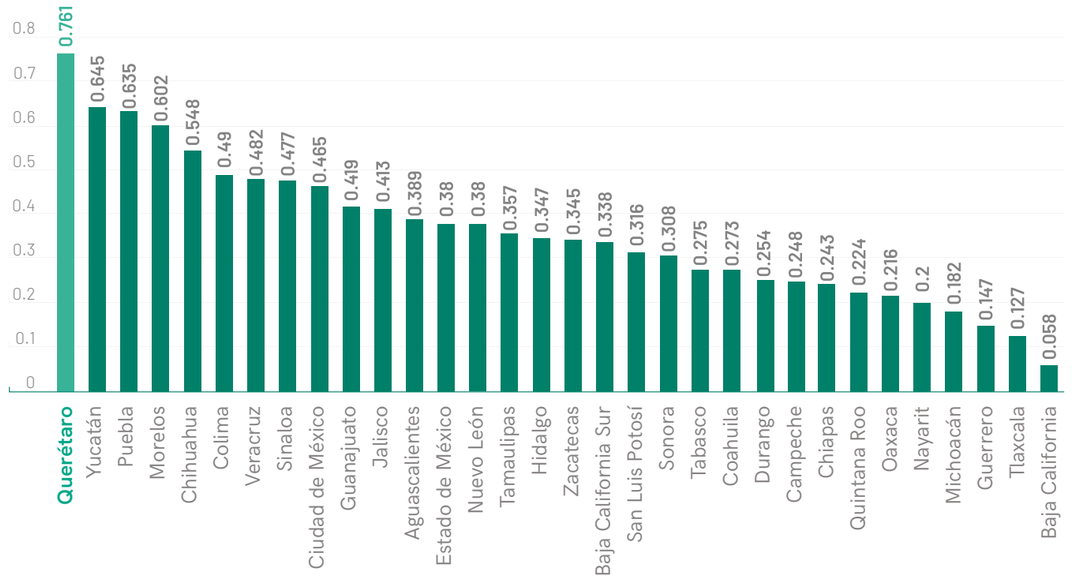
In order to contribvute to the regulatory improvement of the environmental procedures of the Executive Branch of the State of Querétaro, the following regulations were submitted to public consultation for 20 days and were included in the last stage of the 6th Regulatory Agenda, the 7th and 8th Agenda of the Ministry of Sustainable Development:

- Agreement authorizing and issuing the guidelines for the preparation of the Preventive Environmental Impact Report and the Environmental Impact Statement by the Ministry of Sustainable Development of the Executive Branch.
- Annual result 2021 on environmental management in the state of Querétaro.
- Agreement authorizing and issuing the Program to Promote Investment and Generate Employment (PROFIGE by its acronym in Spanish), as well as its guidelines for fiscal year 2022.
- Agreement authorizing and issuing the State Program for the Development of Technology and Innovation (PEDETI by its acronym in Spanish), as well as its guidelines for fiscal year 2022.
- Agreement authorizing and issuing the Program for the Competitiveness of Companies in the State of Querétaro, as well as its guidelines for fiscal year 2022.
- Agreement authorizing and issuing the Regional Strengthening Program, as well as its operating guidelines for fiscal year 2022.
- Agreement by means of which the State Quality Award called “Business Merit Award” is created.
- Agreement whereby the Economic Sectors Support Program (PASE by its acronym in Spanish) is issued and authorized, as well as its guidelines for fiscal year 2022.
- Agreement issuing the State Environmental Technical Standard on land clearing and cleaning, demolition, pruning, transplanting and vegetation restitution in urban and urbanizable areas in the state of Querétaro (NTAE-001-QRO-2022).
- Agreement whereby the Vehicle Verification Program for the second semester of fiscal year 2022 is issued.
- Agreement that modifies the similar one by which the State Vehicle Verification Program is issued for the second semester of fiscal year 2022.
- Agreement establishing the guidelines for obtaining the state seal of low carbon emissions and the basis for the State System of Emissions Offsets.
- Agreement whereby the State Vehicle Verification Program is issued for the first semester of fiscal year 2023.
- The above documents were published in the Official Gazette La Sombra de Arteaga and, due to their content, are considered to have an impact on individuals.

National Regulatory Improvement Strategy Indicator

It is an exercise that evaluates, measures and monitors the states, in order to guarantee the achievement of the goals, objectives and lines of action established in the strategy issued by CONAMER. In 2020, Querétaro ranked first as the best performing entity.

Results of the Progress Indicator of the National Strategy for Regulatory Improvement (2020)



Source: Own elaboration with data from the National System for Regulatory Improvement, 2023.

5.7. Moody's and S&P credit ratings

Moody´s

In a long-term local currency issuer rating report published by Moody's Local on June 29, 2022, Querétaro's credit profile was determined as "AAA.mx" (strongest credit quality compared to other local entities and transactions).

The evaluation obtained reflects good management and internal governance practices, low levels of indebtedness and the highest liquidity of the states rated at the national level. It highlights the significant recovery in operating income that will help to maintain strong credit metrics during 2023.

Standard and Poor´s (S&P)

Standard and Poor's, in a long-term issuer credit rating report published on July 7, 2022, confirmed that Querétaro has a global scale rating of "BBB" and a national scale rating of "mxAA+".

The report highlights Querétaro's diversified economy, which supports a faster recovery and stronger growth than the national average. Emphasis is placed on the successful model implemented by the state government to encourage private investment and attract foreign direct investment flows, and the strong fiscal performance that has allowed it to accumulate high cash reserves and pay off its debt in advance.





TERTIARY SECTOR

Tertiary activities, which include commerce, education, health, banking and financial instruments, transportation and communications, are the largest contributors to the state's Gross Domestic Product (GDP). The sector is a major generator of employment, involving more than half of the insured workers.

6

6.1. COMMERCIAL AND SERVICE DEVELOPMENT
6.1.1. GROSS DOMESTIC PRODUCT
6.1.2. EMPLOYMENT

6.2. COMMERCE IN QUERÉTARO
6.2.1. DOMESTIC TRADE
6.2.2. FOREIGN TRADE

6.3. FOREIGN DIRECT INVESTMENT (FDI)
6.3.1. FOREIGN INVESTMENT IN MEXICO
6.3.2. FOREIGN INVESTMENT IN THE STATE

6.4. SERVICES
6.4.1. MONTHLY SERVICES SURVEY (EMS BY ITS SPANISH INITIALS)
6.4.2. TRANSPORTATION, POST AND WAREHOUSING SERVICES
6.4.3. FINANCIAL AND INSURANCE SERVICES
6.4.4. REAL ESTATE AND RENTAL SERVICES

6.5. MICRO, SMALL AND MEDIUM-SIZED ENTERPRISES (MSMES)

6.6. SUPPORT AND PROMOTION OF ENTERPRISES
6.6.1. DIRECTORATE OF SUPPORT TO SMES

6.7. DIRECTORY OF CHAMBERS AND ASSOCIATIONS OF THE SECTOR



6.1. COMMERCIAL AND SERVICE DEVELOPMENT

6.1.1. Gross Domestic Product

During 2021, the sector contributed 224,749.70 million pesos to the state GDP, representing 57.9% of the total. The annual variation represented a growth of 4.6%.

Distribution of tertiary activity GDP by sector in Querétaro (2021)

Sector	Var. % (2021 - 2020)	Distribution
Commerce	6.9%	31.9%
Real estate services and rental of movable and intangible assets	3.3%	16.6%
Transportation, post and storage	11.2%	9.9%
Financial and insurance services	14.7%	7.6%
Information in mass media	8.0%	7.5%
Professional, scientific and technical services	-2.0%	5.8%
Educational services	2.9%	5.5%
Legislative, governmental, law enforcement and international organization activities	-0.3%	4.6%
Health and social assistance services	4.9%	2.9%
Other services, except governmental activities	9.0%	2.7%
Business support services and waste and residue management, remediation services	-38.4%	2.5%
Temporary accommodation services and food and beverage preparation services	23.5%	2.2%
Cultural and sporting entertainment and other recreational services	37.8%	0.2%
Corporate	9.5%	0.1%
Total	**4.6%**	**100%**

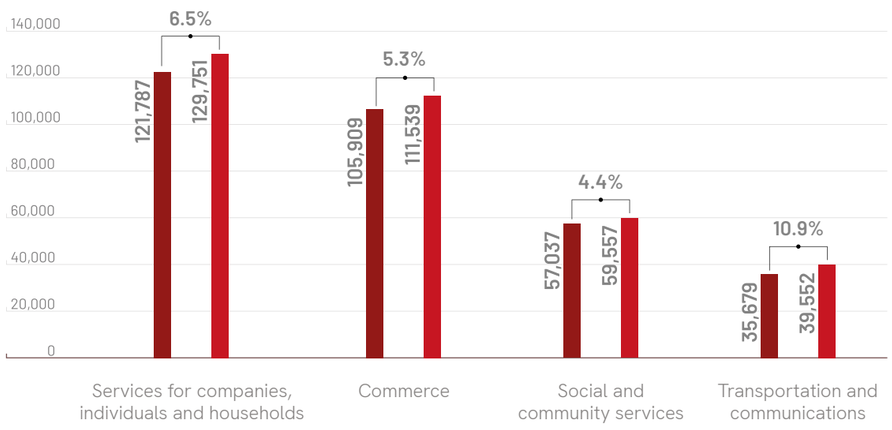
Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE by its Spanish abbreviation). 2013 Base), 2023.



6.1.2. Employment

In December 2022, the Mexican Social Security Institute (IMSS by its Spanish initials) counted 340,399 people formally working in the tertiary sector, an amount 6.2% higher than that reported during 2021, with 44% corresponding to women and 56% to men. The average daily salary remained at $491.77 for women and $582.05 for men.

Jobs in the tertiary sector (December 2021 – 2022)



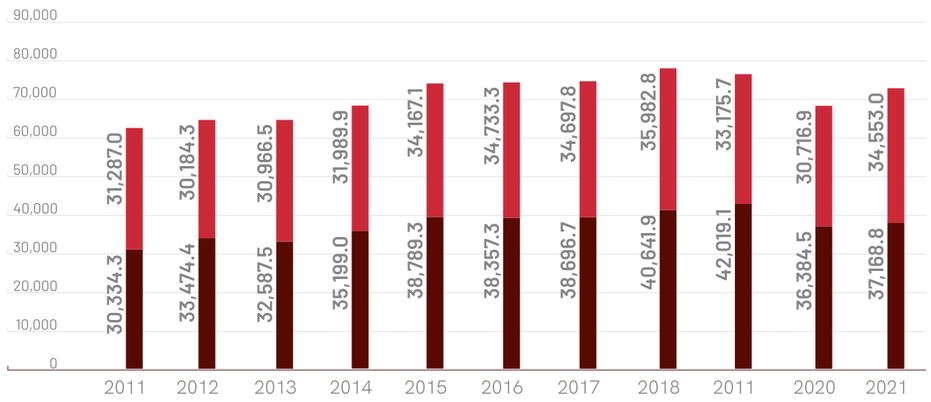
Source: Own elaboration with data from the Mexican Social Security Institute (Dynamic query, jobs by economic sector), 2023.

6.2. COMMERCE IN QUERÉTARO

6.2.1. Domestic trade

During 2021, the state GDP of the sector amounted to 71,722 million pesos. The figure represented 18.5% of the total and 31.9% of the tertiary sector, maintaining an annual variation of 6.9%.

Gross Domestic Product of trade in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE by its Spanish abbreviation). 2013 Base), 2023.
Note: Figures are expressed in millions of pesos at constant values.

The average number of employed population in the sector's commercial activity was 176,623 people during 2022. The figure showed an annual growth of 6.5% and represented 17.2% of the total employed population and 29% of the sector's workers.

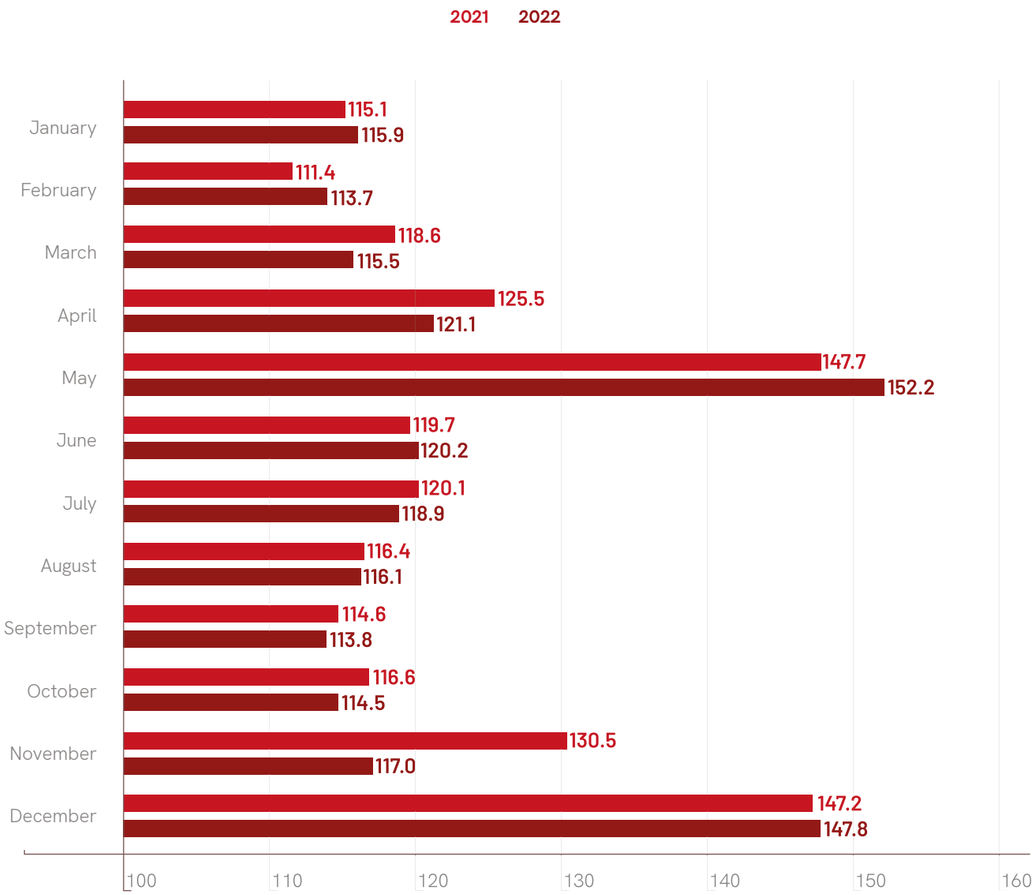
In December 2022, the IMSS recorded 111,539 people formally working in commercial activities, or 5.3% more than during 2021, with 41.6% corresponding to women and 58.4% to men. The average daily salary remained at $406.21 for women and $519.44 for men.

According to the National Statistical Directory of Economic Units (DENUE by its Spanish initials), Querétaro has 41,059 economic units engaged in trade, 95.1% of which are micro-enterprises. These represent 43.4% of the total number of establishments in the state and 1.7% at the national level.

Wholesale trade

In 2021, this activity contributed 51.8% (37,169 million pesos) to the total commercial GDP, showing an annual variation of 2.2%. Thanks to the Monthly Survey of Commercial Enterprises (EMEC by its Spanish acronym), the national dynamics can be observed, including the total remuneration index.

Total wholesale trade remuneration in Querétaro (2021 – 2022)



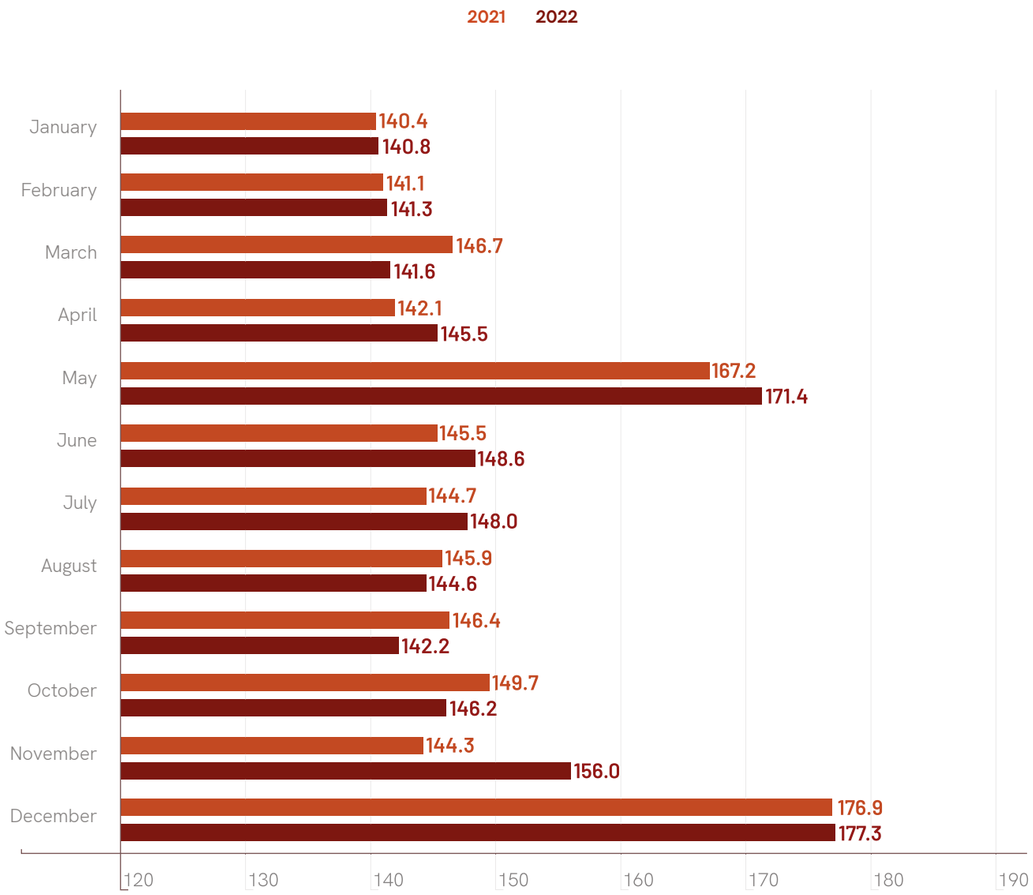
Source: Own elaboration with data from the National Institute of Statistics and Geography (Monthly Survey of Commercial Enterprises (EMEC)). Series 2013.
Note: Base index 2013 = 100

The behavior of total remunerations in 2022 was similar to 2021, however, the index was not higher every month. The largest variation occurred in May, reaching 3%.

Retail trade

In 2021, the results of this activity contributed 48.2% (34,553 million pesos) to the total commercial GDP, with an annual variation of 12.5%. In total remunerations, a similarity was also maintained in both time series. In this case, the highest annual growth was observed in November, with 8.1%.

Total retail trade remuneration in Querétaro (2021 – 2022)



Source: Own elaboration with data from the National Institute of Statistics and Geography (Monthly Survey of Commercial Enterprises (EMEC)). Series 2013.
Note: Base index 2013 = 100

6.2.2. Foreign trade

It is the exchange of goods and services between at least two countries. It can be imports or exports, and is intended to provide a nation with commodities it lacks, in exchange for those it produces in abundance, in order to improve the standard of living of its citizens.

The Deputy Ministry of Foreign Trade is the Federal Government agency that proposes and conducts international trade relations and negotiations, through the administration and supervision of treaties; representation before international trade organizations and forums; implementation of foreign trade policies; and the promotion and attraction of foreign investment to Mexico.



Programs for the promotion of foreign trade

Their purpose is to advance the productivity and quality of company processes in order to increase their competitiveness and enable their incorporation into the global market.

Program for Maquiladora Manufacturing and Export Services Industry (IMMEX by its Spanish acronym)

It allows the importation of goods under a temporary regime, deferring the payment of the general import tax, the value added tax and, if applicable, the countervailing duties, as long as they involve an industrial or service process intended for the manufacturing, transformation or repair, and/or the rendering of export services.

Programs for Sector Promotion (PROSEC by its Spanish acronym)

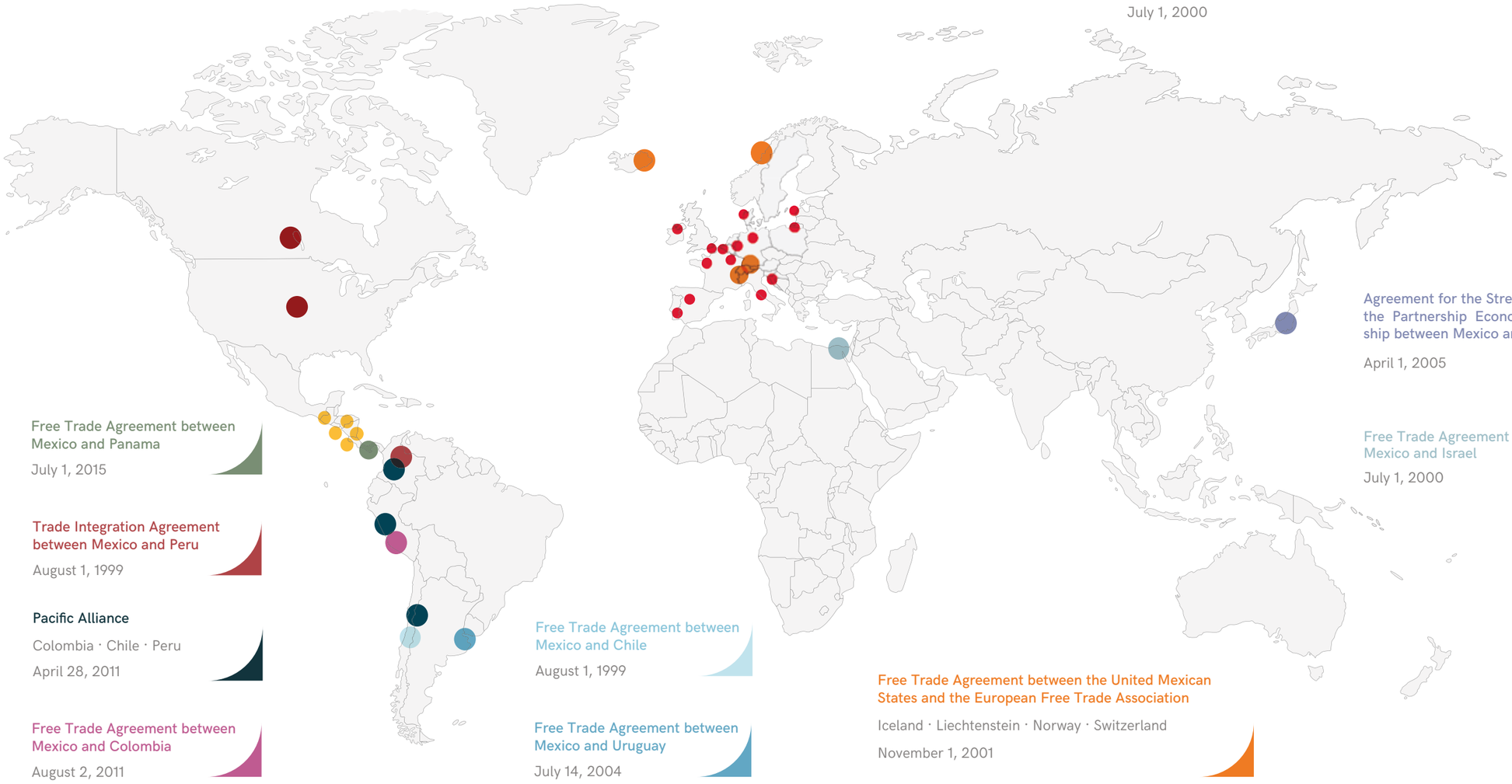
Allows companies producing certain goods to import with preferential ad valorem duty (General Import Tax) various goods to be used in the production of specific products, regardless of whether the goods to be produced are destined for export or for the domestic market.

Tax Refund Program for Exporters (DRAWBACK)

This is an import tax refund system for exporters that allows them to recover the General Import Tax (tariff) paid on the import of consumables, raw materials, parts and components, packaging and containers, fuels, lubricants and other materials incorporated into the exported product; or to request that these be returned in the same state.

Trade agreements signed by Mexico

According to the Ministry of Economy, Mexico subscribes 12 Free Trade Agreements with 46 countries; 32 Agreements for the Promotion and Reciprocal Protection of Investments with 33 countries; 9 Limited Scope Agreements within the framework of the Latin American Integration Association; and is a member of the Trans-Pacific Partnership Treaty, among them:



Source: Own elaboration with data from the Ministry of Economy (Information System on International Trade Agreements), 2023.

World Trade Organization (WTO)

Established on January 1, 1995 with headquarters in Geneva, Switzerland, the WTO is the only international organization that regulates and governs trade among countries. Its objective is to ensure that trade takes place as smoothly, predictably and freely as possible.

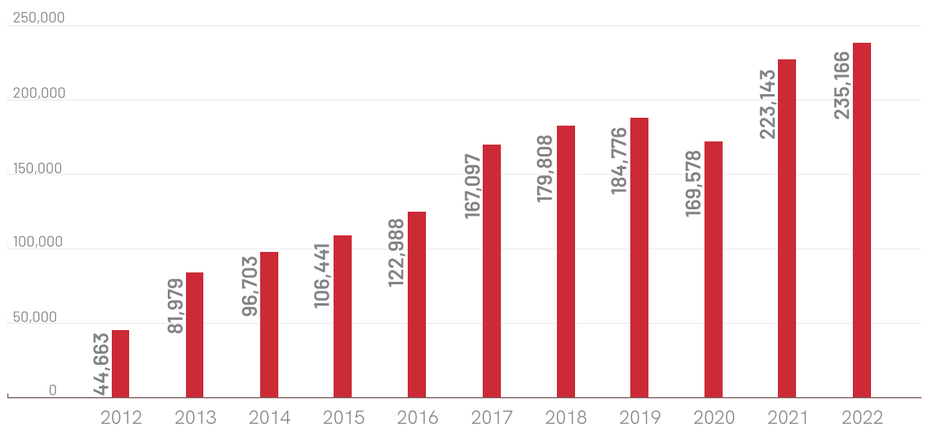
It currently has 164 members, representing 98% of world trade. During 2022, it maintained a budget of CHF 197 million. Mexico has been a member of the WTO since its establishment.

Querétaro Customs

Founded on July 22, 1983, it is currently located on State Highway 200, Querétaro-Tequisquiapan km 22.5, in the municipality of Colón, Qro. The agency belongs to the territorial jurisdiction of the states of Querétaro and Hidalgo and 88 municipalities of Michoacán.

Mexico has 50 customs offices, 12 of which are located in the interior of the country. In 2022, the Querétaro customs office ranked fourth with the highest number of operations, accumulating a total of 360,948; of these, 235,166 were imports, a figure 5.4% higher than in 2021.

Volume of imports registered at the Customs Office in Querétaro (2012 – 2022)



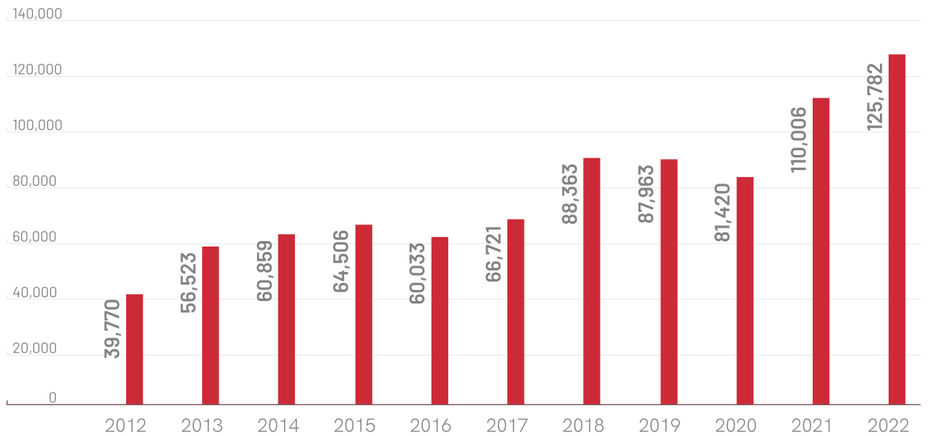
Source: Own elaboration with data from the National Customs Agency of Mexico (Foreign trade figures), 2023.



Foto: www.aragon.gob.mx/aduana-queretaro/

Meanwhile, exports reflected 125,782 operations, a figure 14.3% higher than in 2021, as shown in the following graph:

Volume of exports registered at the Customs Office in Querétaro (2012 – 2022)



Source: Own elaboration with data from the National Customs Agency of Mexico (Foreign trade figures), 2023.

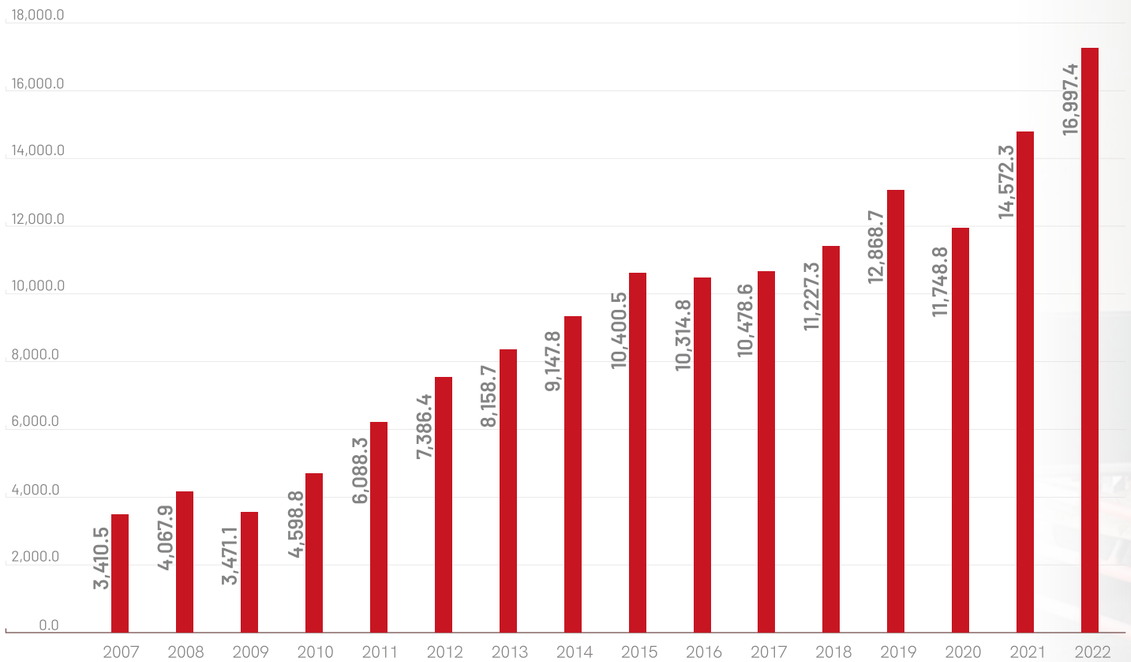
The highest number of operations was recorded in August, with 21,265 imports and 11,349 exports. Throughout 2022, transaction values amounted to $223,046 million pesos for imports and $136,602 million pesos for exports.

Exports from the state of Querétaro

In 2022, the country exported 521,010.9 million dollars, maintaining an annual variation of 18.2%. Querétaro ranked 13th among the states with the highest export value, representing 3.3% of the national total.

Exports in the entity maintained a growth trend during 2022, reaching a value of 16,997.4 million dollars, an amount that represented an annual variation of 16.6%.

Exports registered in Queretaro (2007 – 2022)



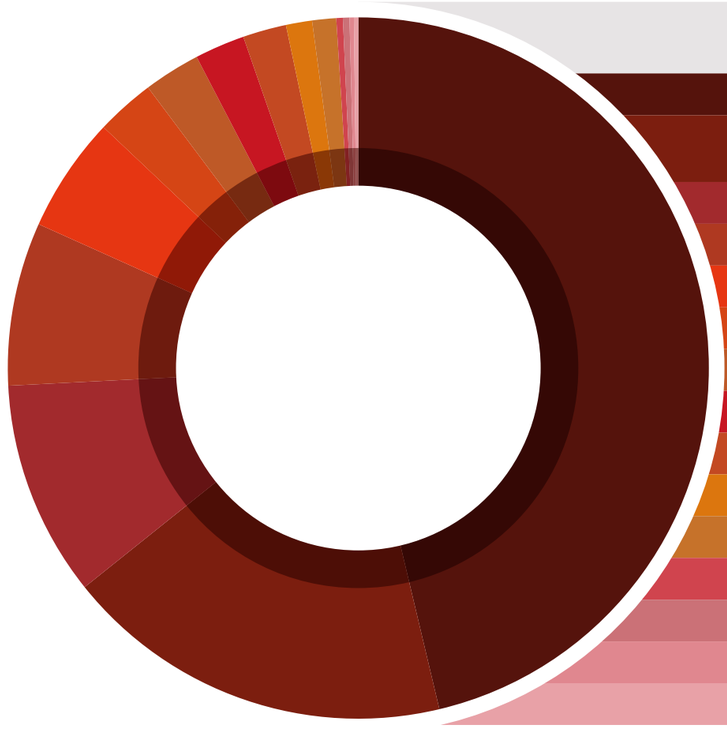
Source: Own elaboration with data from the National Institute of Statistics and Geography (Quarterly Exports by State), 2023.
Note: Figures are expressed in millions of dollars.



Querétaro exports by activity subsector according to the North American Industrial Classification System (SCIAN by its Spanish acronym) (2020 – 2021)

During 2022, nearly 50% of exports were recorded in the "transportation equipment manufacturing" subsector, while the highest annual variation was presented in "basic metal industries".

Querétaro exports by activity subsector (2022 – 2021)

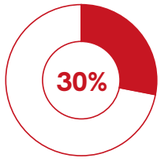


Distribution	Exports	Sector	Var. % (2022 - 2021)
46.1%	7,829.9	Manufacturing of transportation equipment	9.4%
17.9%	3,040.1	Manufacture of electrical accessories, devices and equipment for the generation of electrical energy	27.0%
9.9%	1,674.9	Manufacturing of machinery and equipment	37.3%
7.5%	1,281.5	Manufacturing of computer, communication and measuring equipment	9.6%
5.3%	894.6	Plastics and rubber industry	27.0%
2.7%	462.8	Food industry	19.7%
2.6%	447.7	Chemical industry	3.7%
2.3%	387.6	Paper industry	23.0%
2.0%	341.8	Manufacturing of metallic products	23.5%
1.2%	203.2	Manufacturing of non-metallic mineral products	22.6%
1.1%	181.6	Agriculture	19.7%
0.3%	46.5	Printing and related industries	31.0%
0.3%	44.6	Basic metal industries	272.2%
0.2%	34.0	Beverage and tobacco industry	8.3%
0.2%	30.2	Manufacturing of garments	5.0%

Source: Own elaboration with data from the National Institute of Statistics and Geography (Quarterly Exports by State), 2023.
Note: The remaining subsectors that do not appear in the list is because the export figures appear as "C", which refers to the fact that the figures are confidential.
Export figures are expressed in millions of dollars.

Querétaro international sales

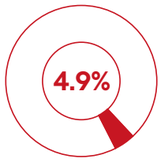
In 2022, according to Data Mexico, in Querétaro, the products with the highest international sales* were:



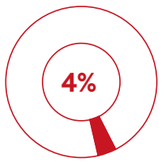
Parts and accessories of automotive vehicles.



Refrigerators, freezers and refrigeration or freezing equipment.



Machinery and devices.



Turbojets, turboprop and other gas turbines.



Devices for filtering or purifying liquids or gases.

The main destinations of the products were: United States (80.9%), Canada (5%), United Kingdom (1.3%), Brazil (1.1%) and Colombia (1%).

Querétaro International Purchasing

During 2022, according to Data Mexico, the most noteworthy were:



Motor vehicle parts and accessories.



Precious metal in colloidal state; its organic and inorganic compounds, even if not of defined chemical constitution; and its amalgams.



Rubber tires.



Shafts and cranks; bearings, bearing housings and other speed changers.



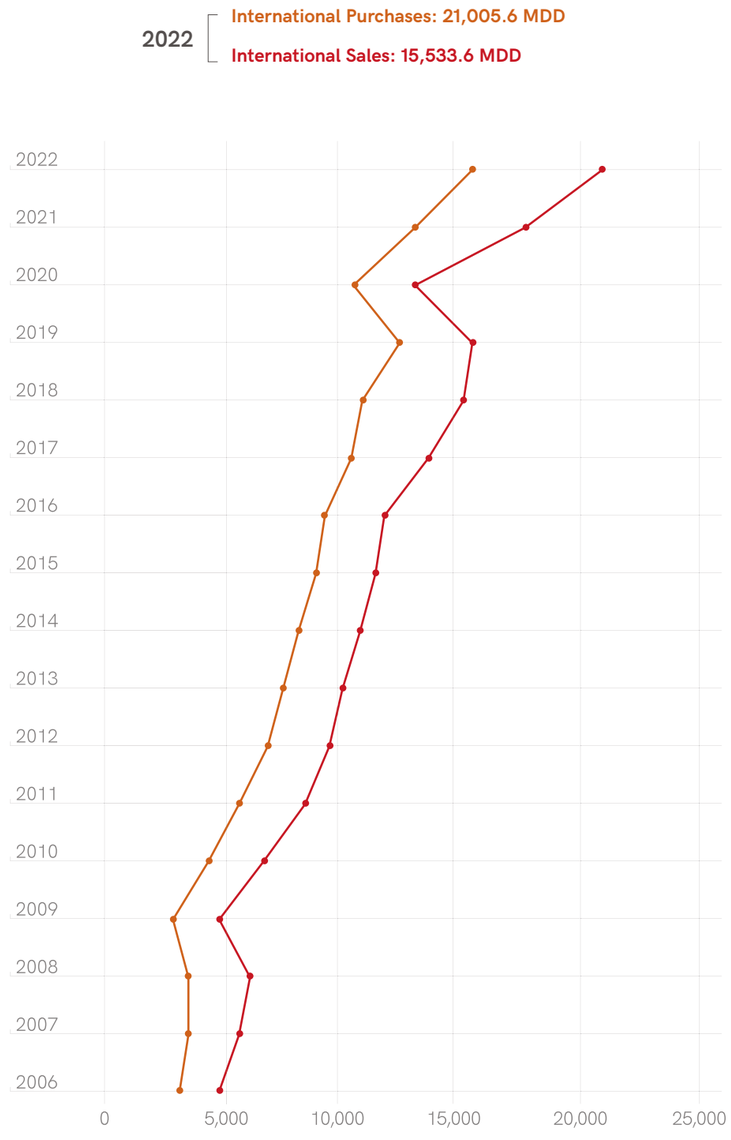
Kraft paper and paperboard, without stucco or uncoated, in rolls or sheets.

The main importing countries were: The United States (37.9%), China (13.9%), South Korea (6%), Germany (5.7%) and Japan (4.7%).

*International sales in *Data Mexico* represent sales between companies whose tax domicile is registered in a particular state with a foreign country. Thus, *International Sales by State* represent a different concept from *Exports by State*.

International trade

Net international trade of the state of Querétaro (2006 – 2022)



Source: Own elaboration with data from Data Mexico (Net international trade, Querétaro), 2023.

6.3. FOREIGN DIRECT INVESTMENT (FDI)

Today, FDI is considered the engine of economic growth in destination countries. It facilitates job creation, increases productivity and competitiveness, and boosts international trade.

Different governments have implemented policies to encourage more companies to set up in their country, facilitating access processes and offering incentives.

Over the years, Querétaro has stood out as an entity that attracts a significant number of companies from abroad, through the Ministry of Sustainable Development.

6.3.1. Foreign investment in Mexico

According to data from the Ministry of Economy, during 2022 Mexico received a total of 674,537.7 million dollars in FDI, maintaining an annual variation of 11.9%.

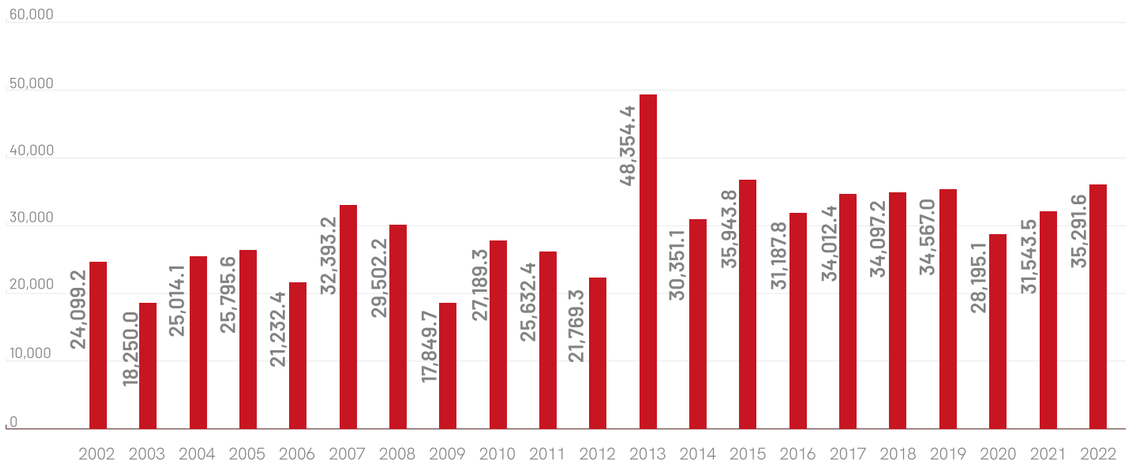
FDI distribution by type of investment in Mexico (2022)



Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.

The United States maintains the lead in FDI received by the country. However, in 2022 there were unconventional situations, such as the significant growth of FDI from Argentina and the decrease of FDI from Germany.

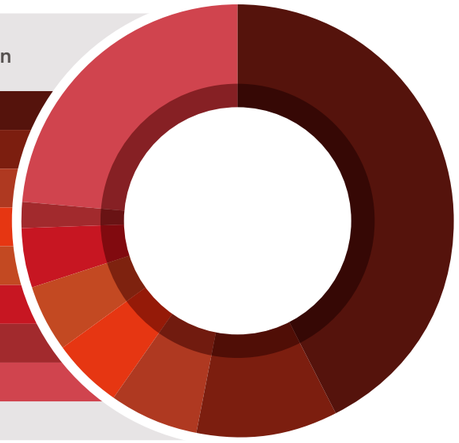
FDI flows in Mexico (2002 – 2022)



Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.
Note: Figures are expressed in millions of dollars.

FDI flows in Mexico by country of origin (2022)

Country	FDI	Var. % (2022 - 2021)	Distribution
United States	15,021.6	3.0%	42.6%
Canada	3,780.1	52.5%	10.7%
Argentina	2,315.9	597.0%	6.6%
Japan	1,838.8	21.9%	5.2%
United Kingdom	1,757.8	5.6%	5.0%
Spain	1,637.9	-61.8%	4.6%
Korea	673.5	-2.8%	1.9%
Other countries	8,265.7	-	23.4%
	35,291.6		

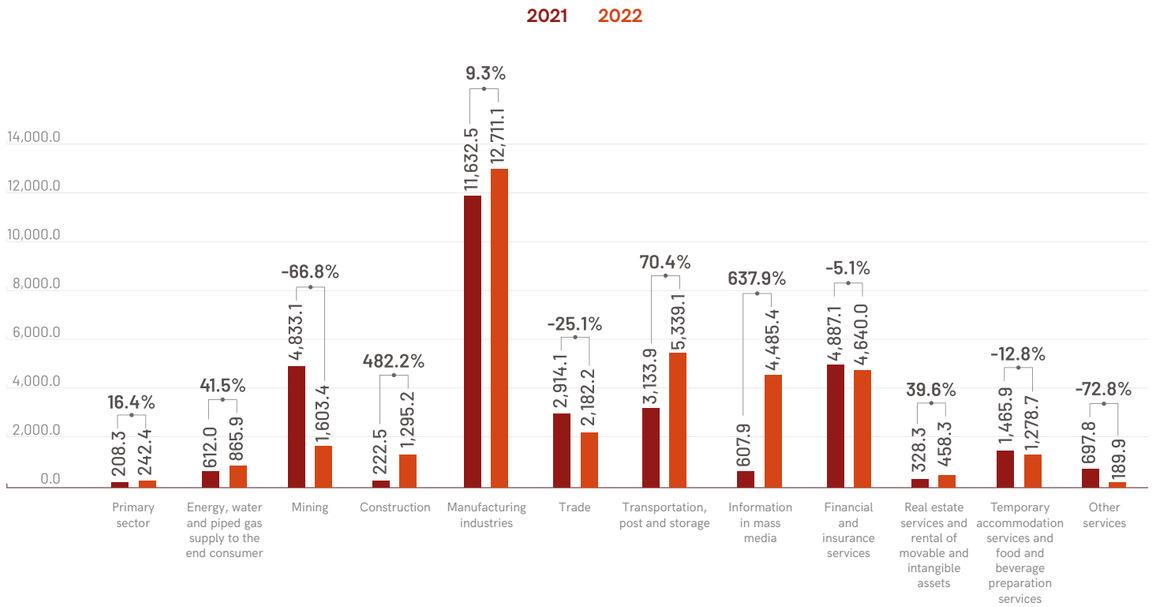


Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.
Note: FDI figures are expressed in millions of dollars.
For "Rest of countries" the var. % was not included, because the countries in this section are different from 2021 to 2022.



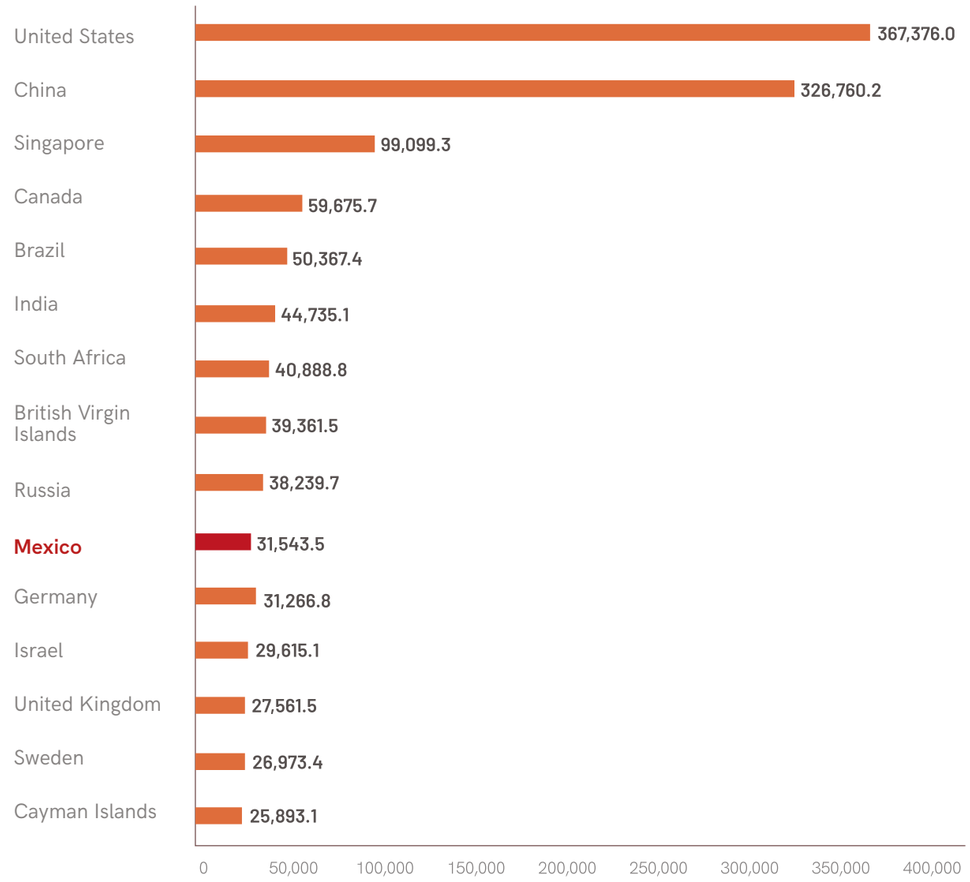
During 2022, 0.7% of FDI was placed in the primary sector, 46.7% in the secondary sector and 52.6% in the tertiary sector.

FDI FLOWS IN MEXICO BY SECTOR (2021 – 2022)



Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.
Note: Figures are expressed in millions of dollars.
The primary sector includes agriculture, animal husbandry, forestry, fishing and hunting.
Other services include: professional, scientific and technical services; business support, waste management and remediation services; educational services; health and social work services; cultural and sporting entertainment and other recreational services; other services except for governmental activities.

COUNTRIES WITH THE HIGHEST FDI INFLOWS (2021)



Source: Own elaboration with data from World Investment Report 2022 (FDI inflows, by region and economy, 1990 - 2021), 2023.
Note: Figures are expressed in millions of dollars.

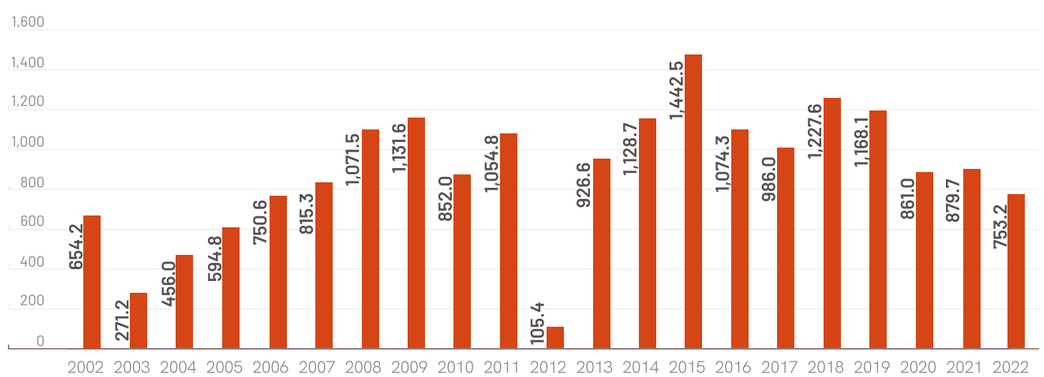
The World Investment Report 2022, a document published by the United Nations Conference on Trade and Development (UNCTAD), ranked Mexico as the tenth country with the highest FDI inflows.

In 2021, of the total FDI in South and Central America, Mexico received 24.2%, surpassed only by Brazil (38.6%).

6.3.2. Foreign investment in the state

According to data from the Ministry of Economy, during 2022 Querétaro registered 753.2 million dollars in FDI flows, presenting an annual variation of -14.4%. The first quarter of the year registered the highest figure of FDI, reaching 176.9 million dollars.

FDI flows in Querétaro (2002 – 2022)

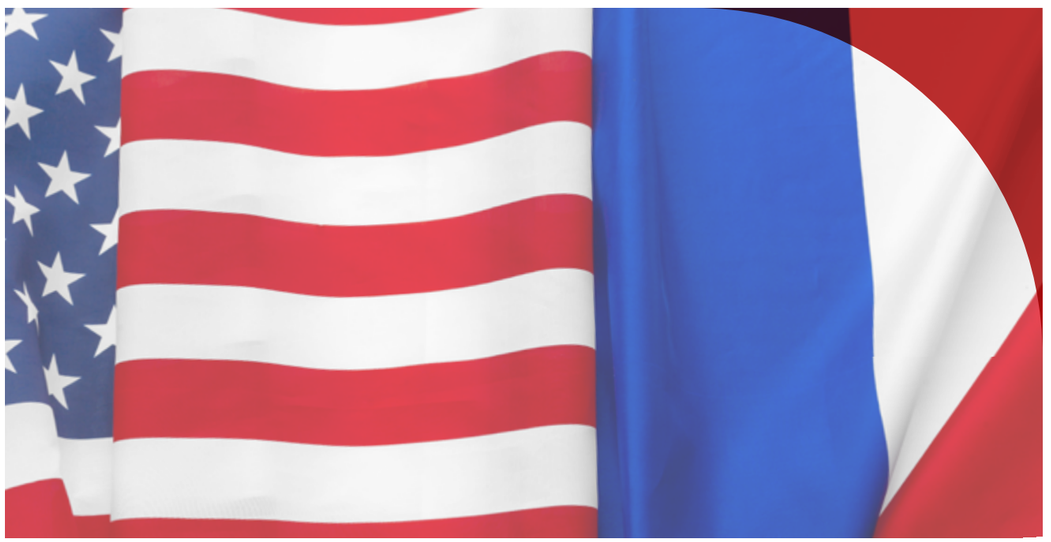


Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.
Note: Figures are expressed in millions of dollars.

Distribution of FDI by type of investment in Querétaro (2022)



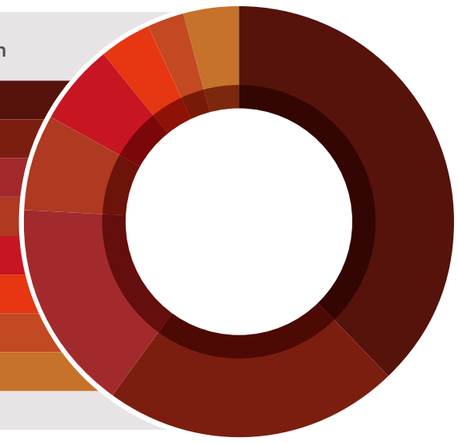
Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.



By 2022, FDI flows from different countries maintained significant fluctuations. The United States was Querétaro's main trading partner, followed by France, while Canada and Spain dropped in rank.

FDI flows in Querétaro by country of origin (2022)

Country	FDI	Var. % (2022 - 2021)	Distribution
United States	290.0	9,935.1%	38.5%
France	171.6	321.9%	22.8%
Canada	120.9	-43.5%	16.1%
Japan	56.5	-56.6%	7.5%
Spain	45.4	-78.1%	6.0%
Sweden	31.5	1,112.2%	4.2%
Switzerland	19.8	-83.5%	2.6%
Other countries	31.8	-	4.2%
	753.2		



Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.
Note: FDI figures are expressed in millions of dollars.
For "Rest of countries" the var. % was not included, because the countries in this section are different from 2021 to 2022.

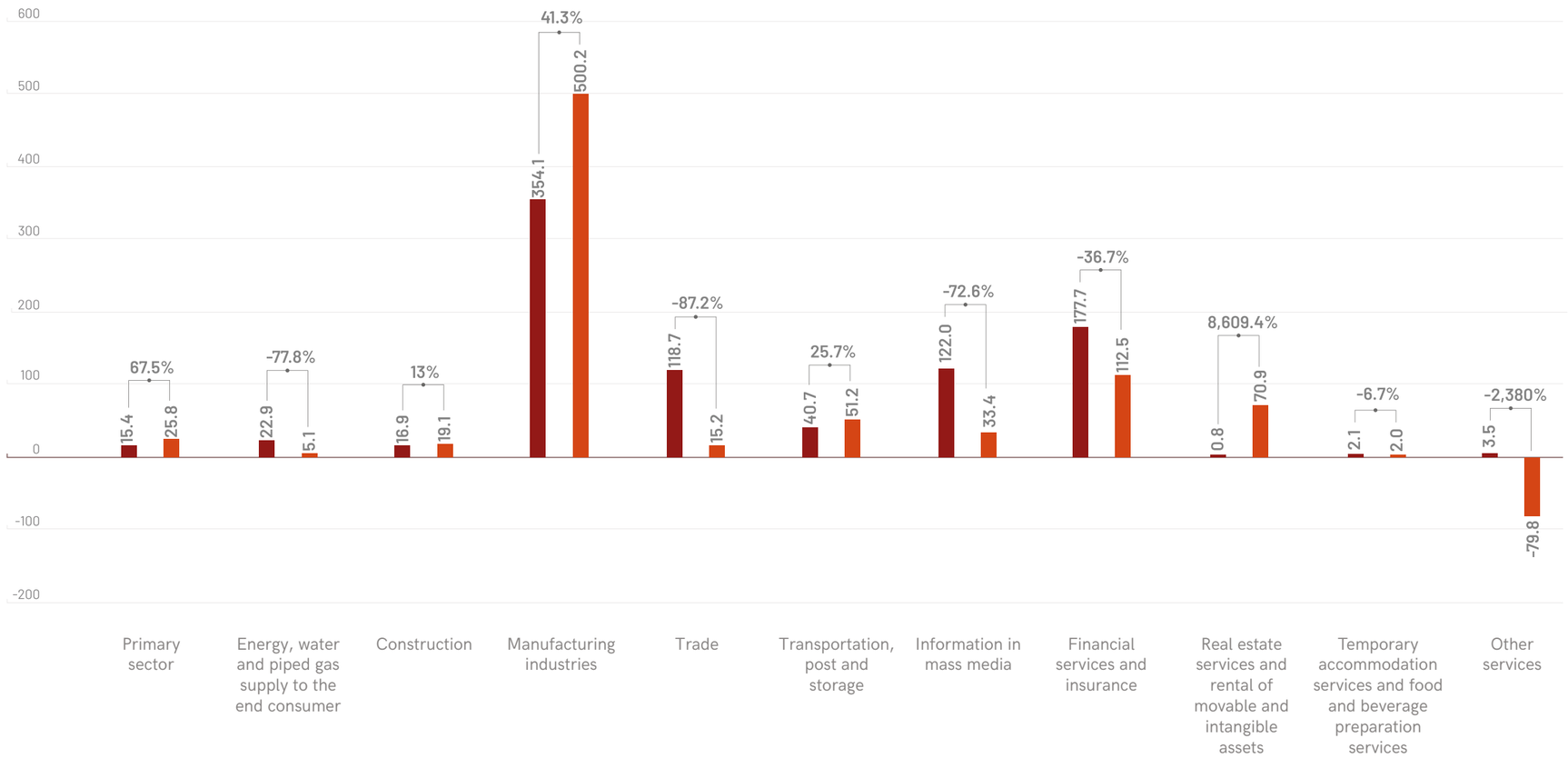






During 2022, 3.4% of FDI was placed in the primary sector, 69.6% in the secondary sector and 27.3% in the tertiary sector.

FDI FLOWS IN QUERÉTARO BY SECTOR (2021 – 2022)

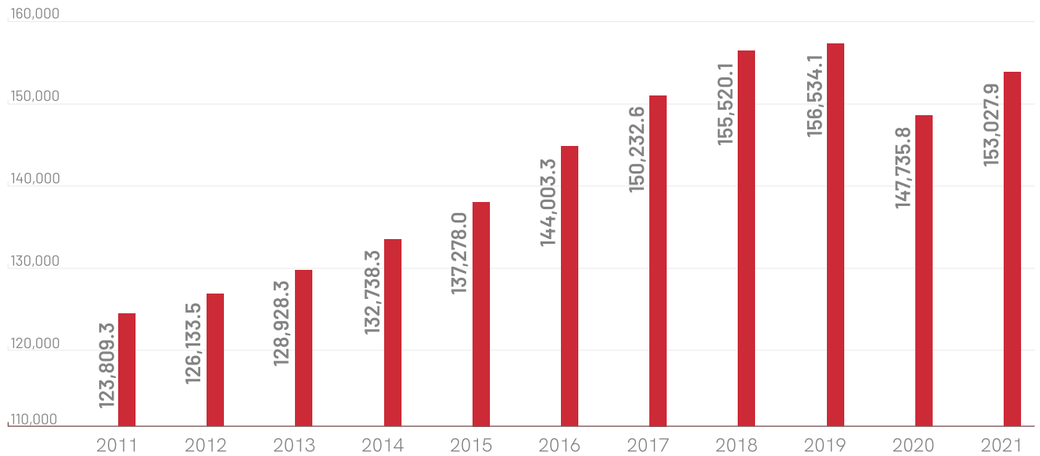


Source: Own elaboration with data from the Ministry of Economy (Foreign Direct Investment), 2023.
Note: Figures are expressed in millions of dollars.
The primary sector includes agriculture, animal husbandry, forestry, fishing and hunting.
Other services include: professional, scientific and technical services; business support, waste management and remediation services; educational services; health and social work services; cultural and sporting entertainment and other recreational services; other services except for governmental activities.
The mining sector was not considered because its value is confidential.

6.4. SERVICES

In 2021, they reached 153,028.9 million pesos, within the entity's GDP. The figure represented 39.4% of the total and 68.1% of the tertiary sector. The figure maintained an annual variation of 3.6%.

GROSS DOMESTIC PRODUCT OF SERVICES IN QUERÉTARO (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE by its spanish abbreviation). 2013 Base), 2023.
Note: Figures are expressed in millions of pesos at constant values.

The average employed population in the sector amounted to 431,447 people during 2022, or 42.1% of the total and 71% within the industry, maintaining an annual variation of 3.3%.

In December of the same year, the Mexican Institute of Social Security (IMSS by its Spanish initials) registered 228,860 people working formally in service activities, 6.7% higher than the number registered in 2021. Of the total, 45.2% were women and 54.8% were men, receiving average salaries of $530.02 for women and $614.48 for men.

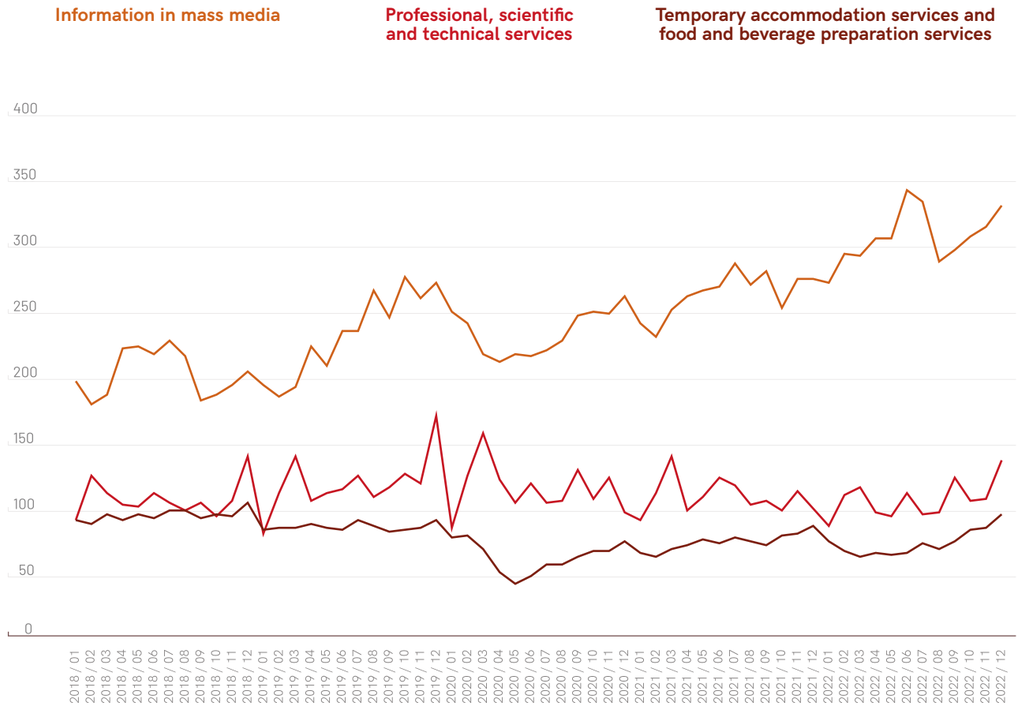
According to the National Statistical Directory of Economic Units (DENUE by its Spanish initials), Querétaro has 44,352 economic units dedicated to the service sector. Of these, 89.7% are microenterprises, a figure that represents 46.9% in the state and 1.8% of establishments dedicated to trade at the national level.

6.4.1 MONTHLY SERVICES SURVEY (EMS BY ITS SPANISH INITIALS)

It is a document that shows the behavior of the main activities of the "Non-Financial Private Services" sector, according to the total income from the supply of goods and services.

During 2022, the indexes of the three subsectors showed positive and negative fluctuations, however, by the end of the year, they displayed growth trends.

INDEX OF TOTAL INCOME FROM THE SUPPLY OF GOODS AND SERVICES IN QUERÉTARO (2018 – 2022)



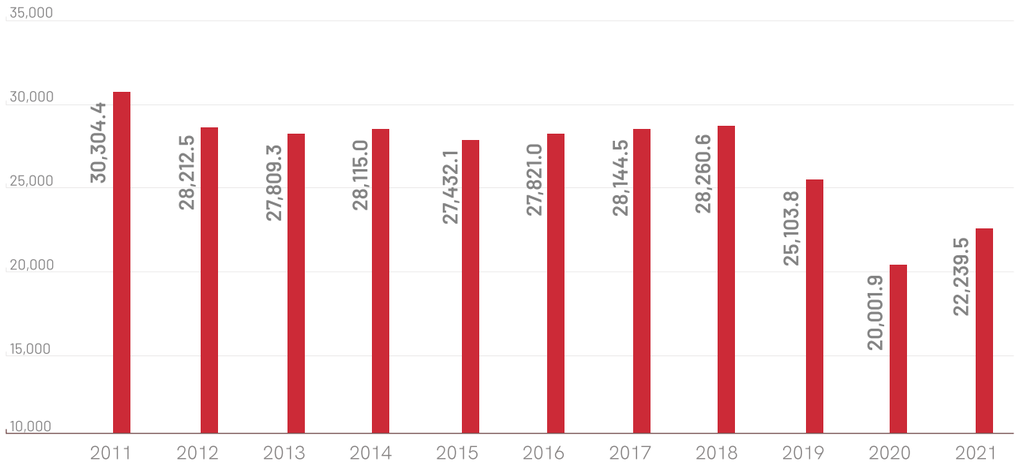
Source: Own elaboration with data from National Institute of Statistics and Geography (Monthly Services Survey. 2013 Base.), 2023.
Note: The index considers private non-financial services: 1) Mass media information; 2) Real estate services and rental of movable and intangible property; 3) Professional, scientific and technical services; 4) Business support services and waste and residue management and remediation services; 5) Educational services; 6) Cultural and sports entertainment services and other recreational services; 7) Temporary accommodation services and food and beverage preparation services, however, only three of them are considered because the information for the rest of them appears as "N/A - not available".

6.4.2. Transportation, post and warehousing services

It includes the economic units dedicated mainly to the transfer of people and cargo. It also comprises specialized services, including those related to the mobilization and storage of goods.

During 2021, these activities contributed 22,239.5 million pesos to Querétaro's GDP, a figure that represented 5.7% of the state total and 2% at the national level. The annual variation was 11.2%.

Gross Domestic Product of the sector* in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE by its spanish abbreviation). 2013 Base), 2023.
Note: Figures are expressed in millions of pesos at constant values.
* Refers to the transportation, post and storage sector.

In December 2022, the IMSS counted 39,552 people working formally in the sector, 10.9% more than in 2021. Of the total, 45.2% were women and 54.8% were men, receiving average salaries of $530.02 for women and $614.48 for men.

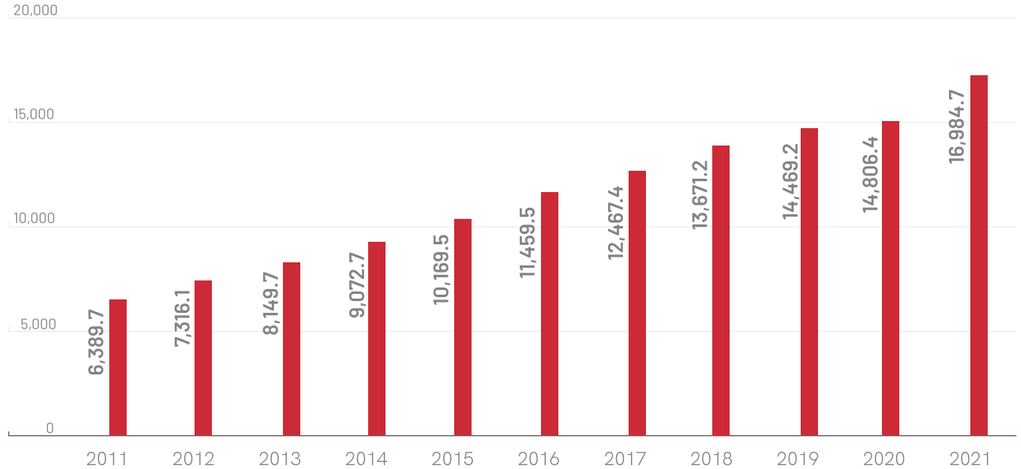
According to the DENUE, Querétaro has 799 active economic units in the sector. Of these, 61% are microenterprises, a figure that represents 0.8% in Mexico and 2% at the national level.

6.4.3. Financial and insurance services

This sector includes economic units dedicated to the regulation of the issuance and circulation of the currency; stock exchange, exchange and financial investment activities; and institutions that provide services related to insurance, bonds, and retirement funds.

During 2021, the sector generated 16,984.7 million pesos of GDP in Querétaro, a figure that represented 4.4% of the state total and 2% at the national level. The annual variation was 14.7%.

Gross Domestic Product of the sector* in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE by its spanish abbreviation). 2013 Base), 2023.
Note: Figures are expressed in millions of pesos at constant values.
* Refers to the insurance and financial services sector.

In December 2022, the IMSS recorded 13,019 people working formally in the sector, 2.1% higher than in 2021. Of the total, 56.5% were women and 43.5% were men, receiving average salaries of $651.01 for women and $829.51 for men.

According to the DENUE, Querétaro has 2,284 active economic units in the sector. Of these, 89.8% are microenterprises, a figure that represents 2.4% in the state and 2.2% at the national level.

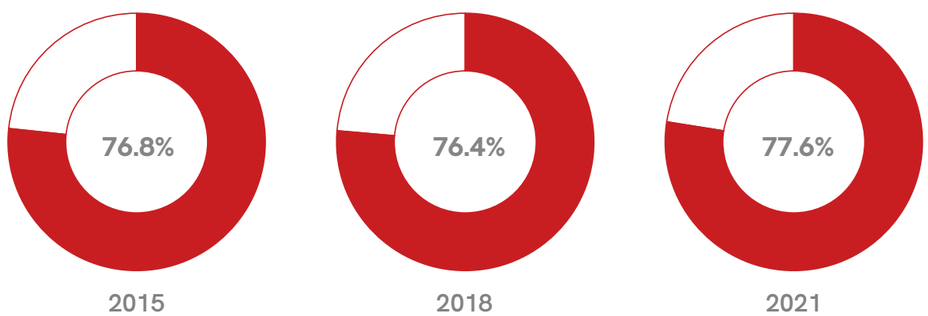


Financial Inclusion

Promotes access to and use of the sector's services, in order to generate social and economic benefits for the population, such as solving unexpected events or monetary impacts, taking advantage of opportunities and investing in assets.

According to the National Financial Inclusion Survey 2021, published by the National Banking and Securities Commission (CNBV by its Spanish initials), in Mexico, 77.6% of the population owns or has owned at least one formal financial product. In the western and Bajío region (which includes Querétaro), the figure is 76.8%.

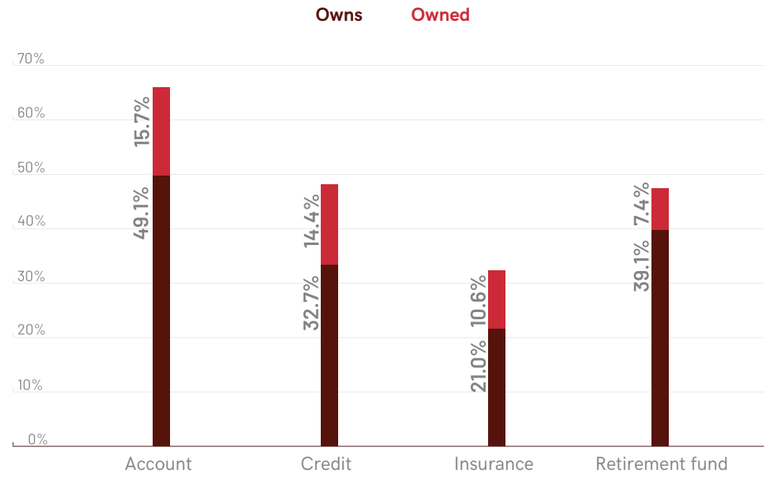
Percentage of the population* that owns or has owned at least one financial product in México (2015 – 2021)



Source: Own elaboration with data from the National Financial Inclusion Survey 2021, 2023.
Note: * Population aged 18 to 70.

The same survey revealed that, at the national level, the most popular financial product was the account, reaching 64.8% of the population between 18 and 70 years of age.

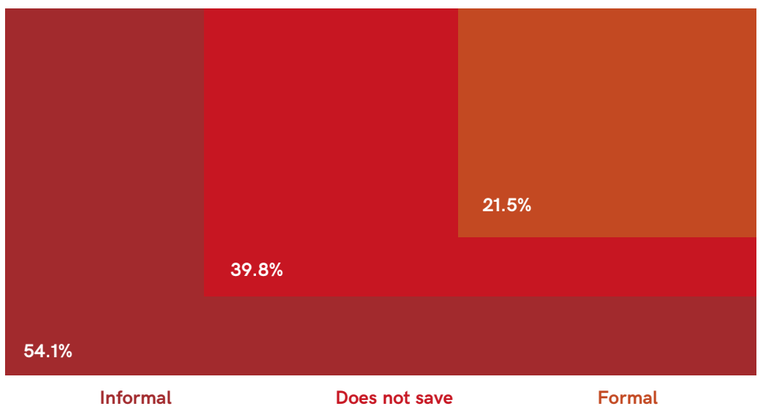
Access to financial products in México (2021)



Source: Own elaboration with data from the National Financial Inclusion Survey 2021, 2023.

During 2021, at the national level, there was an increase in the degree of savings of individuals, however, the largest amount (54.1%) occurred informally.

Savings methods in Mexico's population* (2021)



Source: Own elaboration with data from the National Financial Inclusion Survey 2021, 2023.
Note: * Population aged 18 to 70.

Financial infrastructure in Querétaro

Financial inclusion is possible thanks to the presence of various access points that facilitate the population's access to different economic instruments.

Total access channels and state participation (third quarter of 2022)

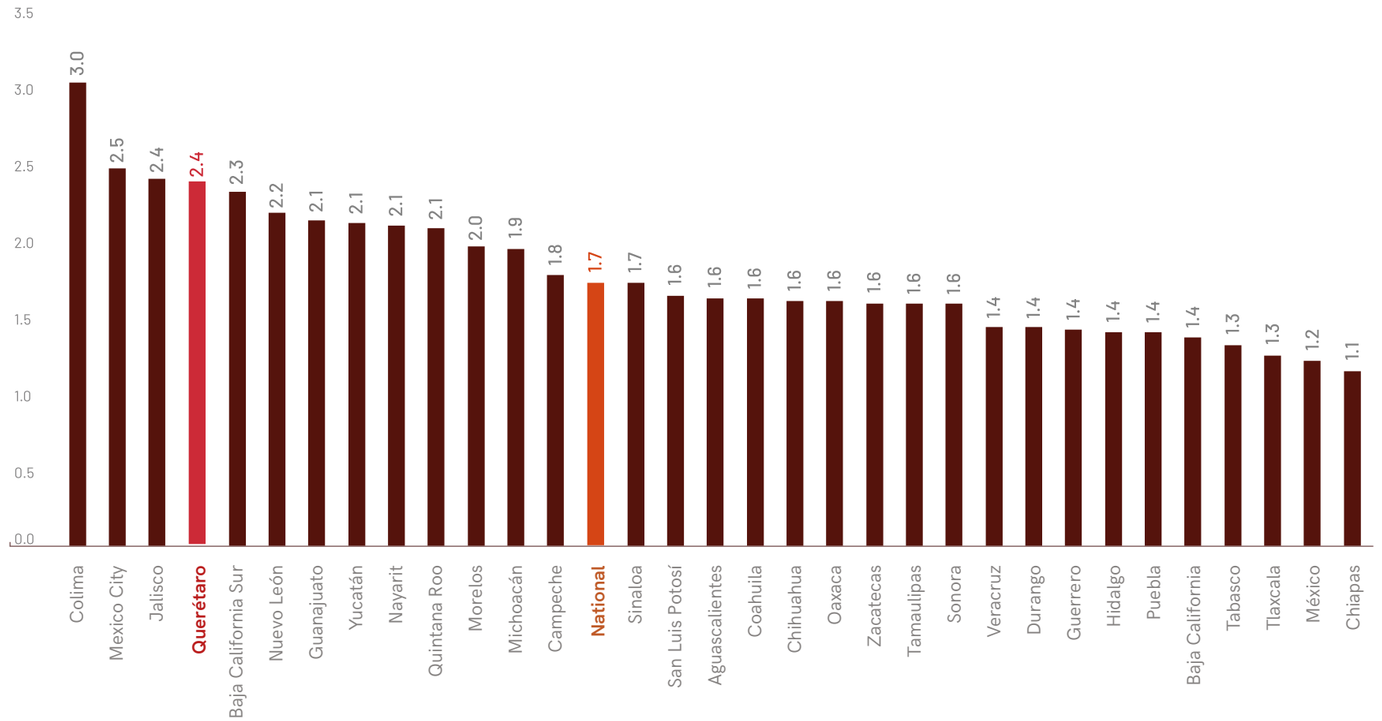
Access points	Nationwide	Querétaro	State participation
Total branches	16,631	414	2.5%
Correspondents	49,664	1,040	2.1%
ATMs	62,487	1,422	2.3%
Point-of-sale terminals	1,191,383	27,377	2.3%
Establishments with POS[1]	683,153	19,642	2.9%

Source: Own elaboration with data from the National Banking and Securities Commission, 2023.
Note: 1 POS stands for "Point of Sale Terminal".



At the end of the third quarter of 2022, Querétaro had 2.4 financial branches per 10,000 adults, placing it as the fourth entity with the highest number of financial branches available.

Financial branches per 10,000 adults per state (third quarter of 2022)



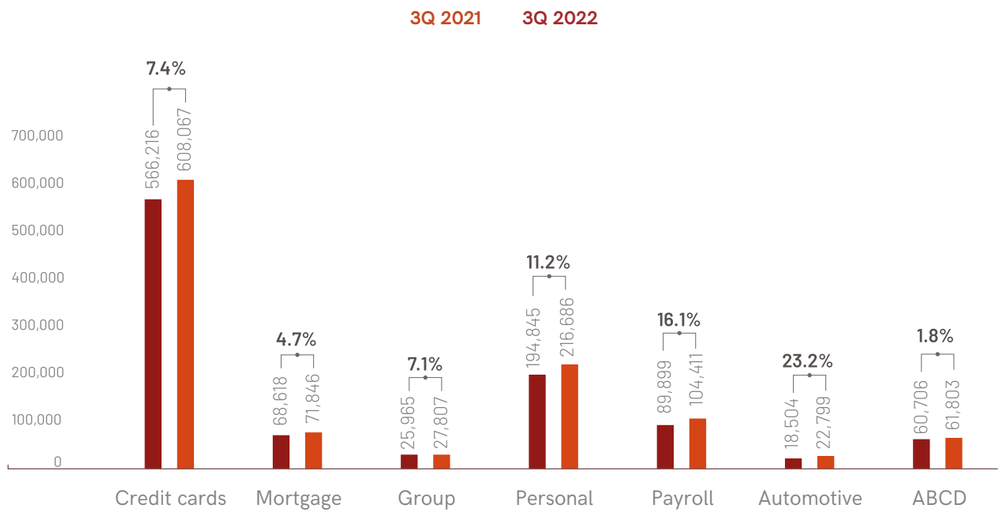
Source: Own elaboration with data from the National Banking and Securities Commission, 2023.

Of the 414 financial branches located in Querétaro, 56.3% were Commercial Banks, 28.3% were Savings and Loan Cooperatives, 11.4% were Popular Financial Companies and 4.1% were Development Banks.

Loan agreements and transaction flow in Querétaro

At the end of the third quarter of 2022, Querétaro registered 1,113,419 loan agreements, a figure 8.7% higher than in the same period of 2021. Credit cards were the most used by the state population, accounting for 54.6%.

Agreements by type of loan (third quarter of 2021 – 2022)

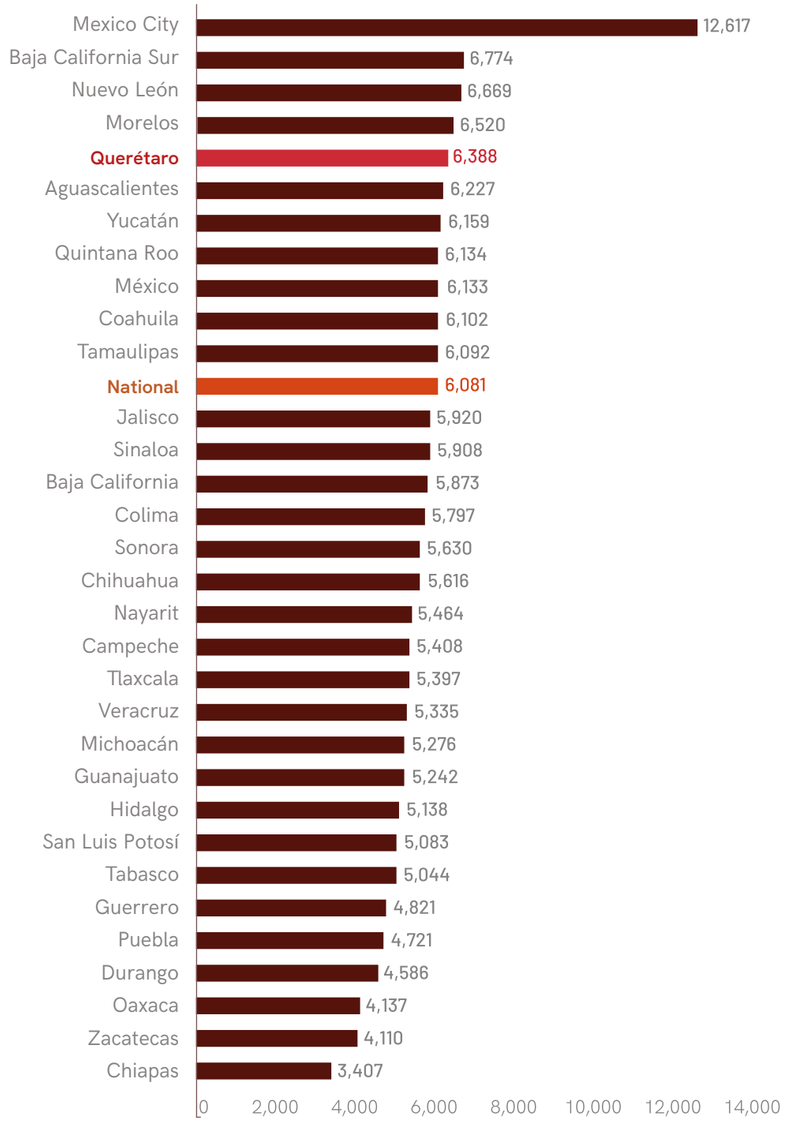


Source: Own elaboration with data from the National Banking and Securities Commission, 2023.
Note: "3Q" third quarter



At the end of the third quarter of 2022, Querétaro had 6,388 loan agreements per 10,000 inhabitants, an amount with which it earned the fifth position at the national level.

Loan agreements per 10,000 inhabitants by state
(third quarter of 2022)



Source: Own elaboration with data from the National Banking and Securities Commission, 2023.

Mobile Banking

It is an instrument that allows the incorporation of more segments of the population, offering them more accessible channels and points of service, thanks to the reduction of operational and transaction costs, such as travel time to branches.

At the end of the third quarter of 2022, agreements in the entity using mobile banking increased 13.7% compared to the same period in 2021. Agreements of this type in Mexico totaled 70,561,949, of which 1,182,350 were executed in Querétaro, representing 1.7% of the total.

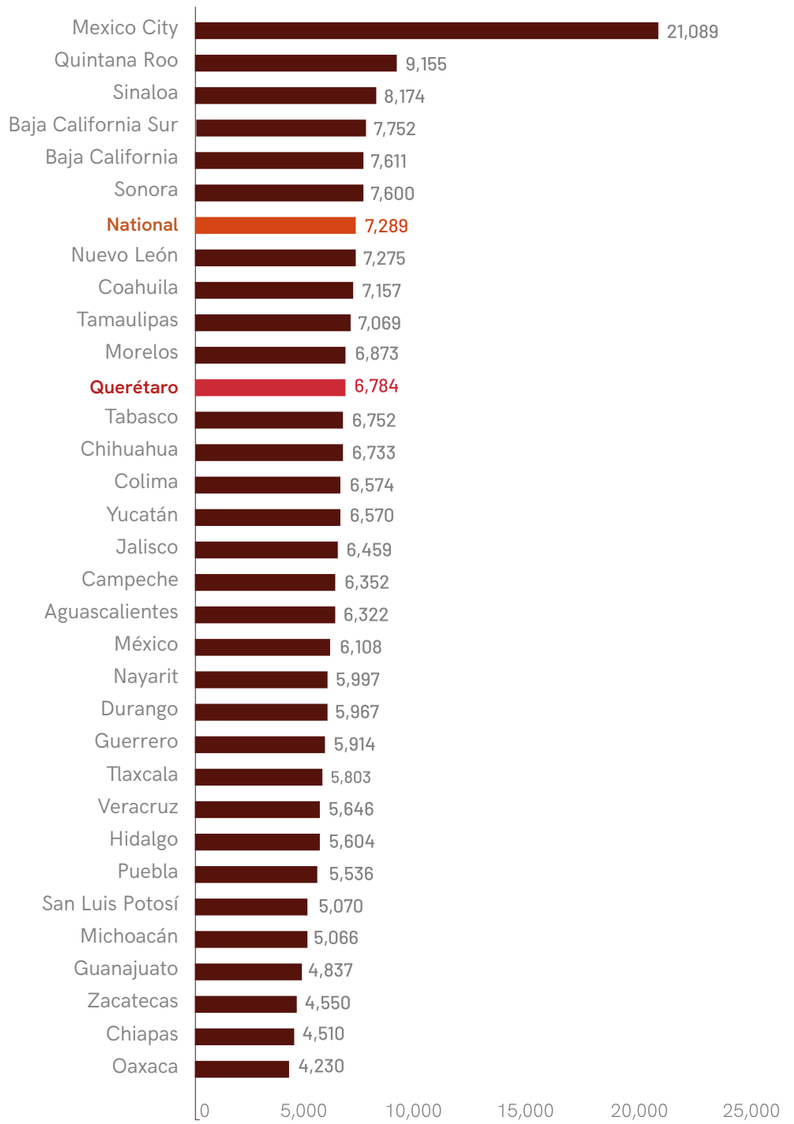
During the same period, Querétaro registered 6,784 agreements using mobile banking per 10,000 inhabitants, ranking 11th with the highest number of agreements nationwide.

Agreements using mobile banking by municipality
(third quarter 2021 – 2022)

Municipality	3Q 2021	3Q 2022	Var. %	Distribution
Amealco de Bonfil	13,271	16,211	22.2%	1.4%
Pinal de Amoles	1,883	2,714	44.1%	0.2%
Arroyo Seco	1,273	2,030	59.5%	0.2%
Cadereyta de Montes	15,891	19,682	23.9%	1.7%
Colón	10,829	14,422	33.2%	1.2%
Corregidora	55,737	70,062	25.7%	5.9%
Ezequiel Montes	14,293	17,201	20.3%	1.5%
Huimilpan	4,447	5,730	28.9%	0.5%
Jalpan de Serra	8,705	11,469	31.8%	1.0%
Landa de Matamoros	2,119	3,122	47.3%	0.3%
El Marqués	49,325	65,150	32.1%	5.5%
Pedro Escobedo	15,926	21,332	33.9%	1.8%
Peñamiller	1,586	2,348	48.0%	0.2%
Querétaro	698,146	753,665	8.0%	63.7%
San Joaquín	853	1,161	36.1%	0.1%
San Juan del Río	119,608	145,268	21.5%	12.3%
Tequisquiapan	22,065	26,307	19.2%	2.2%
Tolimán	3,564	4,476	25.6%	0.4%
Total	**1,039,521**	**1,182,350**	**13.7%**	**100.0%**

Source: Own elaboration with data from the National Banking and Securities Commission, 2023.

Agreements using mobile banking per 10,000 inhabitants by state
(third quarter of 2022)



Source: Own elaboration with data from the National Banking and Securities Commission, 2023.

Development banking

These are agencies of the Federal Public Administration whose main objective is to facilitate access to savings and financing in order to promote economic growth and social welfare.

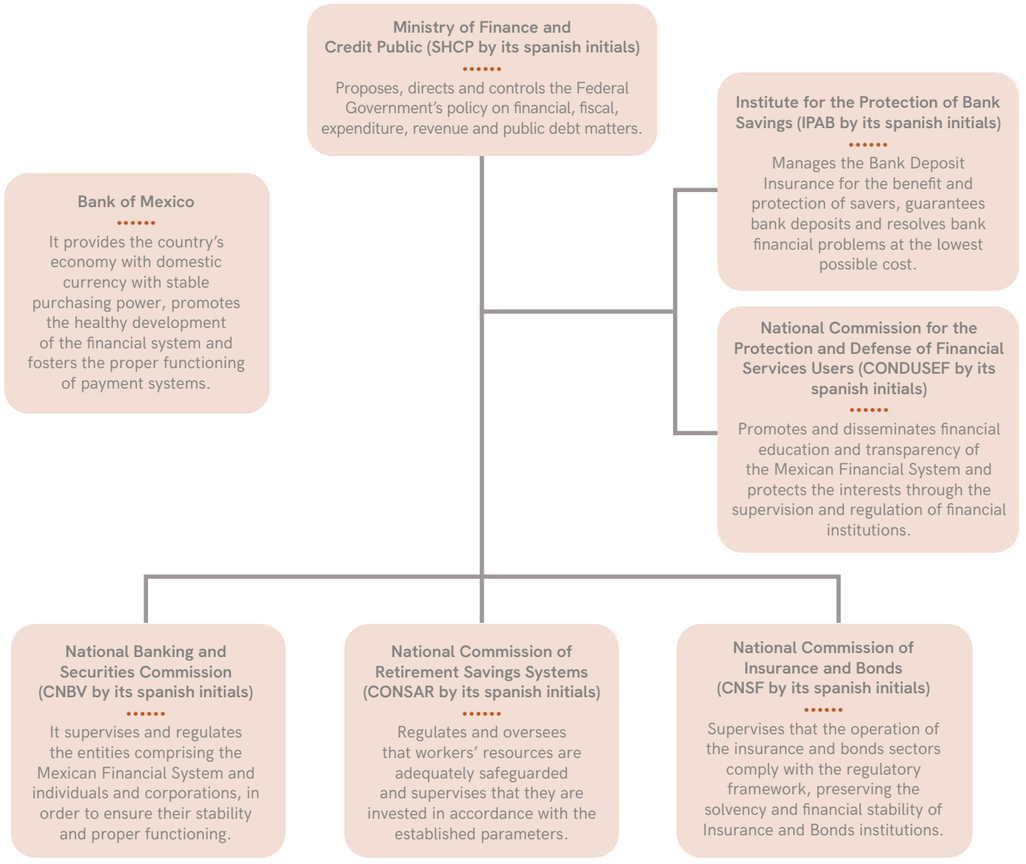
Development Banking Institutions

Entity	Objective
National Agricultural, Livestock, Rural, Forestry and Fishing Development Finance (FND by its spanish initials)	Increase financing for any economic activity carried out in rural populations.
National Bank for Foreign Trade (BANCOMEXT by its spanish)	To contribute to the development and generation of employment in México through foreign trade financing.
National Bank for Public Works and Services (BANOBRAS by its spanish initials)	Contribute to the sustainable development of the country by promoting investment in infrastructure and public services and the financial and institutional strengthening of subnational entities.
National Bank of the Army, Air Force and Navy (BANJERCITO by its spanish initials)	To provide banking and credit services to members of the Mexican Army, Air Force and Navy and to the general public.
National Financing (NAFIN by its spanish initials)	To contribute to the economic development of the country by facilitating access to financing and other business development services for MSMEs, entrepreneurs and priority investment projects.
Federal Mortgage Company (SHF by its spanish initials)	Promote the development of primary and secondary housing markets through guarantees or various financial instruments for the construction, acquisition and improvement of housing.
Rural Sector Capitalization and Investment Fund (FOCIR by its spanish initials)	To support and complement the economic capacity of rural producers and their economic organizations, through investments that trigger projects of high potential and social benefit.
Trust Funds of Institutions related to Agriculture (FIRA by its spanish initials)	Facilitate access to loans through credit operations and discounts, as well as the granting of loan guarantees for projects related to rural activities.
Welfare Bank	To promote and facilitate savings among Mexicans, inside and outside the country, as well as access to first and second-tier financing in an equitable manner, promoting financial inclusion.

Source: Own elaboration with data from the above institutions, 2023.

Mexican Financial System

It is the group of institutions that are responsible for organizing the national economy through regulated, supervised, solid and stable finances, which generate favorable supply and demand conditions, promoting the optimal allocation of resources among savers, debtors and investors. Each of the institutions has its own particular objectives:



According to the Financial Stability Report published by the Bank of Mexico, during the second half of 2022, the Mexican Financial System faced a complex and uncertain environment, however, it remained solid and resilient.

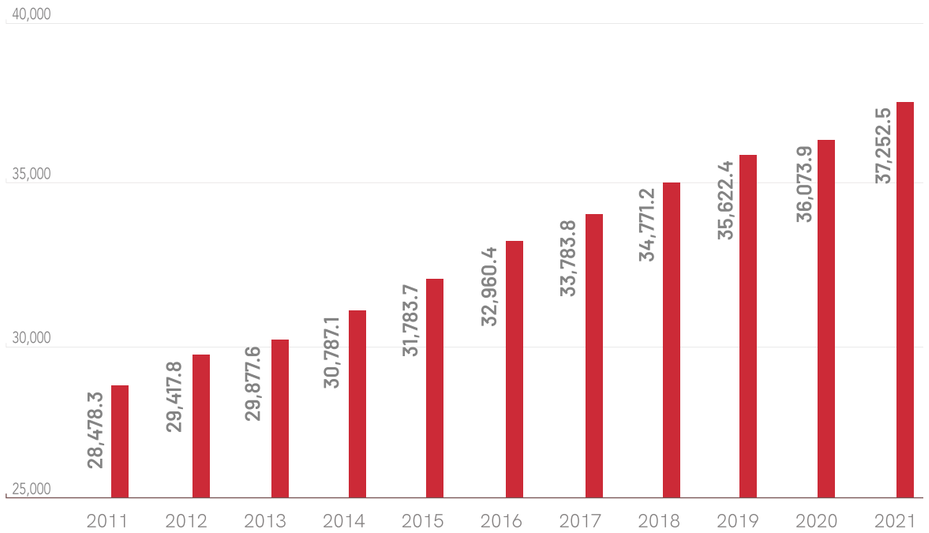
The foregoing was due to the fact that the financial authorities continued to work on the continuous improvement of the regulatory framework and the adoption of international standards and best practices. The work carried out by the National Banking and Securities Commission and the Bank of Mexico in the areas of loan and market risk, the financial safety net, and the fixed-income and repo markets were particularly noteworthy.

6.4.4. Real estate and rental services

It includes not only real estate economic units, but also those dedicated to the rental of personal property and intangible assets.

In 2021, financial and insurance services contributed 37,252.5 million pesos to the state GDP, representing 9.6% of the total and 1.8% at the national level. The figure maintained an annual variation of 3.3%.

Gross Domestic Product of the sector* in Querétaro (2011 – 2021)



Source: Own elaboration with data from the National Institute of Statistics and Geography (GDP by State (PIBE by its spanish abbreviation). 2013 Base), 2023.
Note: Figures are expressed in millions of pesos at constant values.
* Refers to the real estate services sector and the rental of movable and intangible assets.

In December 2022, the IMSS counted 13,019 people working formally in the sector. Of the total, 35.9% were women and 64.1% men, receiving average salaries of $376.55 for women and $364.93 for men.

According to the DENUE, Querétaro has 1,486 economic units dedicated to this sector. Of these, 92.1% are microenterprises, a figure that represents 1.6% in the state and 2.1% at the national level.

Registry of agents and real estate companies

Released on December 6, 2016 in La Sombra de Arteaga (official newspaper of the Government of the State of Querétaro), it regulates and establishes the bases for the certification and updating of real estate agents and companies and their registration in the entity.

Licenses and permits granted (2017 – 2022)

Year	Licenses granted to real estate agents	Permits granted to real estate companies
2017	157	6
2018	542	23
2019	507	5
2020	133	10
2021	209	8
2022	14	3

Source: Elaborated by the Ministry of Urban Development and Public Works, 2023.

As part of the continuous improvement activities in the entity, in 2022, training courses on urban development were held in three municipalities.

Training courses (2022)

Municipalities	Hours
Amealco de Bonfil	9
San Juan del Río	4
Tequisquiapan	4
Total	**17**

Source: Elaborated by the Ministry of Urban Development and Public Works, 2023.

6.5. MICRO, SMALL AND MEDIUM-SIZED ENTERPRISES (MSMES)

International environment

According to the United Nations Conference on Trade and Development, MSMEs represent 90% of all economic units, generate between 60 and 70% of all sources of employment, and contribute 50% of the world's GDP.

The body highlights the key role that MSMEs play in the face of global conflicts that affect prices and supplies of food; energy; fertilizers; and that disrupt supply chains and trade linkages. These types of businesses support local and national economies, sustaining the livelihoods of mainly vulnerable populations.

For this reason, it is necessary for policy makers to remove the barriers faced by MSMEs, improving the business environment and access to financing, markets and technology in this trying situation.

According to the International Trade Center's (ITC) *SME Competitiveness Outlook 2022*, nine out of 10 companies in the services sector have fewer than 100 employees, while in the manufacturing sector this figure is eight out of 10, globally.

In the services sector, 16% of SMEs export, while in the manufacturing sector the figure amounts to 28%.

Classification criteria for MSMEs in Mexico

In Mexico, companies are classified in accordance with the provisions of the *Law for the Development of the Competitiveness of Micro, Small and Medium Enterprises* and the *Agreement establishing the stratification of Micro, Small and Medium Enterprises*. For the stratification of *MSMEs*, this *Law* only considers the number of workers.

Stratification of enterprises in Mexico according to the Law

Size	Sector		
	Industry	Trade	Services
Micro	De 0 a 10	De 0 a 10	De 0 a 10
Small	De 11 a 50	De 11 a 30	De 11 a 50
Medium	De 51 a 250	De 31 a 100	De 51 a 100

Source: Own elaboration with data from the Official Federal Gazette, (last reform published on august 13, 2019. Law for the Development of Competitiveness of Micro, Small and Medium-Sized Enterprises, 2023.

The *Agreement*, for its part, establishes the stratification both by number of employees and the amount of annual sales and the combined maximum limit, that is, *"combined maximum limit = (Workers) X 10% + (Annual Sales) X 90%"*.

Stratification of enterprises in Mexico, according to the Agreement

Size	Sector	Number of employees	Range of annual sales amount (million pesos)	Combined maximum limit
Micro	All	0 - 10 people	Up to $4.00	4.6
Small	Trade	11 - 30 people	From $4.01 to $100.00	93
	Industry and Services	11 - 50 people		95
Medium	Trade	31 - 100 people	From $100.01 to $250.00	235
	Services	51 - 100 people		
	Industry	51 - 250 people		250

Source: Own elaboration with data from the Official Federal Gazette (june 30, 2009). Agreement establishing the stratification of micro, small and medium-sized enterprises.

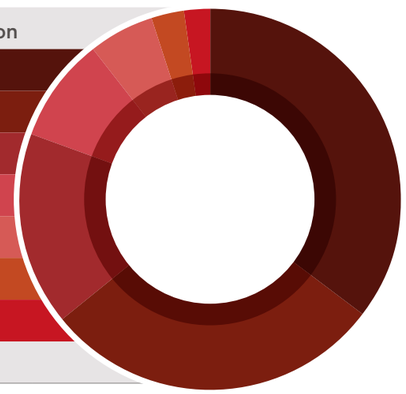
National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises (ENAPROCE by its Spanish acronym)

In 2018, the document counted 4,169,677 MSMEs nationwide, 97.3% of them microenterprises and 2.7% small and medium-sized enterprises. Total sales amounted to 3,299,727.3 million pesos.

On the other hand, when questioned about the shortcomings of hired personnel, the main factors mentioned were discipline and initiative.

Main shortcomings reported by SMEs (2018)

Main shortcoming	Distribution
Discipline	35.5%
Analytical skills	8.8%
Initiative	28.9%
Ability to solve problems	16.3%
Educational quality	5.7%
Can't find people with the necessary studies	2.7%
Another	2.1%
Total	100%



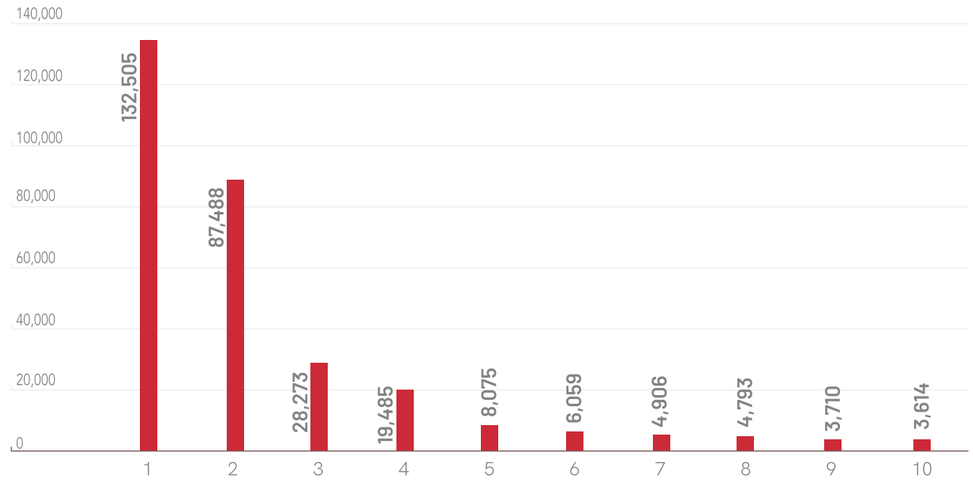
Source: Own elaboration with data from the National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises 2018, 2023.

In 2016, 15.2% of registered MSMEs trained their personnel with internal or external instructors; in 2017, the figure rose to just 15.3%. In both periods, 90.4% of them were classified as microenterprises.

Through financing sources, companies obtain additional resources to generate further development. In 2017, only 8% of these availed of the aid, distributed in turn into 92.2% microenterprises and 7.8% SMEs.

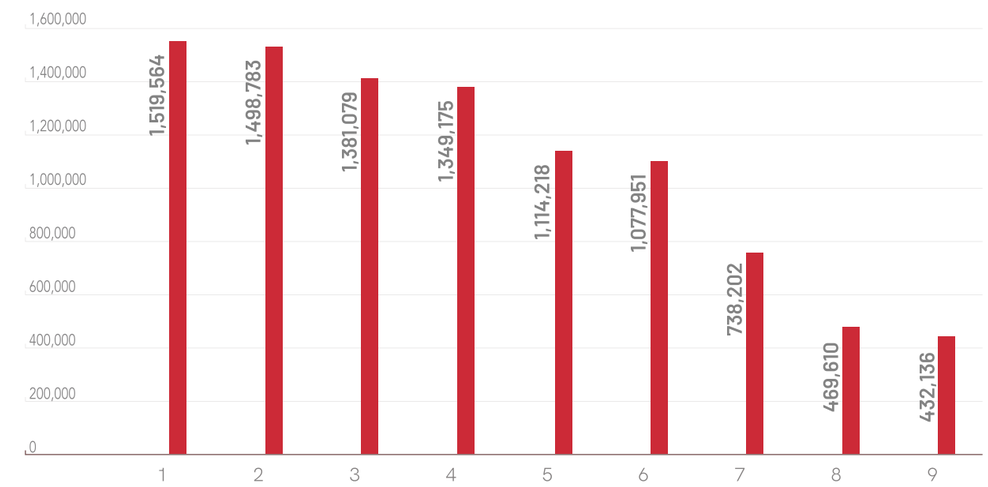
Historically, MSMEs have faced complicated scenarios that limit their development and permanence in the market. Addressing their problems has become a fundamental objective for governments and economic policy makers. For 36.4% of the enterprises, one of the most pressing difficulties is the cost of energy and telecommunications.

Number of enterprises according to access to sources of financing (2017)



Source: Own elaboration with data from the National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises 2018, 2023.
Note: The numbering refers to the sources of financing: 1) Commercial banking; 2) Credit to suppliers; 3) Own resources and reinvested earnings; 4) Non-bank financial institutions; 5) Correspondence to credit cards; 6) Resources from private investors; 7) Loans from family and friends; 8) Private lenders; 9) Development banking; and 10) Others.

Problems that enterprises reported as the most important (2017)



Source: Own elaboration with data from the National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises 2018, 2023.
Note: The numbering refers to the problems reported: 1) Energy and telecommunications costs; 2) High and complex taxes; 3) Public safety problems; 4) Competition from informal enterprises; 5) Lack of credit; 6) Low demand for their products; 7) Problems finding suitable people; 8) Excessive governmental procedures; and 9) Low quality of raw materials, labor and infrastructure.
The sum of the columns exceeds the number of enterprises registered due to the fact that the enterprises reported the three most important problems.





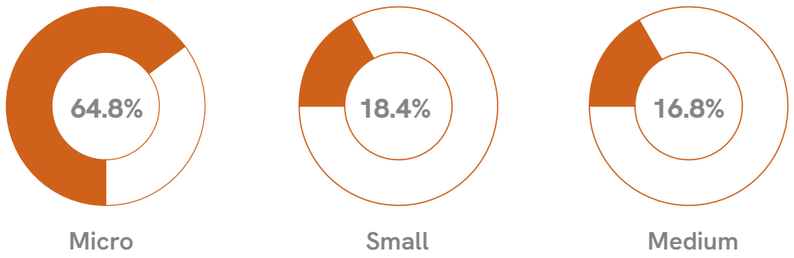




Employed population

According to the National Occupation and Employment Survey (ENOE by its Spanish initials), during 2022, Querétaro's employed population averaged 1,024,235 people, of which 59.9% worked in MSMEs, distributed in 38.2% women and 61.8% men. The annual variation of the index was 4%, with the highest growth during the first quarter of the year, at 7.7%.

Distribution of the population employed in MSMEs in Querétaro (2022)



Source: Own elaboration with data from the National Occupation and Employment Survey, 2023.

Labor Market

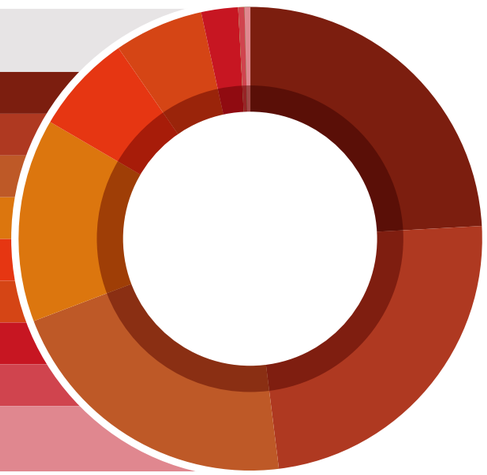
The IMSS classifies establishments according to the size of the employer's registry; in the case of MSMEs, the figure includes between 1 and 250 workers.

In December 2022, 357,288 people worked in this category, 37.5% women and 62.5% men, receiving average salaries of $393.15 and $448.95, respectively.

The largest number of jobs is concentrated in the business, personal and home services, processing industries and trade sectors.

Distribution of jobs in MSMEs by sector in Querétaro (December 2022)

Sector	Var. % (2022 - 2021)	Distribution
Services for companies, individuals and households	3.3%	24.1%
Processing industries	4.9%	23.9%
Trade	1.6%	21.2%
Construction industry	8.9%	14.2%
Transportation and communications	5.4%	7.0%
Social and community services	4.5%	6.2%
Agriculture, livestock, forestry, fishing, and hunting	-10.5%	2.6%
Extractive industries	3.7%	0.4%
Electric power industry and drinking water collection and supply	-10.1%	0.4%



Source: Own elaboration with data from the Mexican Social Security Institute, 2023.

Economic units

The DENUE has 94,521 companies registered in Querétaro, of which 99.1% are MSMEs. Of these, 46.4% are in the service sector and 43.3% in the commerce sector.

Establishments by sector in Querétaro

Activity	Sector	Establishments	Number of establishments by activity
Primary	Agriculture	52	52
Secondary	Mining	122	9,058
	Generation, transmission and distribution of electricity, water and gas to the end consumer through ducts	90	
	Construction	644	
	Manufacturing industries	8,202	
Tertiary	Wholesale trade	3,898	85,411
	Retail trade	37,161	
	Transportation, post and storage	799	
	Information in mass media	378	
	Financial and insurance services	2,284	
	Real estate services and rental of movable and intangible assets	1,486	
	Professional, scientific and technical services	2,544	
	Corporate	14	
	Business support services and waste management and remediation services	1,668	
	Educational services	2,361	
	Health services and social assistance	4,985	
	Recreational, cultural and other leisure services	944	
	Temporary accommodation services and food and beverage preparation services	13,090	
	Other services, except governmental activities	12,889	
	Legislative, governmental, law enforcement and extraterritorial international organization activities	910	
Total		**94,521**	

Source: Own elaboration with data from the National Statistical Directory of Economic Units, 2023.



Foto: www.facebook.com/SEDESUQro

During 2022, micro establishments decreased by 14 units, while small and medium-sized establishments increased by 85 and 103, respectively.

Establishments according to the stratification of the Law for the Development of Competitiveness of Micro, Small and Medium Enterprises

Establishment size	Number of establishments				Participation by size of establishment
	Industry	Trade	Services	Total	
Micro	7,329	39,032	39,786	86,147	91.1%
Small	1,069	1,469	3,638	6,176	6.5%
Medium	480	432	457	1,369	1.4%
Large	232	126	471	829	0.9%
Total	**9,110**	**41,059**	**44,352**	**94,521**	**100%**

Source: Own elaboration with data from the National Statistical Directory of Economic Units, 2023.
Note: Agricultural activities were considered in the industry category.

MSMEs represent more than 97% of the total number of establishments in the entity's municipalities. The demarcation of Querétaro concentrates 53.9%, followed by San Juan del Río with 13.8%, and Corregidora with 6.7%.

MSMEs by municipality in Querétaro

Municipality	Number of MSMEs	Sector with the largest number of MSMEs
Amealco	1,534	Trade
Arroyo Seco	174	Services
Cadereyta	2,017	Trade
Colón	1,128	Trade
Corregidora	6,359	Services
El Marqués	4,478	Trade
Ezequiel Montes	2,863	Trade
Huimilpan	572	Trade
Jalpan	1,274	Trade
Landa de Matamoros	171	Services
Pedro Escobedo	2,951	Trade
Peñamiller	183	Trade
Pinal de Amoles	295	Trade
Querétaro	50,954	Services
San Joaquín	354	Trade
San Juan del Río	13,051	Services
Tequisquiapan	4,603	Trade
Tolimán	731	Trade

Source: Own elaboration with data from the National Statistical Directory of Economic Units, 2023.

6.6. SUPPORT AND PROMOTION OF ENTERPRISES

The World Bank recognizes the important role that MSMEs play in the economy, representing close to 90% of establishments worldwide and fostering economic development and job creation in countries.

Despite their important role, MSMEs are highly vulnerable to economic instability, hence the urgency of implementing policies to mitigate financial disruptions and ensure their permanence in the markets.

6.6.1. Directorate of Support to SMEs

It is an organ of the Ministry of Sustainable Development (SEDESU by its Spanish acronym) focused on strengthening the competitiveness of Querétaro's MSMEs, through supplier development strategies for the internationalization of business, facilitating tools that promote the creation, consolidation and linkage.

In order to meet the aforementioned objectives, the organ makes support programs available to the public. Among those highlighted during 2022 were:

Competitiveness Program

It offers comprehensive assistance to entrepreneurs in order to raise their productivity and competitiveness through support in training, consulting and advice. There were 22 projects promoted in 2022, benefiting 211 people.

Economic Promotion Program of the State of Querétaro (Guarantee Fund)

Enables financing to MSMEs in Querétaro's strategic sectors through a program in which the government provides the guarantee to back the credit granted by commercial banks. In the period from 2019 to 2022, 887 credits were granted, 465 credits of them in the last year.

Business Merit Award

Its purpose is to annually recognize those organizations, enterprises and institutions that have stood out throughout the year for promoting competitiveness, participation in foreign trade, corporate social responsibility, sustainability and the environment, as well as research and technological development.

Categories, organizers and winners (2022)

Category	Organizer	Winner
Competitiveness	National Chamber of the Transformation Industry (CANACINTRA by its spanish initials)	Deserted (no winner, given no one met the required score)
Foreign trade	Asociación de Industria de Exportación de Querétaro A.C (INDEX by its spanish initials), Querétaro campus	Hitachi Astemo México S.A. de C.V.
Social responsibility	Monterrey Institute of Technology and Higher Education, Querétaro Campus	BRP Querétaro S.A. de C.V.
Science and technology	Council of Science and Technology of the State of Querétaro (CONCYTEQ by its spanish initials)	Centro de Investigación y Desarrollo Tecnológico en Electroquímica, S.C. (CIDETEQ by its spanish initials)
Sustainability and environmental responsibility	Monterrey Institute of Technology and Higher Education, Querétaro Campus	Eaton Controls S. de R.L. de C.V.

Source: Own elaboration with data from the Directorate of Support to SMEs, 2023.

Additionally, 3 special awards are granted:

Awards by category (2022)

Businessman of the year	Executive of the year	Entrepreneur of the year
Lorena Jiménez Salcedo — President of the Board of Directors Agacel Agregadis y Asfaltos S.A. de C.V.	Luis Felipe Rivas Villanueva — Chief Executive Officer Terminal Logistics S.A. de C.V.	Salvador Pérez Guerrero — Co-founder and Technology Director of Batech IA & Blockchain S.A. de C.V.

Source: Prepared by the SME Directorate, 2023.

Disexport Program

Through this program, students of the last semesters of the Graphic Design and Industrial Design degrees of the Universidad del Valle de México (UVM), Querétaro Campus, are involved in the development of logos, packaging or labels for the products of MSMEs of Querétaro. In 2022, 28 companies were benefited.

Courses and forums

Conferences, courses and virtual workshops were organized in order to train micro, small and medium-sized entrepreneurs in the areas of foreign trade, sales, information technologies, intellectual property and administration, among others, involving 926 people. In addition, two logistics forums were held, bringing together 687 attendees.

Program for the professionalization of enterprises (PRO-EMPRESA)

The support is provided through a partial reimbursement that SEDESU grants to SMEs to increase their competitive situation and meet the requirements demanded by large purchasing companies.

40 requests for reimbursement support for certifications, barcode, nutritional table, website, etc. were met.

Business meetings

The Government of Querétaro organizes meetings aimed at the trade, services and agribusiness sectors to enable companies in the state to join supply chains and increase or diversify their sales.

In 2022, three business meetings were held between national and state buyers, as well as suppliers from Querétaro, with the participation of 103 buying companies that had 1,612 business appointments. The participation of the tourism sector, suppliers of the Querétaro State Government sector and large automotive companies stood out.

6.7. DIRECTORY OF CHAMBERS AND ASSOCIATIONS OF THE SECTOR

They are institutions of great importance in the state, since they promote and represent the activities of the different industry fronts, and collaborate with the government to promote development and economic growth as a whole.

The following table provides information on the chambers and associations related to the tertiary sector in Querétaro:

AERI
Industrial Relations Executives Association
Av. Antea No. 1130 Int. 1610, Level, Juriquilla, Querétaro, Qro. C.P. 76230
T. 442 644 0235
www.aeri.com.mx

AMIQRO
Querétaro Association of Industrial MSMEs
Calle Agustín Melgar No. 35. Colonia Niños Héroes. Querétaro, Qro. C.P. 76010
T. 442 448 0367
www.amiqro.com

AMPI QRO
Mexican Association of Real Estate Professionals of the State of Querétaro
Calle Senda de la Inspiración No. 6, local 11. Colonia Milenio III. Querétaro, Qro. C.P. 76060
T. 442 790 0916
www.ampiseccionqueretaro.com

AQH
Querétaro Association of Hoteliers
T. 442 248 5303
www.aqh.org.mx

CMIC QRO
Mexican Chamber of the Construction Industry, Querétaro Division
Calle Río Yaqui No. 101. Colonia Lomas de San Pablo. Querétaro, Qro. C.P. 76125
T. 442 220 6408
www.cmicqro.org

CANACOPE QRO
National Chamber of Small Trade of Querétaro
Calzada de los Arcos No. 160. Colonia Loma Dorada. Querétaro, Qro. C.P. 76060
T. 442 223 2803
www.canacope.mx

CANACO QRO
National Chamber of Trade, Services and Tourism of Querétaro
Av. Luis Vega y Monroy No. 405. Colonia Quinta Balaustradas. Querétaro, Qro. C.P. 76079
T. 442 537 5301
www.concanaco.com.mx

CANACO SJR
San Juan del Río National Chamber of Trade, Services and Tourism
Francisco Javier Mina No. 72, Col. Centro, San Juan del Río, Qro, C.P. 76800
T. 427 129 9995

CNEC QRO
National Chamber of Consulting Firms in Querétaro
T. 55 9000 0522
www.cnec.org.mx

CANADEVI QRO
National Chamber of the Housing Development and Promotion Industry, Querétaro Division
Manuel Gómez Morín No. 3970 Int.200, Centro Sur, 76090, Querétaro, Qro.
T. 442 595 3243
www.canadevi.com.mx

CANIRAC QRO
National Chamber of Restaurants and Seasoned Food Industry of the State of Querétaro
Av. Luis Vega y Monroy No. 405. Colonia Quinta Balaustradas. Querétaro, Qro. C.P. 76079
T. 442 109 3093
www.caniracqueretaro.org

CANACINTRA QRO
National Chamber of the Transformation Industry, Querétaro Division
Av. 5 de February No. 308 Nte. Parque Industrial Jurica. Querétaro, Qro. C.P. 76120
T. 442 108 9650
www.canacintraqro.org.mx

CANACINTRA SJR
National Chamber of the Transformation Industry, Querétaro Division
Eje Nte Sur esq. Ote 6, Nuevo Parque Industrial San Juan del Río, Qro.
T. 427 101 1003
www.canacintrasjr.org.mx/

CIQ
Querétaro Industrial Club
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.
Association of Public Brokers of the State of Querétaro
Av. Ignacio Zaragoza No. 330 Pte. Colonia Niños Héroes. Querétaro, Qro. C.P. 76010
T. 442 215 1825 / 442 215 1829
www.corredorespublicosmx.org

COPARMEX QRO
Querétaro State Business Center
Av. Fray Luis de León No. 1501. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76090
T. 442 248 2150
www.coparmexqro.org

COMCE QRO
Mexican Business Council for Foreign Trade, Investment and Technology
Circuito el Marqués Sur No. 1-A, Parque Industrial El Marqués, 76246, El Colorado, Querétaro
T. 427 152 0237
www.comcequeretaro.org.mx

FECAPEQ
Federation of Professional Associations and Colleges of the State of Querétaro
Calle Estadio No. 114. Fraccionamiento Centro Sur. Querétaro, Qro. C.P. 76069
T. 442 229 0619
www.fecapeq.org.mx

UGRQ
Querétaro Regional Livestock Union
Antiguo Camino a Mexico km 1.9 Col. Cumbres de Conín. El Marqués, Qro.
T. 442 277 4663
www.ugrq.org.mx

Source: Prepared by the Directorate of Support to SMEs, 2022.



TOURISM AND CULTURE

Querétaro stands out as a tourist destination for its historical, architectural and natural wealth, as well as its cultural diversity, artisanal production and the quality of its services.

7

7.1. TOURISM

7.1.1. TOURISTIC DEVELOPMENT
7.1.2 HOTEL SECTOR
7.1.3. TOURIST SERVICES

7.2. CULTURE

7.2.1. CULTURAL INFRASTRUCTURE
7.2.2. CULTURAL HERITAGE
7.2.3. CULTURAL IDENTITY
7.2.4. CULTURAL AND ARTISTIC OFFER



7.1. Tourism

7.1.1. Touristic development

One of the main objectives of the State Development Plan 2021 - 2027 is to place Querétaro among the main beachless vacation destinations. The actions that stand out to meet this objective are:

1) Innovate in the tourist attractions offered.

2) Promote sustainable tourism.

3) Link tourist routes with regional vocations.

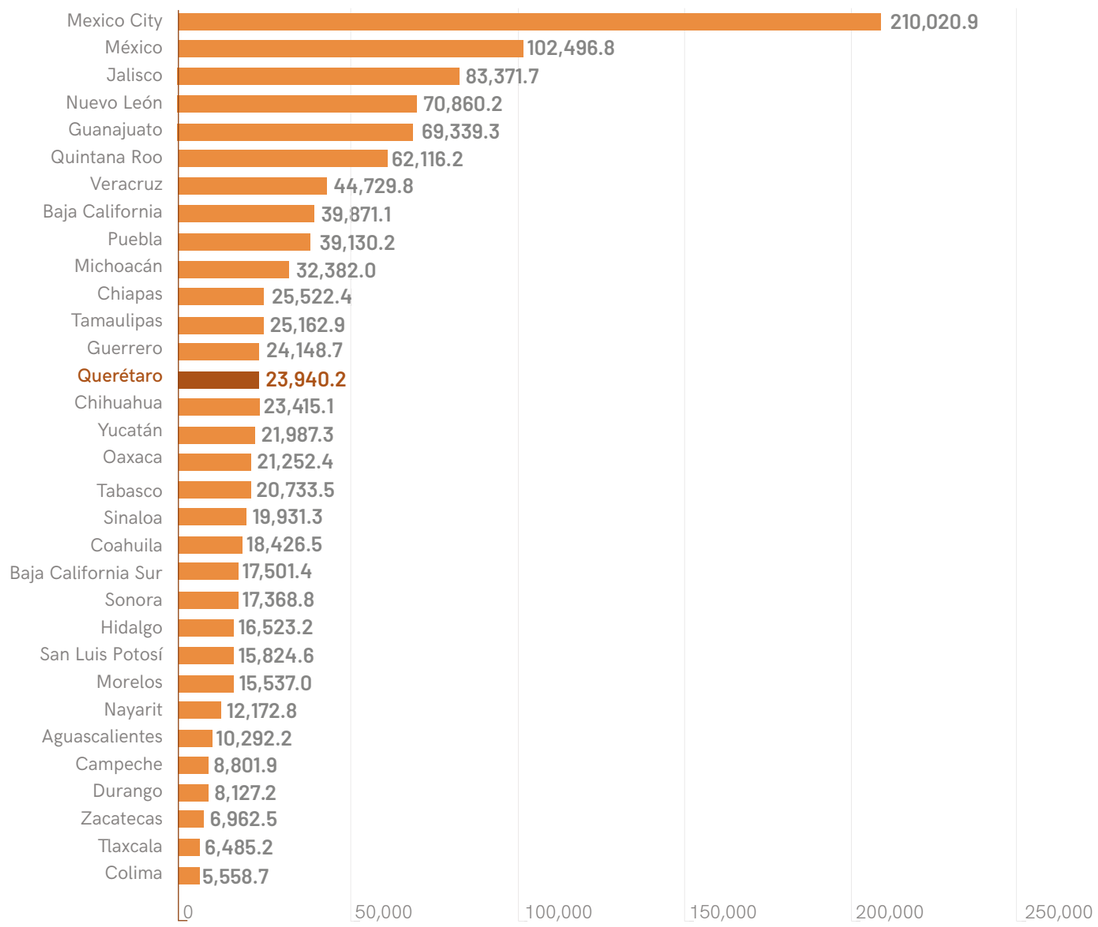


Economic impact

According to the latest figures published by the Ministry of Tourism of the Federal Government, in 2020, the Gross Domestic Product (GDP) of the sector was 1,119,994 million pesos at 2013 prices, a figure that represented 6.9% of the national total and a drop of 25.4% compared to 2019.

The same source placed the entity in the 14th position with the highest contribution to GDP from domestic tourism, reporting 23,940 million pesos at 2013 prices.

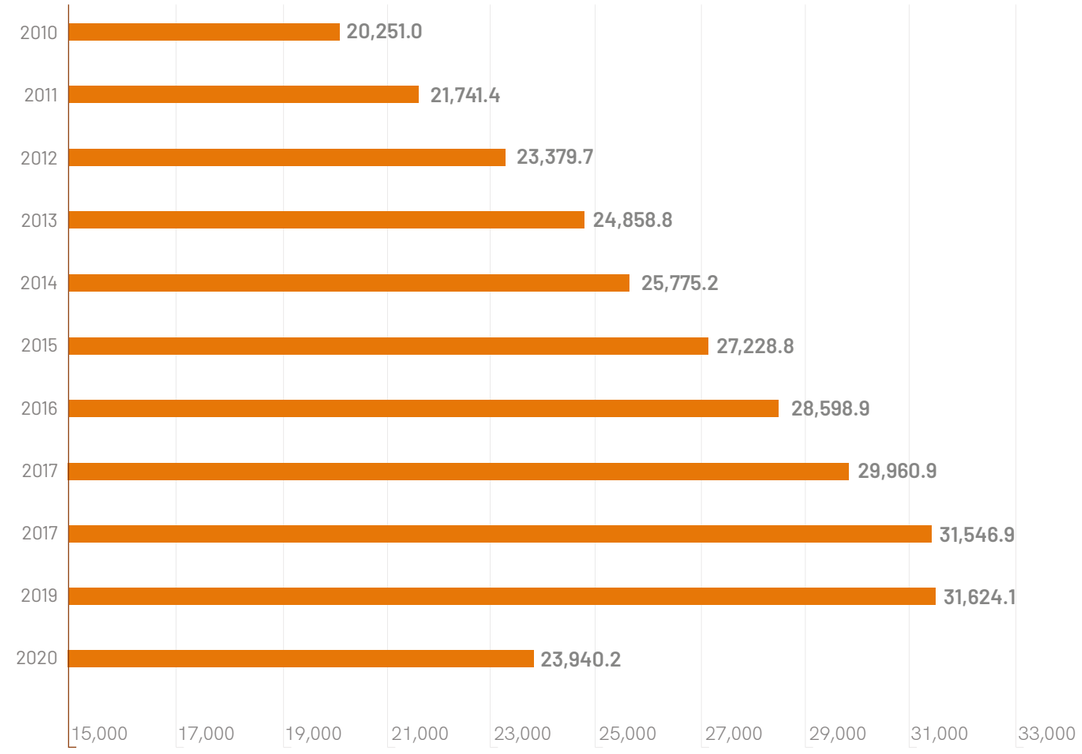
Contribution to Gross Domestic Product from Tourism by State (2020)



Source: Own elaboration with data from the Ministry of Tourism of the Federal Government, 2023.
Note: Figures are expressed in millions of pesos at 2013 prices.

Historically, Querétaro's Tourism GDP has maintained a growing trend, however, in 2020, a significant decline was observed, due to the impact of the Covid-19 pandemic.

Tourism Gross Domestic Product in Querétaro (2010 – 2020)



Source: Own elaboration with data from the Ministry of Tourism of the Federal Government, 2023.
Note: Figures are expressed in millions of pesos at 2013 prices.

Destinations and tourist attractions

Querétaro has four regions that make up a mix of attractions:

1 Creative metropolis. The historic center of the city of Querétaro is the cradle of Mexican Independence and a World Cultural Heritage Site declared by the United Nations Educational, Scientific and Cultural Organization (UNESCO) since 1996. Modernity and cultural heritage converge here.

2. Semi-desert. Home to the production of a wide variety of wines and cheeses, many of them with worldwide recognition. Among its attractions is the beauty of the vineyards and the charm of the pueblos mágicos, meaning magical towns.

3. Forests and Fields of the South. Located in the municipalities of Huimilpan and Amealco de Bonfil, they display unique natural landscapes that allow activities such as hiking on trails and stays in cabins.

4. Sierra Gorda. Ideal for ecotourism thanks to its natural attractions, such as the Puente de Dios on the Escanela River or the Chuveje Waterfall, not to mention the architectural jewels of the Franciscan Missions. Within the region is the Sierra Gorda Biosphere Reserve, one of Mexico's great 'lungs'.



Querétaro's Pueblos Mágicos

They are places that have a wide variety of symbolic attributes, legends, history, transcendent events and everyday life from which each of their socio-cultural manifestations emanates and which represent a great opportunity for touristic exploitation.

During 2022, of the 18 municipalities in the state, six were recognized through the Pueblos Mágicos Program of the Ministry of Tourism, which contributes to revaluing numerous populations in the country.

Bernal



Designated in 2005 as the first pueblo mágico in Querétaro. It is located 59 km from the capital and was founded in 1647 to protect the southern end of the Gran Chichimeca. Its great hallmark is the Peña de Bernal, the third largest monolith in the world.

Festivities:

- Spring Equinox, March 19 and 21.
- Festivities of the Santa Cruz, May 1 to 5.

Attractions:

- The Peña de Bernal.
- The Capilla de las ánimas.
- The Templo de San Sebastián Mártir.
- The Museo de la Máscara.

Jalpan de Serra



Recognized as a pueblo mágico in 2010, it is located in the heart of Querétaro's Sierra Gorda. It has two Franciscan Missions declared Cultural Heritage of Humanity by the UNESCO in 2003.

Festivities:

- The Fiesta del Santo Niño de Jalpan, January 6th.
- Serrana Regional Fair, second half of April.
- Patron Saint's Day of Señor Santiago, July 25.
- The Fiesta de San Francisco de Asís, October 4.

Attractions:

- Santiago de Jalpan Mission.
- The Nuestra Señora de la Luz de Tancoyol Mission.
- Jalpan Dam.
- Tancama archaeological site.

Cadereyta de Montes



It has been a pueblo mágico since 2011. It was founded in 1640 as the Villa de Cadereyta and it is the gateway to Querétaro's Sierra Gorda. It has colonial architecture and wine-growing fields, ideal for discovering the flora and fauna of Querétaro's semi-desert.

Festivities:

- Holy Thursday processions.
- Annual Fair, September 8th.
- The Fiesta de San Gaspar, February 2.
- The Fiesta de Nuestra Señora del Refugio, July 4th.
- Barbacoa and Pulque Fair, June.

Attractions:

- Main Square.
- Botanical gardens.
- The Parroquia de San Pedro y San Pablo.

Tequisquiapan



Founded in 1551 and designated as a pueblo mágico in 2012, it is an excellent option to enjoy the winemaking world, craft markets and its colorful streets and houses.

Festivities:

- The Feria del Queso y el Vino.
- The Fiesta de la Santa Cruz, May 3.
- The Fiesta en el Aire, cantoya balloon festival, December.
- The Fundación de Tequisquiapan, June 24.
- The Fiesta de Santa María de la Asunción, August 15.

Attractions:

- The Templo de Santa María de la Asunción.
- Geographical center of the country.
- The Plaza Miguel Hidalgo.
- La Pila Recreational Park.

San Joaquín



Designated as a pueblo mágico in 2015, it was formed in 1724 and it is recognized for its mining past and as the home of the huapango, a lively and rhythmic Mexican folk music and dance style featuring string instruments and intricate footwork.

Festivities:

- Holy Week Representation.
- Huapango National Dance Competition, first weekend of April.
- Patron Saint's Day of San Joaquín, July 26.
- Largest picnic in Latin America, third week of August.

Attractions:

- Campo Alegre National Park.
- Los Herrera Grotto.
- Ranas and Toluquillas archaeological sites.
- Parish Church.

Amealco de Bonfil



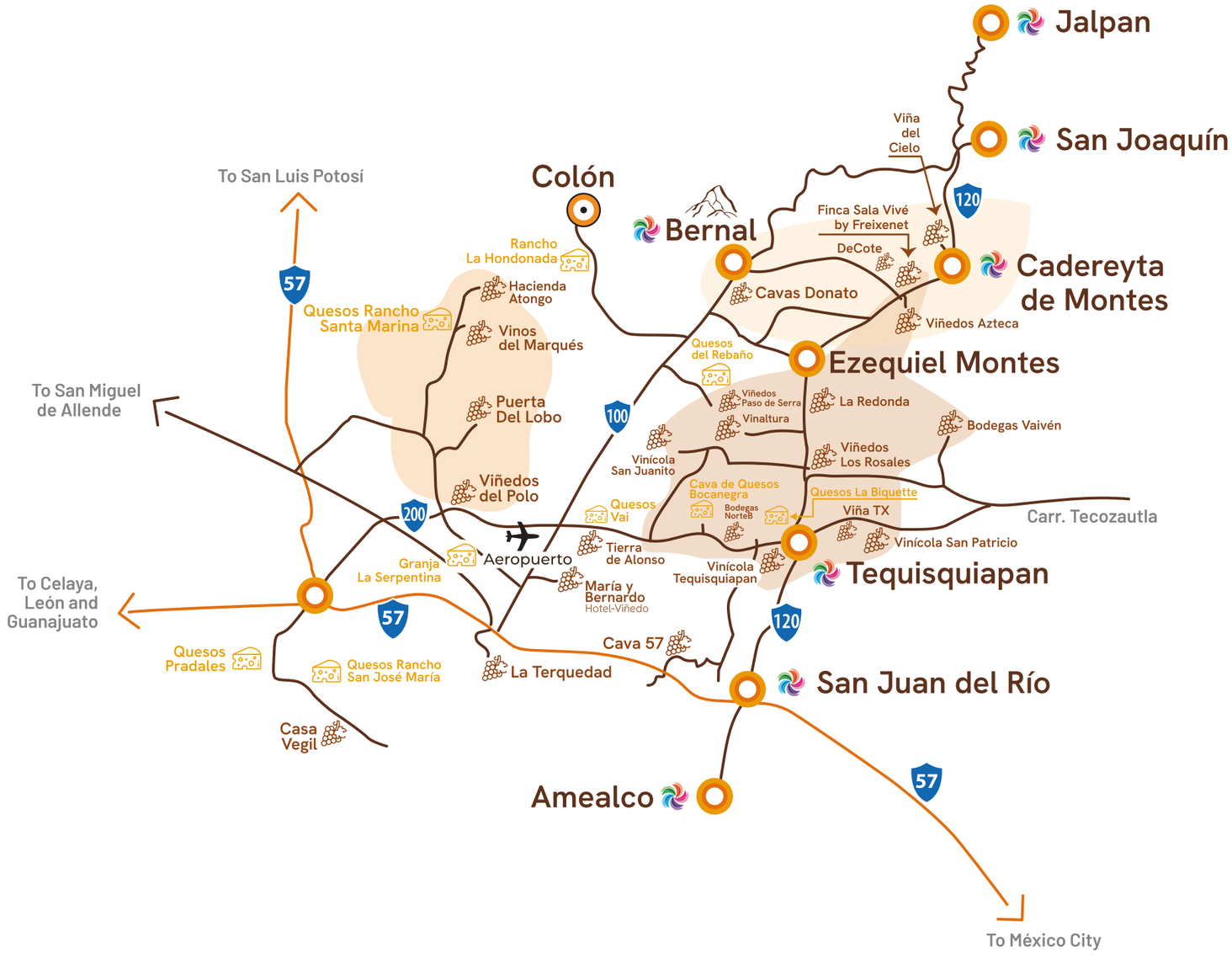
It has been a pueblo mágico since 2018 and is famous for its traditions and cultural richness. The handcrafted dolls created by Otomí women are recognized as Intangible Cultural Heritage of Querétaro.

Festivities:

- National Craft Doll Fair, November.
- Fair in honor of the founding of the municipality, April.

Attractions:

- The Antiguo Templo de San Ildefonso Tultepec.
- The Museo de la Muñeca Artesanal.
- The Ex hacienda La Muralla.
- The Laguna de Servín.



RUTA ARTE, QUESO Y VINO

- Tequisquiapan area
- Ezequiel Montes Bernal y Cadereyta area
- El Marqués area
- Vineyards
- Cheese makers
- Pueblos Mágicos



The Art, Cheese and Wine Route

It is currently one of the most successful tourist routes in the region. It caters to all types of public and showcases the beauty of the historical and cultural heritage of the municipalities that integrate it. The harvest season, between June and September, attracts thousands of people every year.

Numerous cheese factories and vineyards extend along the municipalities of Tequisquiapan, El Marqués, Colón and Ezequiel Montes. Some wineries have placed prize-winning wines in national and international competitions and offer a variety of goat, sheep and cow cheeses.

The experience of this route is complemented by restaurants, hotels, cafés, bars, craft markets and a variety of tourist services.

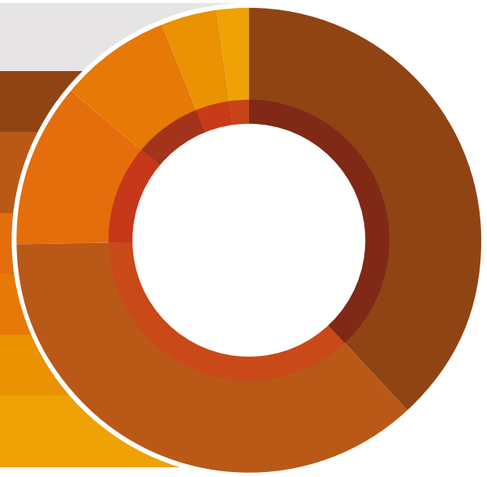
7.1.2 Hotel Sector

Hotel offer

Between 2021 and 2022, 1,198 lodging establishments were registered in the state, of which 38.3% were hotels.

Distribution of establishments by type of lodging in Querétaro (2022)

Type of establishment	Number	Distribution
Hotels	459	38.3%
Furnished apartments and houses with hotel services	440	36.7%
Cabins, villas and similar	134	11.2%
Guesthouses and guest houses	92	7.7%
Motels	47	3.9%
Camps and recreational lodges	26	2.2%

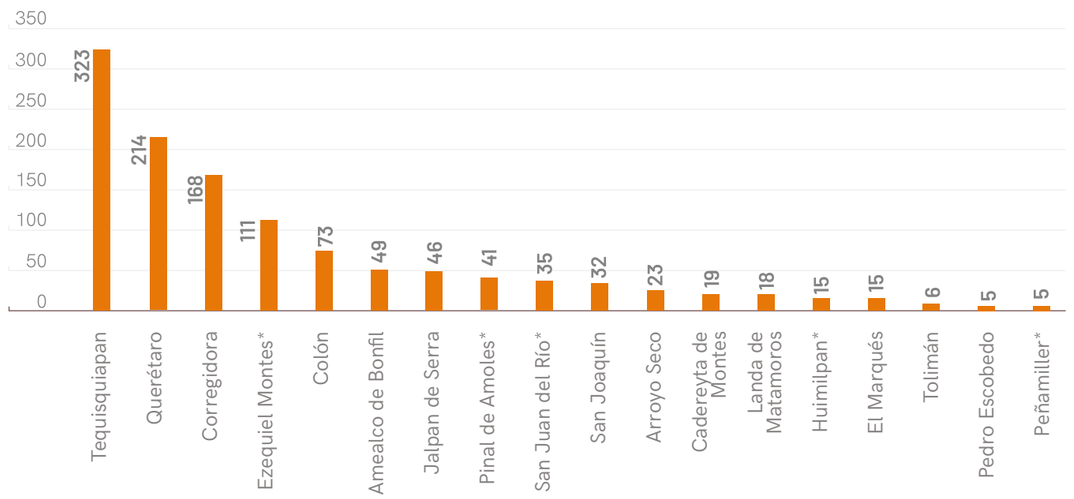


Source: Own elaboration with data from the Ministry of Tourism, 2023.



Tequisquiapan, boasting its appeal as a tourist destination, accounted for 27% of the total number of lodging establishments, followed by the municipality of Querétaro, with 17.9%.

Lodging establishments by municipality in Querétaro (2022)



Source: Own elaboration with data from the Ministry of Tourism, 2023.
Note: *Correspond to 2021, latest figures provided by the State Ministry of Tourism.

7.1.3. Tourist services

Tourist services offered

The sector's activities are complemented by services provided by food and beverage establishments, travel agencies, tourist transportation, rental companies and tourist guide companies.

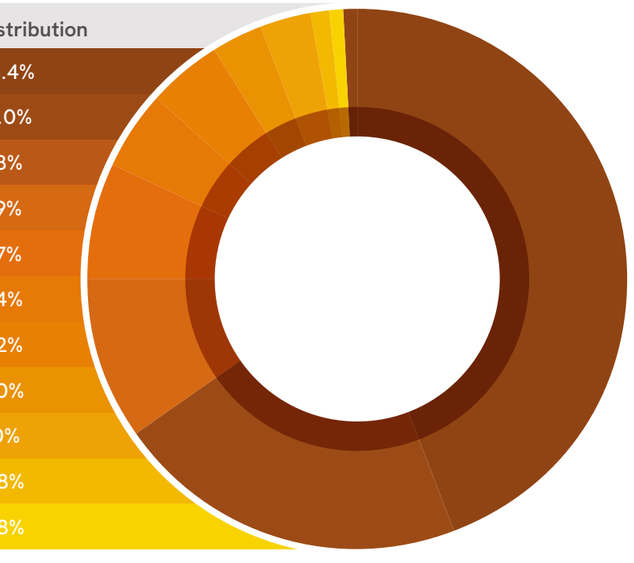
During 2021 and 2022, 9,852 food and beverage preparation and service establishments were registered in the state, distributed as follows:

1) Restaurants: 7,089.
2) Cafeterias, soda fountains, ice cream parlors, refreshment stores and the like: 1,324.
3) Services for preparing other food for immediate consumption: 1,111.
4) Bars, taverns and the like: 301.
5) Nightclubs, discotheques and the like: 27.

The rest of the tourist services accumulated 984 establishments, with a predominance of handicraft stores.

Distribution of tourism service establishments in Querétaro (2022)

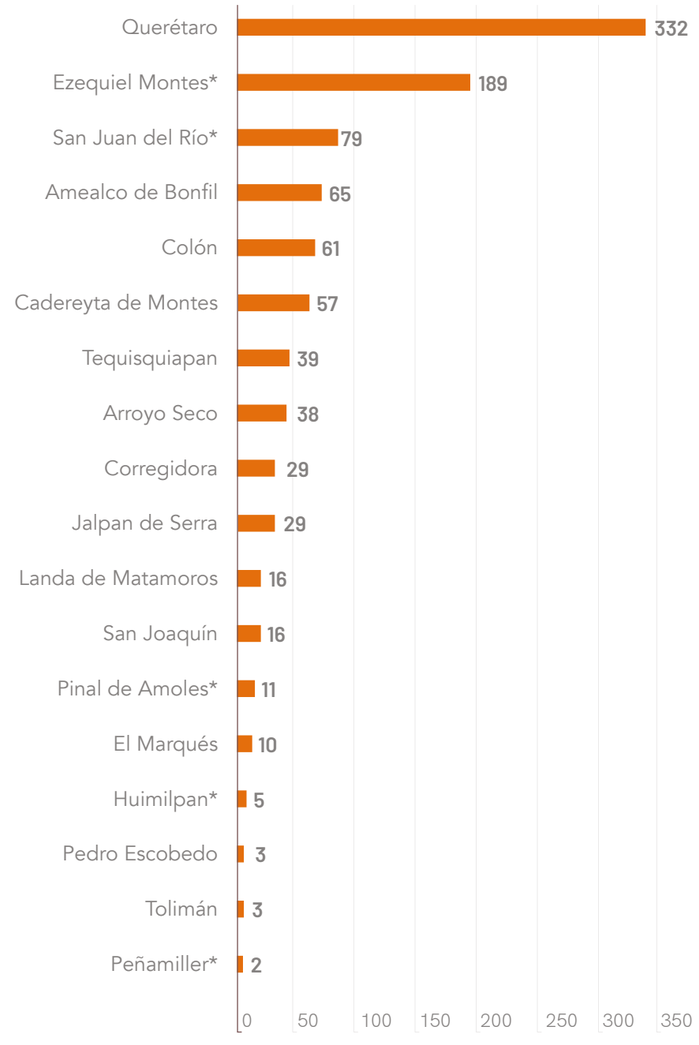
Type of establishment	Number	Distribution
Handicraft stores	437	44.4%
Travel Agencies	207	21.0%
Tourist guides	96	9.8%
Tourist transportation	68	6.9%
Car rental	46	4.7%
Other recreational services	43	4.4%
Water parks	31	3.2%
Tourist assistance modules	30	3.0%
Tourism education centers	10	1.0%
Convention Center	8	0.8%
Golf courses	8	0.8%



Source: Own elaboration with data from the Ministry of Tourism, 2023.

Querétaro was the municipality with the largest number of tourist service establishments, accounting for 33.7% of the total.

Tourism service establishments by municipality in Querétaro (2022)



Source: Own elaboration with data from the Ministry of Tourism, 2023.
Note: *Correspond to 2021, latest figures provided by the State Ministry of Tourism.

7.2. Culture

According to UNESCO, it is a factor that enriches society, helping to build inclusive, innovative and resilient communities. Culture is considered to be a fundamental element for facing society's challenges, fostering mutual respect and promoting lasting peace based on open dialogue.

7.2.1. Cultural infrastructure

Querétaro is a state that stands out for its cultural offer and promotion. It has a multitude of spaces dedicated to the preservation and development of its activities, guaranteeing effective access to the population.

According to the Cultural Information System of the Federal Ministry of Culture, the state's cultural infrastructure is made up of museums, theaters, bookstores, libraries, cultural centers, galleries and auditoriums, which together total 433 venues.

Museums

The UNESCO recognizes the role of museums in the development of the local and regional creative economy, in addition to the importance of their presence in society as open spaces for the exchange of opinions, encouraging citizen participation.

Countrywide there are 1,515 museums, Querétaro is home to 3.2% of the total, that is, 55 museums. The municipality of Querétaro concentrates 19 of them.



State administration museums in Querétaro (2022)

Municipalities	Venue
Jalpan de Serra	Sierra Gorda Historical Museum
Pinal de Amoles	Pinal de Amoles Community Museum "General Tomás Mejía".
Querétaro	The Museo de Arte
	The Museo de Arte Contemporáneo
	The Museo de la Ciudad
	The Museo de la Restauración
	The Museo de los Conspiradores

Source: Querétaro State Ministry of Culture (2022), 2023.

Museums of Municipal Administrations in Querétaro (2022)

Amealco	Amealco Craft Doll Museum
Colón	Sarape Museum
	Colón Community Museum
Corregidora	El Pueblito Cultural Center
	Santa Bárbara Cultural Center
	Candiles Cultural Center
	Los Olvera Human Development Center
	Los Ángeles Human Development Center
	La Cueva - Joaquín Herrera Human Development Center
	Lomas de Balvanera Human Development Center
	Tejeda Cultural Center
	Anbanica Museum of History
	"Severiano Hernández González" Community Museum
	"Arte, Tradición y Fe" Rubén González Museum
El Marqués	The Casa de la Cultura
	Ciudad Maderas Cultural Center
Ezequiel Montes	The Museo de la Máscara
	The Museo de las Ánimas
	"Rosalío Solano" National Cinema Museum
Huimilpan	Community Museum of Huimilpan in San Pedro
Jalpan de Serra	Pame Xi'oi Community Museum
	Museum of Nuestra Señora del Mar de Herrera, Saucillo
Landa de Matamoros	Landa de Matamoros Community Museum
Pinal de Amoles	Ex convento de Bucareli Community Museum
	Real y Minas de las Escanelas Community Museum
Querétaro	El Péndulo Museum
	The Museo Regional de Querétaro
	The Museo Cerro de las Campanas
San Joaquín	Huapango Museum of San Joaquin
	Mineral de San Joaquín Community Museum
San Juan del Río	The Museo de la Muerte
Tolimán	Ya Nfadi Ya Ñohño of San Miguel Tolimán Community Museum

Source: Querétaro State Ministry of Culture (Cultural Information System), 2023.

















Theaters

There are 739 theaters in the country, of which 23 are located in the state. The municipality of Querétaro hosts 87% of them, while Jalpan de Serra, Corregidora, San Juan del Río and Tequisquiapan make up the remaining 13%, with one theater each.

Book shops

In Mexico, there are 1,616 bookstores, 34 of them in the state. The municipality of Querétaro has 32, while Jalpan de Serra and San Juan del Río each have one.

Libraries

Mexico has 1,845 libraries, of which 17 are registered in the state distributed in six municipalities: Querétaro with 11; Tequisquiapan with 2; and Amealco, Cadereyta, Jalpan de Serra and San Juan del Río with one each.

Galleries

There are 1,017 exhibition halls nationwide, 41 of which are located in the state, distributed in 6 municipalities: Querétaro (32); San Juan del Río (3); El Marqués (2); Tequisquiapan (2); Cadereyta (1); and Corregidora (1).

Auditoriums

The country has 894 venues of this type, the state concentrates 38 of them between public and private auditoriums: 32 in the municipality of Querétaro; 2 in Jalpan de Serra; and one in Cadereyta de Montes, Corregidora, El Marqués, and San Juan del Río.

7.2.2. Cultural Heritage

Recognized by UNESCO as the driving force behind the development of contemporary societies. It contributes to the continuous revaluation of customs, traditions and identities; transmits experiences, skills and knowledge between generations; and inspires creativity and innovation as a source of future cultural products.

Querétaro's cultural heritage is innumerable, rich in public spaces, archaeological sites, monuments and other invaluable elements.

Cultural heritage of Querétaro registered with the National Council for Culture and the Arts (2022)

Municipality	World heritage	UNESCO designations	Archaeological sites	Historical Monuments INAH	Railway heritage
Amealco de Bonfil	-	1	-	262	-
Pinal de Amoles	-	-	-	52	-
Arroyo Seco	1	-	-	46	-
Cadereyta de Montes	-	1	1	254	-
Colón	-	1	-	80	-
Corregidora	-	-	1	131	-
Ezequiel Montes	-	1	-	118	-
Huimilpan	-	-	-	46	-
Jalpan de Serra	1	-	1	79	-
Landa de Matamoros	1	-	-	39	-
El Marqués	1	-	-	119	-
Pedro Escobedo	-	-	-	73	-
Peñamiller	-	-	-	61	-
Querétaro	2	-	-	2,137	3
San Joaquín	-	-	1	55	-
San Juan del Río	1	-	-	673	-
Tequisquiapan	-	-	-	123	2
Tolimán	-	1	-	378	-
Total	**7**	**5**	**4**	**4,726**	**5**

Source: Ministry of Culture, 2023.

World heritage

The UNESCO recognizes sites and monuments that, because of their great natural and cultural wealth, must be considered as the property of humanity and a symbol of the peoples that host them. There are currently 1,121 registered sites, of which 869 are cultural, 213 natural and 39 mixed.

Only members of the World Heritage Convention can apply for these designations; Mexico contributes 35 to the list, of which 6 are natural assets, 27 are cultural and 2 are mixed. In the state, the following stand out:

- **Historic Monuments Area of Querétaro (recognized in 1996 as a World Heritage Site).** It stands out for having preserved the urban geometry established by the Spanish conquistadores adjacent to the winding alleys of the Indian neighborhoods. It houses numerous baroque civil and religious monuments.

- **Franciscan Missions of the Sierra Gorda of Querétaro (2003).** All five date back to the 18th century, during the evangelization phase of the interior of Mexico: Santiago de Jalpan, Nuestra Señora de la Luz de Tancoyol, Santa María del Agua de Landa, San Francisco del Valle de Tilaco and San Miguel Concá.

- **Camino Real de Tierra Adentro, meaning the Royal Way Inland (2010).** Also known as the "Camino de la Plata" (meaning the Silver Road), it comprises five recognized sites. It was used during the 16th and 19th centuries as a commercial route to transport mercury imported from Europe, and silver extracted from the mines of Zacatecas, Guanajuato and San Luis Potosí.



Archaeological sites

In the territory currently known as Mexico, a great diversity of cultures developed and left material evidence of their existence in sites that are part of the national archaeological heritage.

In Querétaro, there are four complexes registered in the Cultural Information System of the Federal 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 Pirámide del Pueblito, is located 7 km from the capital of Querétaro. Its name comes from the resemblance that its base and main structure maintain with a protuberance of natural formation similar to a small hill. Archaeological evidence suggests that this site was influenced by Teotihuacan, Toltec, Chichimeca, Purépecha and Otomí cultures.

- **Ranas**, 154 km northwest of the city of Querétaro, displays, along with Toluquilla, the most important cultural expression in the southern region of the Sierra Gorda. It is a site associated with the exploitation of the largest mining wealth of the surrounding highlands.

- **Tancama** is located in the heart of the Sierra Gorda, just a few minutes away from the municipal capital of Jalpan de Serra. Its name means hill of fire in Huastec and it has 42 structures of different sizes and shapes, including an 18 m long ball game. It consists of three large squares: El Mirador, Santiago and La Promesa.

- **Toluquilla** is made up of 120 buildings built on an artificial plateau. It is located 110 km northeast of San Juan del Río and its name means humpbacked hill or "tiny humpback". Its state of conservation is exceptional; the details of stairways, alleys, streets, doorways and walls over 2 meters high can be appreciated. Priests and people related to worship who specialized in obtaining mineral pigments, such as cinnabar or garnet, lived here.









VISITORS TO ARCHAEOLOGICAL SITES MANAGED BY THE NATIONAL INSTITUTE OF ANTHROPOLOGY AND HISTORY (2022)

Archaeological site	National visitors	Foreign visitors
El Cerrito	64,213	5,991
Ranas	1,025	0
Tancama	4,367	155
Toluquilla	5,756	68

Source: Own elaboration with data from the Ministry of Culture (INAH Statistics), 2023.

Historical monuments

They are the assets linked to the history of the nation, starting with the establishment of Hispanic culture in the country. A group of various historical monuments can be declared an area of historical monuments.

The National Institute of Anthropology and History (INAH by its Spanish initials), through the National Coordination of Historical Monuments, is responsible for monitoring, preserving and, where appropriate, restoring monuments.

The heritage is made up of temples, parishes, cloisters, fountains and other buildings representing the state, among which the following stand out:

- The Acueducto
- The Alameda Hidalgo
- The Capilla de Maximiliano de Habsburgo
- The Casa de la Corregidora
- The Casa de la Marquesa
- The Jardín Guerrero
- The Jardín Zenea
- The Palacio Legislativo
- The Plaza de Armas
- The Teatro de la República
- The Templo de San Francisco

Querétaro has 4,726 historical monuments, of which 45.2% are located in the municipality of Querétaro, followed by San Juan del Río, which has 14.2%.

The state has 4,726 historical monuments, 45.2% of them located in the municipality of Querétaro, followed by San Juan del Río, 14.2%.

Photo libraries

Photography has great testimonial and artistic importance, it represents a cultural heritage that must be protected, studied and disseminated, while allowing us to know other places and perspectives of the daily life of yesteryear.

In the state there are two photo libraries, both located in the Historic Center of the capital: the Historical Archive of the State of Querétaro, with a collection that exceeds 1,500 pieces; and the Photographic Archive of the Museo Regional de Querétaro, which has a collection of 18,000 specimens.







Railway heritage

Of the 504 railway stations registered nationwide, 5 are located in the state of Querétaro, all of them registered with the INAH:

1) Bernal Station, built on the Mexico-Nuevo Laredo Line of the former Mexican National Railroad.

2) Hércules Station, established on the trunk line from Mexico to Nuevo Laredo, Tamaulipas. It was built by Mexican National Construction Company.

3) Noria Station, erected on the trunk line of the former Mexican National Railroad.

4) Querétaro Station, part of both the former Central Railroad and the Mexican National Railroad. Inaugurated in 1903, it once served the route from Mexico to Querétaro.

5) San Nicolás Station, which covered the route from Mexico to Nuevo Laredo, was both a passenger and a cargo station.

Intangible cultural heritage

The UNESCO maintains that current cultural diversity is affected by increasing globalization. Preserving the wealth of knowledge and techniques that are transmitted from generation to generation is essential.

This wealth is inherited through oral traditions, shows, social uses, rituals, festive events, knowledge and practices related to nature, and understanding and techniques linked to traditional craftsmanship.

There are currently 676 elements on the Representative List of the Intangible Cultural Heritage of Humanity, 48 of which will be incorporated in 2022. Mexico has 11 cultural expressions inscribed, representing 1.2% of the total. Together with Colombia and Peru, it is one of the Latin American countries with the highest number of recognized manifestations.

Places of memory and living traditions of the Otomí-Chichimeca peoples of Tolimán. The Peña de Bernal, guardian of a sacred territory

Of the 11 recognized Mexican expressions, this has been part of Querétaro's cultural heritage since 2009, thanks to the fact that the Otomí-Chichimeca people have preserved a set of traditions that testify to their exceptional relationship with topography and the environment.

Throughout the year, various community festivities take place that constitute a whole calendar of celebrations and rites focused on water, which elevate the people's resilience.



7.2.3. Cultural identity

It is manifested through the sense of belonging to a social group with which cultural traits such as customs, values and beliefs are shared. Querétaro is a culturally rich, fascinating, colorful and diverse entity. This is demonstrated by its unparalleled crafts, music, gastronomy, festivities and traditional celebrations.

Handicrafts

Querétaro House of Handicrafts (CQA by its Spanish initials from Casa Queretana de las Artesanías) preserves and disseminates Queretana culture through different actions, helping artisans to improve their quality of life through the commercialization of their products.

For almost two decades, the CQA has been promoting the participation of artisans in different programs and actions, both governmental and private sector, making their products a reference at the national and international levels.

Commercialization of handcrafted products

The CQA has three points of sale, promotion and commercialization of handicrafts made in Querétaro. One is located in Tequisquiapan, the other at the Querétaro International Airport and the most successful of them, in the Historic Center of the capital city.

In 2022, the sale of handicrafts reached 4 million pesos, 17.6% more than the previous year. This was achieved due to the talent of the artisans and the remodeling of the facilities of the point of sale in the Historic Center of Querétaro.

Social programs

The production of handicrafts in Querétaro, in addition to preserving a traditional activity, is a source of income and social development for communities.

In order to promote this activity, the CQA, in its role as the governing body of the craft sector in Querétaro, created the Social Development Program for the Economic and Social Reactivation of People in Vulnerable Situations, specifically in its artisanal promotion component, with the main purpose of comprehensively addressing production processes through training, equipment, supply of raw materials, payment of labor and marketing at its points of sale.

To achieve these objectives, in 2022, 2 million pesos were invested at the state level, covering all 18 municipalities and benefiting 458 people.

Handicraft competitions

In 2022, the CQA and the National Fund for the Promotion of Crafts (FONART by its Spanish acronym) updated the collaboration agreement by redesigning the summons for the handicrafts and popular art competitions held in the state, thus strengthening the State Handicrafts Competition and achieving the historical participation of 322 artisans with a larger prize pool than in previous years.

In addition, three competitions were held in which 547 artisans participated and 73 prizes were awarded.

Handicraft competitions of the Casa Queretana de las Artesanías (2022)

Competitions	Participants	Prizes granted	Total prize pool
XXXIV Quarry, Embroidery, Pulled Thread Work and Weaving Competition	85	21	$298,000
State Handicrafts Award	332	33	$690,000
National Handcrafted Doll Contest	130	19	$374,000

Source: Casa Queretana de las Artesanías (CQA), 2023.



Training

In 2022, directly and through its programs, the CQA organized 13 activities to strengthen the competences of 153 artisans and their production processes, with an investment of 57,500 pesos.

The municipalities of Jalpan de Serra and Amealco de Bonfil received the highest number of trainings. Between both demarcations, they accounted for 46.2% of the total.

Training for artisans in Querétaro (2022)

Course name	Number of artisans	Municipality	CQA Investment
New products with ocoxal	15	Pinal de Amoles	$9,500
New techniques and products with ixtle	15	Ezequiel Montes	$9,500
Finishing and detailing of palm products	15	Jalpan de Serra	$9,500
Cutting and sewing	15	Jalpan de Serra	$11,000
New products	15	Amealco de Bonfil	$9,000
New products	15	Amealco de Bonfil	$9,000
Tax Culture Workshop	30	Amealco de Bonfil	N/D
Pame design on palm products	20	Jalpan de Serra	N/D
Tax Culture Workshop	15	Tolimán	N/D
Tax Culture Workshop	25	Ezequiel Montes	N/D
Business model course	10	Tolimán	N/D
Business model course	20	Colón	N/D
Business model course	10	San Joaquín	N/D

Source: Casa Queretana de las Artesanías (CQA), 2023.
Note: N/A Not available



Fairs and exhibitions

The CQA, in collaboration with municipal, state, federal agencies and the private sector, worked to bring handcrafted products to different fairs and exhibitions for promotion and marketing purposes. In 2022, 133 artisans participated, who obtained 846 thousand pesos in direct sales.

The dissemination of Queretaro's handicrafts at the international level was highlighted, specifically at the Museo de América in Madrid, Spain, in November 2022.

Handcrafted production

In the same year, through the Program to Promote Artisanal Production and the National Fund for the Promotion of Handicrafts (FONART by its Spanish acronym), 42 artisans directly obtained economic resources of 150,000 pesos for the purchase of fixed assets or consumables for production.

Artisanal Census and Registration

For the first time in its history, in 2022 the CQA carried out an artisanal census and registration in the 18 municipalities of the state, with the objective of quantifying, classifying, evaluating, and analyzing the growth of the sector to determine strategies and actions to improve artisan quality of life.

During the registration phase, 3,573 people were registered, determining what type of product they manufactured through the application of the DAM matrix (Manual for the differentiation between handicrafts and manual crafts, 2015). As a result of this stage, 1,891 homes and workshops were visited to learn about and locate the respondent's production to verify their artisanal process. The project concludes with artisanal accreditation.







Music

The UNESCO considers music to be a language accessible to everyone, it is a means of artistic expression capable of transmitting a universal message. Querétaro has a wide variety of rhythms and musical traditions characteristic of its different regions.

To the south of the municipality of Amealco de Bonfil and in the Central Semidesert, the multiple melodic expressions have their origin in the Otomí settlements. Autochthonous expressions are commonly interpreted by musical trios integrated by 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 together in the Huasteca region.

In the city of Querétaro, the pre-Hispanic cultural expression of the Danza de los Concheros, meaning the Dance of the Shell People, is particularly outstanding. Its performers use instruments made from the shell of an armadillo, the huéhuetl and the teponaxtle, as well as rattles and accessories made from large seeds called friar's bones that emit a sound effect similar to a rattlesnake.

Traditional feasts and festivities

Popular customs reflect and endorse the identity of the peoples and communities that celebrate them, they are the clear expression of the voices of the social fabric they represent and allow the past to be kept alive.

In their national culture, feasts and festivities are a fundamental hallmark of Mexicans, often based on the religious beliefs of the social groups that practice them.

There is no corner of the country without a celebration dedicated to some religious symbol or tradition. Within Querétaro, the 18 municipalities celebrate traditional feasts and festivities that distinguish each region and even each locality.

Gastronomy

Since 2010, Mexican culinary art has been considered Intangible Heritage of Humanity by the UNESCO.

Querétaro's traditional cuisine is based on its ecological niches and the customs of the groups that inhabited its regions, which is why it varies across the state. Three groups can be identified in particular: 1) that of the valleys, center and southwest of the state; 2) that of the Sierra Gorda; and 3) that of the Semidesert of Querétaro.

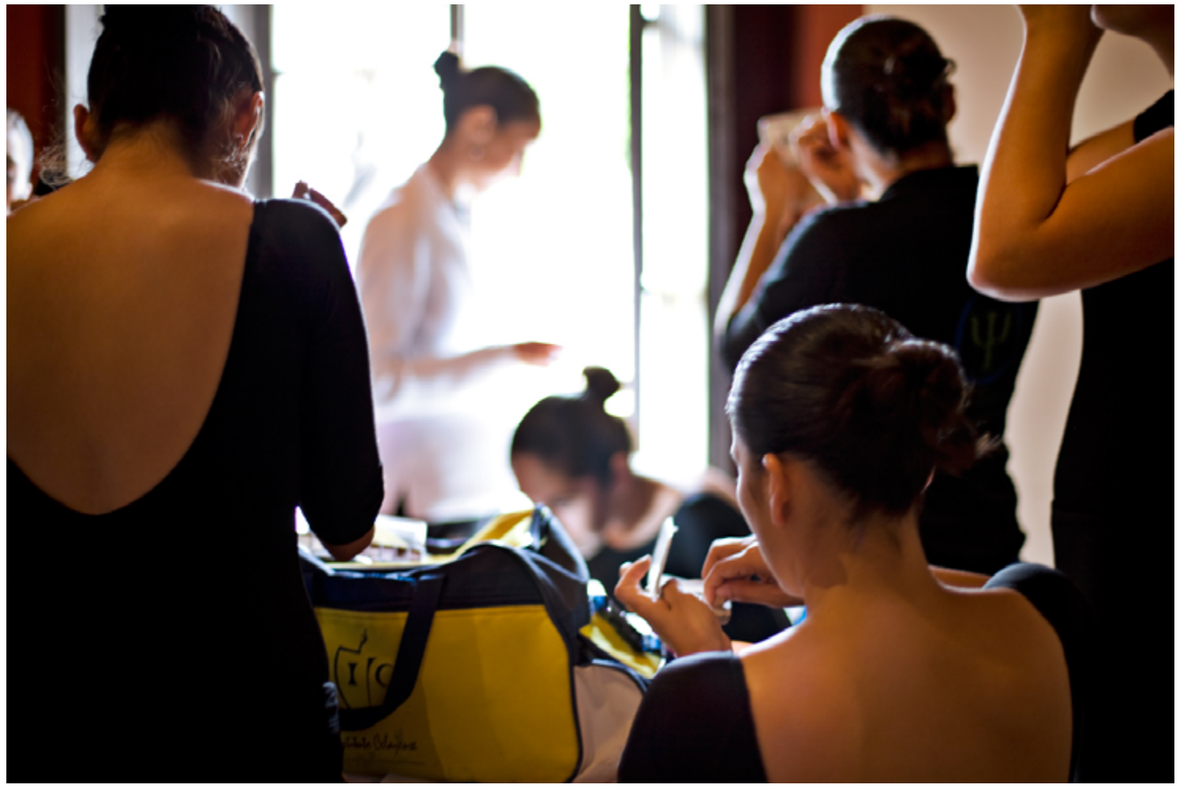
In the area of the valleys, gastronomy is based on the old ranches and haciendas, where pig farms gave rise to the famous carnitas and pork chicharrón (fried skin). It is a production area for various cheeses and lamb barbacoa (traditional meat preparation method).

The Sierra Gorda offers blends of native and mestizo recipes, flavors and traditions. 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.

The Semidesert of Querétaro, a particularly arid region, offers natural ingredients such as cacti and insects, both of which are representative elements of its exotic cuisine.

Nowadays Querétaro has become a cosmopolitan city, haute cuisine has become increasingly important and has triggered the opening of numerous gastronomy schools that allow the training of new culinary talents.

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.







7.2.4. Cultural and artistic offer

Throughout Mexican history, Querétaro has been a fundamental actor, it is a state that promotes culture through multiple options for artistic development, appreciation of fine art, leisure and family coexistence.

Its cultural and artistic offer, together with its tourist attractions, make the state a unique place for its visitors and inhabitants.

Cultural and artistic education

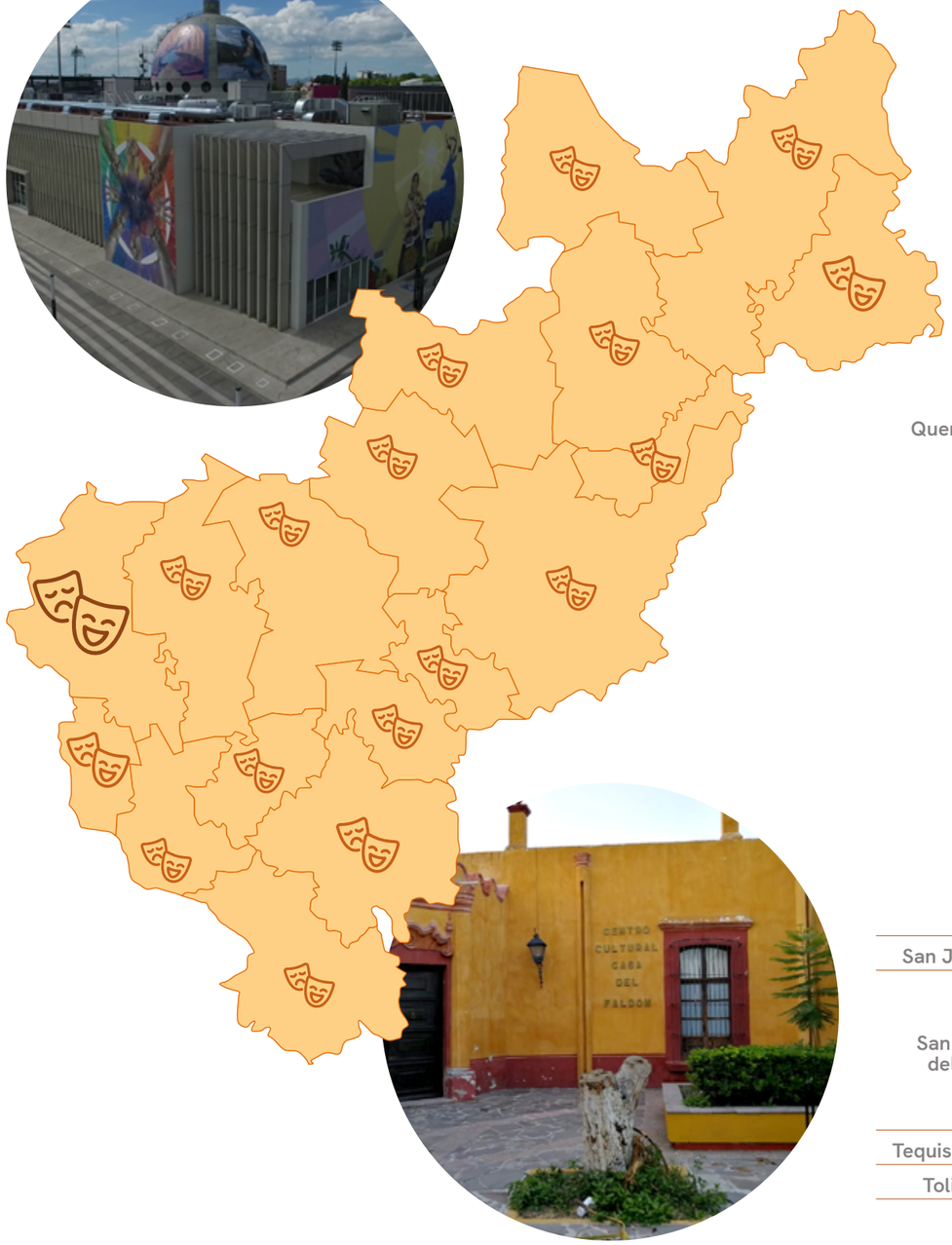
Institutions that provide training options in the sector cover the levels of baccalaureate, bachelor's degree and different careers, including classes and workshops that stimulate artistic learning and recreation. Disciplines such as dance, plastic and visual arts, music, literature and theater, among others, stand out.

In Querétaro, according to the 2022 records of the Cultural Information System of the Federal Ministry of Tourism, there are 73 centers for cultural and artistic education, 50.7% of them are located in the municipality of Querétaro, followed by Corregidora and San Juan del Río, with 12.3% and 6.8%, respectively.

Centros de educación cultural y artística en Querétaro registrados en el Sistema de Información Cultural (2022)

Municipalities	Venues
• Amealco Cultural Center	Amealco
• Casa Municipal de la Cultura Arroyo Seco	Arroyo Seco
• Cadereyta Cultural Center	Cadereyta de Montes
• Don Benito Juárez García Cultural Center	Colón
• Joaquín Herrera Human Development Center	Corregidora
• Casa de la Cultura Candiles	
• Casa de Cultura Sta. Bárbara	
• Lomas de Balvanera Human Development Center	
• El Pueblito Cultural Center	
• Tejeda Cultural Center	
• Los Olvera Human Development Center	
• Los Angeles Human Development Center	
• TecMilenio University, Querétaro Campus	
• Casa Municipal de Cultura Ezequiel Montes	Ezequiel Montes
• Casa de la Cultura Bernal Montes	
• Casa de la Cultura Villa Progreso	
• Casa de la Cultura J. Guadalupe Velázquez	Huimilpan
• Casa Municipal de la Cultura Jalpan de Serra	Jalpan de Serra
• Casa de la Cultura Landa de Matamoros	Landa de Matamoros
• La Lagunita Community Development Center	
• Casa Municipal de Cultura Agua Zarca General Porfirio Rubio Rubio	
• Casa de Cultura de Tilaco	
• Casa de la Cultura de La Cañada	El Marqués
• Ciudad Maderas Cultural Center	
• Casa Municipal de Cultura de Pedro Escobedo	Pedro Escobedo
• Casa Municipal de Cultura de Peñamiller	Peñamiller
• Casa de la Cultura de Pinal de Amoles	Pinal de Amoles
• Ahuacatlán de Guadalupe Cultural Development Center	
• BEMA Cultural Center	Querétaro
• Casa de Cultura Bicentenario	
• Casa de Cultura Dr. Félix Osores Sotomayor	
• Casa de Cultura Epigmenio González	
• Casa de Cultura Cayetano Rubio	
• Casa de Cultura Josefa Vergara y Hernández	
• Centro Académico Cultural (CAC), UNAM Juriquilla Campus	
• Casa del Faldón Cultural Center	
• Felipe Carrillo Puerto Community Cultural Center	





Municipalities	Venues
Querétaro	• La Antigua Estación del Ferrocarril Cultural Center
	• La Lagartija Cultural Center
	• La Vía Cultural Center
	• Mtro. Enrique Burgos Mondragón Cultural Center
	• Sol y Luna Cultural Center
	• Tinta Creativa Cultural Center
	• UNAM Querétaro Cultural Center (CCU)
	• Bernardo Quintana Art Center
	• Proart Dance and Art Center
	• Ignacio Mariano de las Casas Center for Artistic Education (CEDART)
	• Casa de la Cultura Dr. Ignacio Mena Rosales
	• Center for the Arts of Querétaro (Real Colegio de Santa Rosa de Viterbo)
	• "Manuel Gómez Morín" Educational and Cultural Center of the State of Queretaro (CECEQ)
	• National Center for Contemporary Dance
	• Centro Universitario Andamaxei
	• El Foro de la Fábrica
	• Escuela Activa de Fotografía Querétaro
	• School of Artistic Initiation Associated with Casa de Cultura Bicentenario
	• School of Laudery
	• Ballet School-Company of the Academic Council of International Dance and Arts
	• Faculty of Fine Arts (UAQ)
	• Felva Mosso Fashion Technological University
	• Universidad Mondragón
	• Universidad Cuauhtémoc, Querétaro Campus
	• Universidad de León, Querétaro Campus
	• University of Professional Development (UNIDEP), Querétaro Campus
	• Universidad Marista de Querétaro, A. C.
	• Universidad Unea
San Joaquín	• Casa Municipal de la Cultura de San Joaquín
San Juan del Río	• Casa Municipal de la Cultura de San Juan del Río
	• José María Morelos y Pavón Cultural and Convention Center
	• Historical and Cultural Center
	• School of Fine Arts, San Juan del Río Campus
	• Universidad Mesoamericana, Plantel San Juan, S. C.
Tequisquiapan	• Gloria Michaus Fernández Cultural Center
Tolimán	• Casa Municipal de la Cultura de Tolimán

Source: Own elaboration with information from the Ministry of Culture (Cultural Information System), 2023.



QUERÉTARO WITH GOOD GOVERNMENT

Government Services

The current administration conducts itself with strict adherence to the Querétaro State Development Plan 2021-2027 and the sixth guiding axis of Citizen Government to establish policies aimed at the development and well-being of the population. Therefore, it focuses its actions in a rational and transparent manner, listening to the voice of citizens, optimizing resources and implementing new public policies for the governance of the state and the welfare of its people.

This chapter provides information on the three branches of the State, government efficiency, and the federal and municipal levels.

8

8.1. BRANCHES OF THE STATE
8.1.1. EXECUTIVE BRANCH
8.1.2. LEGISLATIVE BRANCH
8.1.3. JUDICIAL BRANCH

8.2. GOVERNMENT EFFICIENCY
8.2.1. ADMINISTRATIVE QUALITY
8.2.2. GOVERNMENT PROCEDURES AND SERVICES
8.2.3. ACCESS TO INFORMATION

8.3. MUNICIPAL GOVERNMENTS



8.1. Branches of the State

The government of the entity subscribes to the principle of distribution of functions in accordance with article 49 of the Political Constitution of the United Mexican States and article 23 of the Constitution of the Free and Sovereign State of Querétaro, which literally states "The public power of the state is divided, for its exercise, into Legislative, Executive and Judicial".

8.1.1. Executive Branch

It is led by the Governor of the State, who legally represents the entity as of October 1 of the year of his election, having as auxiliary the agencies, organizations and municipalities for the performance of his duties. His term of office lasts six years and, once concluded, he may not hold office again.



Agencies and functions

1. **Ministry of Government.** Conducts the internal policy and governance of the entity by delegation of the head of the state executive.

2. **Ministry of Finance.** Exercises the financial and tax administration of public treasury of Querétaro.

3. **Ministry of Planning and Citizen Participation.** It studies and formulates planning, programming and evaluation, as well as public policies and their evaluation.

4. **Ministry of Comptrollership's Office.** Promotes actions for prevention, control, evaluation, continuous improvement and citizen participation. Promotes a culture of transparency, accountability and the fight against corruption.

5. **Ministry of Sustainable Development.** Promotes the sustainable prosperity of the state's inhabitants, through the rational and equitable management of natural, economic and social resources.

6. **Ministry of Agricultural Development.** It provides an economic model aimed at increasing the production of food and raw materials and raising the income of producers.

7. **Ministry of Urban Development and Public Works.** Implements and oversees the programs, projects and execution processes of the State's public works, in addition to regulating urban development and the conservation of the built cultural heritage.

8. **Ministry of Education.** It guarantees a quality, equitable education with a sense of belonging for the entire population, which contributes to harmonious training, within the framework of universal principles.

9. **Ministry of Labor.** Seeks and maintains the balance and rapprochement between the factors of production and labor stability with social justice in the state.

10. **Ministry of Tourism.** Conducts the policies of development and promotion of the state's tourism activity.

11. **Ministry of Health.** Ensures the physical and mental well-being of citizens, preventing and treating diseases and health risks through science, technology and human resources.

12. **Chief Administrative Office.** Provides the administrative support required by the centralized public administration of the state.

13. **Ministry of Citizen Security.** Preserves safety and coexistence in spaces intended for public use and enjoyment. It prevents crimes and infractions with the committed participation of citizens.

14. **Ministry of Youth.** Promotes social and human development, as well as the welfare of young people through the implementation of innovative public policies.

15. **Ministry of Social Development.** Coordinates policies, programs and actions aimed to promote social development and the dignification of people.

16. **Office of the Governor.** It provides direct support services to the requirements of the head of the State Executive Branch.

17. **Ministry of Culture.** Promotes and encourages artistic and cultural development, promoting equity and equal opportunities among the Querétaro population.

Directory of the Executive Branch of the State of Querétaro

Central agencies

Chief Administrative Office

Calle 5 de Mayo esquina Calle Pasteur.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000 ▪ Ext. 5027

Office of the Governor

Calle 5 de Mayo esquina Calle Pasteur.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000

Ministry of Agricultural Development

Calle Ignacio Zaragoza No. 334 Pte.
Col. Niños Héroes. Querétaro, Qro. C.P. 76010

442 192 6600 ▪ Ext. 6613

Ministry of Sustainable Development

Blvd. Bernardo Quintana No. 204.
Col. Carretas. Querétaro, Qro. C.P. 76050

442 211 6800 ▪ Ext. 2000

Ministry of Urban Development and Public Works

Calle Francisco I. Madero No. 72.
Col. Centro. Querétaro, Qro. C.P. 76000

442 227 1800

Ministry of Education

Av. Luis Pasteur No. 23 Sur.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000 ▪ Ext. 5087

Ministry of Government

Calle 5 de Mayo No. 45.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000 ▪ Ext. 5040

Ministry of the Comptroller's Office

Calle 5 de Mayo esquina Calle Pasteur.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000 ▪ Ext. 5012

Ministry of Social Development

Cto. Moisés Solana No. 171. Col.Balaustradas.
Querétaro, Qro. C.P. 76079

442 238 5220

Ministry of Youth

Blvd. Bernardo Quintana s/n. Col. Villas del Parque Querétaro 2000. Querétaro, Qro. C.P. 76159

442 224 2254 | 442 224 2616

Ministry of Finance

Calle 5 de Mayo esquina Calle Luis Pasteur. Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000 ▪ Ext. 5049

Ministry of Planning and Citizen Participation

Calle Luis Pasteur No. 45 Nte.
Col. Centro. Querétaro, Qro. C.P. 76000

Ministry of Health

Calle 16 de Septiembre No. 51 Ote.
Col. Centro. Querétaro, Qro. C.P. 76000

442 251 9004

Ministry of Citizen Security

Calle Río Tuxpan No. 107. Col. Desarrollo San Pablo. Querétaro, Qro. C.P. 76130

442 309 1400

Ministry of Tourism

Calle Luis Pasteur No. 4.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 6400

Ministry of Labor

Calle Francisco I. Madero No. 70, planta alta.
Col. Centro. Querétaro, Qro. C.P. 76000

442 227 1800 | 442 227 0610

Private Ministry

Calle 5 de Mayo esquina Calle Pasteur.
Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5000 ▪ Ext. 6012

Ministry of Culture

Calle José María Arteaga No. 89. Col. Centro. Querétaro, Qro. C.P. 76000

442 251 9850 ▪ Ext. 1025 y 1026

Local Agencies

Educational and Cultural Center of the State of Querétaro "Manuel Gómez Morín" (CECEQ*)

Av. Constituyentes esquina Av. Luis Pasteur s/n.
Col. Villas del Sur. Querétaro, Qro. C.P. 76000

442 251 9600

State Board of Population (COESPO*)

Calle Benito Juárez No. 68, 1er piso. Col. Centro.
Querétaro, Qro. C.P. 76000

442 240 1361 | 442 224 8873

Teacher's College of Querétaro (ENSQ*)

Calzada Colón No. 14. Col Centro.
Querétaro, Qro. C.P. 76000

442 214 4741 | 442 214 4941

National Contemporary Dance Center (CENADAC*)

Calle Sierra de Tilaco No. 201. Col. Villas del Sol.
Querétaro, Qro. C.P. 76046

442 213 8795

State Board of Public Security (CESP*)

Calle Río Tuxpan No. 107. Col. Desarrollo San Pablo.
Querétaro, Qro. C.P. 76130

442 309 1400

Institute for Constitutional Studies of the State of Querétaro (IECEQ*)

Calle Miguel Hidalgo No. 2. Col. Centro.
Querétaro, Qro. C.P. 76000

442 212 1602 | 442 224 0040

Commission for Medical Arbitration of the State of Querétaro (CAMEQ*)

Calle Corregidora No. 55 Nte. Despacho 101.
Col. Centro. Querétaro, Qro. C.P. 76000

442 214 4819 | 442 224 1094 | 442 224 1095

State Coordination of Civil Protection

Camino a Quintanares Km. 0+500 Cuerpo B.
Pedro Escobedo, Qro. C.P. 76724

448 275 1496

Institute for Sport and Recreation of the State of Querétaro (INDEREQ*)

Blvd. Bernardo Quintana No. 95.
Col. Villas del Parque. Querétaro, Qro. C.P. 76140

442 246 3368 | 442 246 3369

State Board Against Addictions (CECA*)

Calle Independencia No. 97. Col. Centro.
Querétaro, Qro. C.P. 76000

442 212 0236

Teacher's College of the State of Querétaro (CBENEQ*)

Calle San Mateo s/n. Col. Vista Alegre.
Querétaro, Qro. C.P. 76090

442 213 1131

* For its acronym or initials in Spanish

Entities

State Energy Agency

Blvd. Bernardo Quintana No. 524 A, 2do piso.
Querétaro, Qro. C.P. 76140

442 888 0762

High School of the State of Querétaro (COBAQ*)

Av. Constituyentes No. 35 Ote., 2do piso.
Col. San Francisquito. Querétaro, Qro. C.P. 76058

442 291 9400

State Infrastructure Commission (CEI*)

Av. Luis Pasteur No. 27 Nte.
Col. Centro. Querétaro, Qro. C.P. 76000

442 689 0665 ▪ Ext. 1036

International Airport of Querétaro (AIQ*)

Carretera Estatal 200 Qro-Tequisquiapan
No. 22500. Colón, Qro. C.P. 76270

442 192 5500

Technical and Professional Education School of the State of Querétaro (CONALEP* Querétaro)

Calle Fray Juan de Zumárraga No. 42. Col. Cimatario.
Querétaro, Qro. C.P. 76030

442 216 2663 | 442 242 3049

Council of Science and Technology of the State of Querétaro (CONCyTEQ *)

Av. Luis Pasteur No. 36 Sur.
Col. Centro. Querétaro, Qro. C.P. 76000

442 212 7266 | 442 214 3685
442 224 3218 | 442 212 6156

Querétaro's Craft House (CQA*)

Andador Libertad No. 52.
Col. Centro. Querétaro, Qro. C.P. 76000

442 214 1235

Scientific and Technological Studies School of the State of Querétaro (CECYTEQ*)

Calle del Carrizal No. 27.
Col. El Carrizal. Querétaro, Qro. C.P. 76030

442 216 3202 | 442 242 1454

Institute of Arts and Crafts of Querétaro (IAOQ*)

Calle Emeterio González No. 60.
Col. Hércules. Querétaro, Qro. C.P. 76069

442 234 6844 ▪ Ext. 101

State Transplant Center of Querétaro (CETQRO*)

Calle Prol. Ignacio Zaragoza No. 58.
Col. La Capilla. Querétaro, Qro. C.P. 76170

442 222 6553 | 442 222 6654

State Water Commission (CEA*)

Prol. Zaragoza No. 10. Col. Villas Campestre, San
José de Los Olvera. Corregidora, Qro. C.P. 76902

442 211 0600

Institute of Training for Work of the State of Querétaro (ICATEQ*)

Calle Fray Pedro de Gante No. 10.
Col. Cimatario. Querétaro, Qro. C.P. 76030

442 348 1100

* For its acronym or initials in Spanish

Entities

Institute of Educational Physical Infrastructure of the State of Querétaro (IIFEQ*)

Calle Guatemala No. 2-A. Col. Lomas de Querétaro. Querétaro, Qro. C.P. 76190

442 216 2353 | 442 216 2871 | 442 216 1276

Housing Institute of the State of Querétaro (IVEQ*)

Av. Pie de la Cuesta No. 2121 Int. 18. Col. Lomas de San Pedrito Peñuelas. Querétaro, Qro. C.P. 76148

442 192 9200

Querétaro Women's Institute (IQM*)

Calle José María Pino Suárez No. 229. Col. Centro. Querétaro, Qro. C.P. 76000

442 215 3404

Board of Trustees of the Festivities of the State of Querétaro (PFQ*)

Acceso 1, Nave 12 int. 112. Fraccionamiento Industrial La Montaña. Querétaro, Qro. C.P. 76150

442 214 1289

State Attorney's Office for Environmental Protection and Urban Development (PEPMADU*)

Prol. Corregidora Sur No. 25 Int. 101. Col. Centro. Querétaro, Qro. C.P. 76000

442 215 7660 | 442 215 7836

System for the Integral Development of the Family of the State of Querétaro (DIF*)

Av. Luis Pasteur No. 6A. Col. Centro. Querétaro, Qro. C.P. 76000

442 238 5100 | 442 238 5109

Unit of Services for Basic Education in the State of Querétaro (USEBEQ *)

Av. Magisterio No. 1000. Col. Colinas del Cimatario. Querétaro, Qro. C.P. 76090

442 238 6000

Querétaro Technological University (UTEQ*)

Av. Pie de la Cuesta No. 2501. Col. Unidad Nacional. Querétaro, Qro. C.P. 76148

442 209 6100 al 04

Aeronautical University in Querétaro (UNAQ*)

Carretera Estatal 200 Qro-Tequisquiapan No. 22154. Parque Aeroespacial. Colón, Qro. C.P. 76278

442 101 6600

Polytechnic University of Querétaro (UPQ*)

Carretera Estatal 420 s/n. El Marqués, Qro. C.P. 76240

442 101 9000 ▪ Ext. 101

Polytechnic University of Santa Rosa Jáuregui (UPSRJ*)

Carretera Federal 57 Qro-SLP, km 31+150. Parque Industrial Querétaro. Santa Rosa Jáuregui, Qro. C.P. 76220

442 196 1300 ▪ Ext. 111

Technological University of Corregidora (UTC*)

Carretera Santa Bárbara - Coroneo, km 11.2. Corregidora, Qro. C.P. 76900

442 483 0070

Technological University of San Juan del Río (UTSJR*)

Av. La Palma No. 125. Col. Vista Hermosa. San Juan del Río, Qro. C.P. 76800

427 129 2000

Source: Own elaboration with data from the Querétaro State Government website, 2023.
* For its acronym or initials in Spanish



8.1.2. Legislative Branch

It is represented by a meeting called the "State Legislature", which in turn is made up of popular representatives called "congressmen". They remain in office for three years with the possibility of repeating the subsequent term, in accordance with the legal provisions applicable to the principle of reelection.

Structure and functions

At the beginning of the term, elected congressmen form legislative groups or sections. These are made up of each political party, coalition or independent popular representatives participating in the Legislature.

- **Legislative Groups.** Formed by congressmen who share the same party affiliation in order to articulate politically and achieve better internal organization.
- **Legislative Sections.** Composed of the popular representatives of political parties that obtained only one seat in the electoral process.
- **State Congress Board.** It consists of a president, a vice-president, two secretaries and three alternates: one in the case of the absence of the vice-president and two in case of absence of secretaries. Its main function is to conduct and organize and performance of the Legislative Branch under the principles of impartiality and objectivity.
- **Political Coordination Board.** It is the body responsible for procuring the political decision making of the State Legislature. This board is integrated by coordinators of legislative groups and sections.
- **Regular Committees.** These are legislative bodies of a permanent nature that issue rulings and place the initiatives and matters to be heard by the Plenary of the Legislature in a state of resolution. Integrates commissions and presents dates of official publication of resolutions and decrees.
- **Special Committees.** They are responsible for carrying out specific tasks assigned by the plenary session of the Legislature at the time of their creation. They integrate transitory commissions and establish dates for the official publication of agreements and decrees.
- **Transparency Committee of the Legislative Branch of the State.** It is responsible for overseeing, instructing and coordinating actions and procedures for the dissemination of information of public interest.
- **Agencies.** These are administrative units that provide support to legislators and legislative bodies.

Legislative Committees

These are permanent bodies responsible for ruling on the initiatives and other matters that concern the Plenary of the State Legislature and placing them in a state of resolution in accordance with the specialized competence by subject matter.

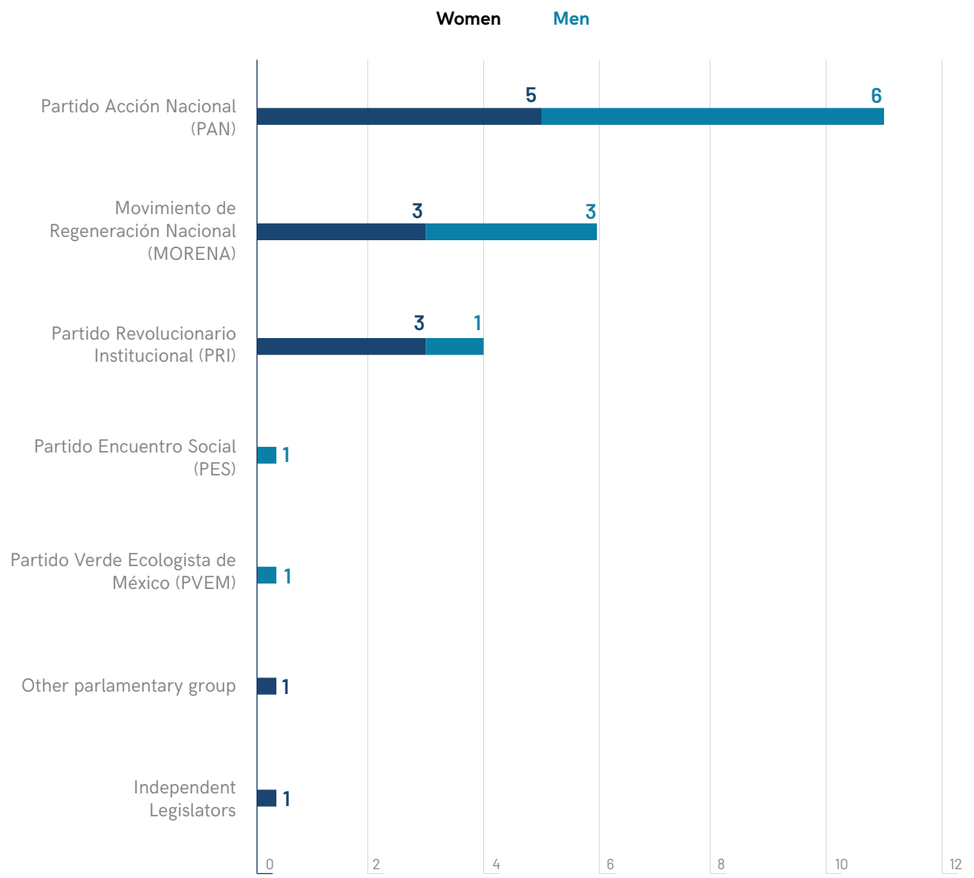
There are 25 Ordinary Committees with 3 members, each from a different legislative group or section. Each legislator may integrate more than one of the following committees:

- Access to Information and Accountability.
- Administration and Procurement of Justice.
- Migrant Affairs.
- Indigenous Affairs.
- Municipal Affairs.
- Science, Technology and Innovation.
- Sustainable Agricultural and Rutal Development.
- Sustainable Economic Development, Entrepreneurship and Trade.
- Social Development, Vulnerable Groups and Housing.
- Urban Development, Public Works and Communications.
- Education and Culture.
- Family and Rights of Children and Adolescents.
- Governance, Public Administration and Electoral Affairs.
- Gender Equality and Human Rights.
- Instructor.
- Youth and Sports.
- Environment and Climate Change.
- Sustainable Mobility and Transit.
- Citizen Participation.
- Planning and Budgeting.
- Constitutional Points.
- Health.
- Public Security and Civil Protection.
- Follow-up to the 2030 Agenda
- Tourism.

In the LX Legislature of the State of Querétaro, up to September 2022, 33 plenary sessions were held in which 118 issues were decided. 206 initiatives took turns to committee, of which 118 were approved and 88 were left pending.

In 2020, according to the National Census of State Legislative Branch, Mexico had 1,113 congressional legislators; Querétaro accounted for 2.2% of the total, corresponding to 25 legislators, 12 men and 13 women.

Legislators in Congress by type of affiliation in Querétaro (2020)



Source: Own elaboration with data from the National Institute of Statistics and Geography (National Census of State Legislative Branch 2020), 2023.

8.1.3. Judicial Branch

It is headed by the Superior Court of Justice, judges and bodies related to the matter. Its function is to apply laws in judicial matters of the civil, criminal and electoral order of the common jurisdiction, as well as in federal matters, when the laws empower it.

Structure and functions

- **Superior Court of Justice.** It is made up of 13 regular judges and 8 supernumerary judges, who remain in office for up to 3 years and can be re-elected. It works in full or in collegial or unitary rooms.

- **Council of the Judgeship.** It is a body with technical and managerial independence to issue its resolutions. He is responsible for the administration, oversight, discipline and judicial career of the Judicial Branch, with the exception of magistrates and second-instance staff who make up the Superior Court of Justice. Work in plenary sessions or in committees.

- **Courts of first instance.** It groups together the following courts: civil; specialized in commercial orality; criminal; family; for the execution of criminal sanctions; and mixed. Judges of first instance remain in office for 6 years, and may be ratified by another 9 years, pursuant to the evaluation of their performance.

- **Lower Courts.** They must have a presence in the settlements that are the capital of the municipalities of the state and in the delegations that warrant it. Lower court judges remain in office for 6 years, and may be ratified by another 9 years, pursuant to the evaluation of their performance.



8.2. Government efficiency

8.2.1. Administrative Quality

It entails the responsibility of providing optimal responses to citizen's needs through quality services, in line with the human and socioeconomic development of Querétaro.

Trained public officials

Continuing training is a line of action that promotes government efficiency stipulated in axis 6 of the State Development Plan 2021-2027 to improve the skills and professionalization of public officials. As a result, certification has been obtained in the CONOCER EC105 Competence Standard.

The main objective is to strengthen the operational and technical capacity of government bodies by providing knowledge, developing skills and promoting attitudes that improve the performance of public officials. Since October 2021 and during 2022, the state government has been carrying out training programs, including:

- **Code of Ethics and Law on Administrative Responsibilities.**
- **Human Rights and Gender Perspective.**
- **Customer Service, Communication and Assertiveness.**
- **Technical courses on digital tools.**

In 2022, a total of 253 training events were with the participation of 3,285 public officials, achieving a coverage of 70.5% of the personnel on the payroll.



Public Officials asset and interest statement

According to the State Development Plan 2021-2027, the mission of the current government is to "To increase the institutional and service level based on an efficient, sufficient and transparent public administration". In the area of transparency, several factors are taken into account, one of which is the obligation to submit the Statement of Assets and Interests.

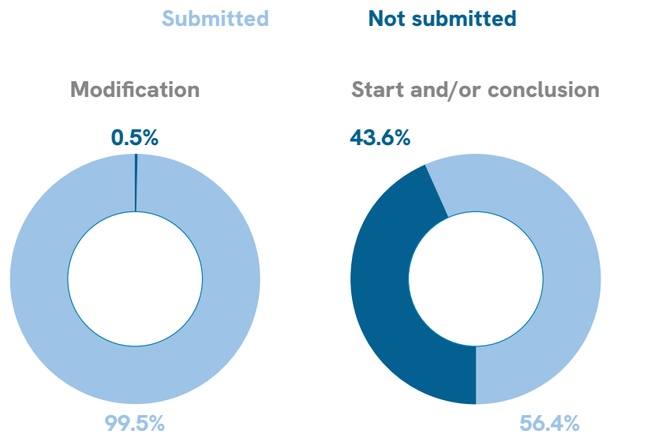
In order to comply with the provisions of articles 108, 32, 33, 46 and 49 and section IV of the General Law on Administrative Responsibilities, public officials are required to submit their asset and interest statements on the platform called DeclaraNet, an electronic tool managed by the Ministry of Public Administration.

The filing of the statement takes place under 3 different scenarios:

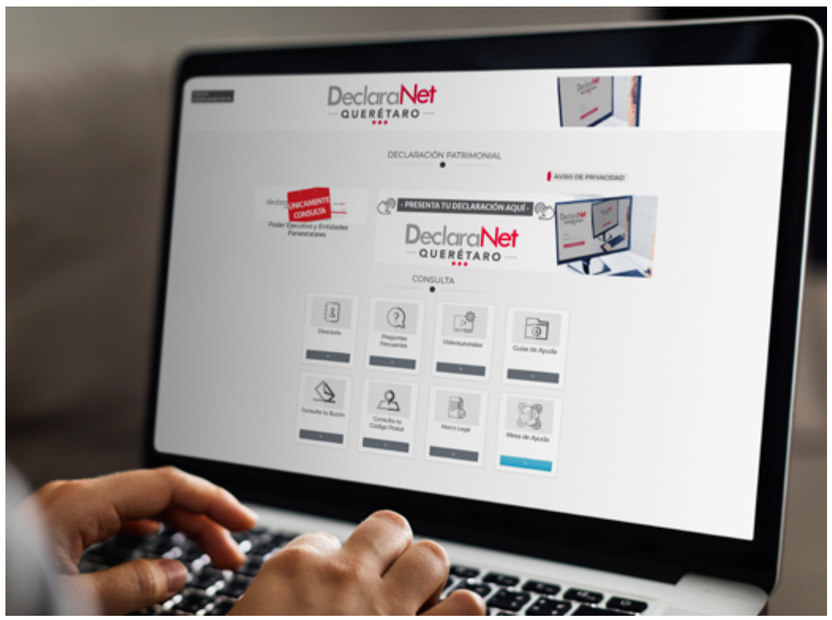
1. Initial. By publishing it within 60 calendar days of taking office on the occasion of:
   a) Entering public service for the first time.
   b) Re-entry to public service 60 calendar days after the conclusion of the last assignment.
2. Modification of assets. It is entered during the month of May of each year.
3. Conclusion. Making it known within 60 calendar days of the termination of the position.

In 2022, of the 38,263 public officials required to submit the amendment to the asset statement, 38,088 complied in a timely manner. In contrast, of the 8,722 public officials who had to submit an initial or concluding statement, only 4,919 did so.

Presentation by type of statement of public officials in Querétaro (2022)



Source: Own elaboration with data from the Comptroller's Office, 2023.



State Budget

Revenue Law of the State of Querétaro for fiscal year 2022

Public revenue allows the Executive Branch of the State to decide, with criteria of rationality, feasibility and priority, on the works and actions required by citizens. It also enables the planning and development that the entity requires for the permanent benefit of the population.

According to the official newspaper "La Sombra de Arteaga" on December 23, 2021, and in accordance with the Revenue Law of the State of Querétaro 2022, Chapter 1, Article 1; the entity estimated the following revenues for 2022:

Revenue Law of Querétaro (2022)

Concept	Amount	Total	Distribution
Taxes	4,531,925,969		
Social security fees and contributions	0		
Special contributions	0		
Duties	2,641,822,228		
Products	230,381,463		
Uses	185,066,583		
Revenues from sale of goods, rendering of services and other revenues	0		
Total local revenues		**7,589,196,243**	**17.5%**
Participations	17,402,750,927		
Contributions	13,902,768,330		
Agreements	3,245,013,612		
Incentives derived from tax collaboration	1,129,011,577		
Funds other than contributions	0		
Participations, contributions, agreements, incentives derived from fiscal collaboration and funds other than contributions		**35,679,544,446**	**82.5%**
Participations, contributions, agreements, incentives derived from fiscal collaboration and funds other than contributions	0		
Transfers, allowances, subsidies, grants, pensions and retirements	0		
Extraordinary income		**43,268,740,689**	**94.3%**
Total own financing		**2,629,674,532**	**5.7%**
Total revenues for fiscal year 2022		**45,898,415,221**	

Source: Own elaboration with data from the Official Newspaper La Sombra de Arteaga, Volume CLIV, No. 109, published on December 23, 2021 (Revenue Law of the State of Querétaro for fiscal year 2022), 2023.

Pursuant to Article 53 Ter of the Law for the Management of Public Resources of the State of Querétaro, the financing of the Executive Branch of the State of Querétaro, foreseen at the beginning of fiscal year 2022, is integrated in the following manner:

Own financing from the State of Querétaro (2022)

Concept	Amount	Total
Federal earmarked transfers	111,547,516	
Availability in terms of the Law on Financial Discipline of Federal Entities and Municipalities	2,518,127,016	
Own financing		**2,629,674,532**

Source: Own elaboration with data from the Official Newspaper La Sombra de Arteaga, Volume CLIV, No. 109, published on December 23, 2021 (Revenue Law of the State of Querétaro for fiscal year 2022), 2023.

The total revenues to be exercised during fiscal year 2022 increased 15.2% compared to 2021, from $39,835,938,339 to $45,898,415,221.



State of Querétaro Expenditure Budget Decree for fiscal year 2022

It is the financial instrument through which the State Government expresses the priorities of its management in order to respond to the requirements of society and the needs of Querétaro's families.

The objective of the Public Expenditure Policy of the State of Querétaro states:

- Redistribute income.
- Making public resources more efficient.
- Prioritize the needs of the population.
- Encourage productive public investment.
- Promote economic, social and sectoral development.
- Inclusion of vulnerable groups.

Within the expenditure budget of the State of Querétaro, for fiscal year 2022, more than 50% of the budget was granted to parastatal entities, followed by transfers to municipalities, with 18.5%.

State Expenditure Budget (2022)

Concept	Amount	Distribution
Transfers to municipalities	$ 7,286,272,477	18.5%
Transfers to Legislative Branch	$ 341,267,008	0.9%
Transfers to the Judicial Branch	$ 1,081,055,816	2.7%
Transfers to autonomous agencies and administrative courts	$ 1,626,195,488	4.1%
Total transfers to parastatal entities	$ 20,964,030,188	53.3%
Central sector units and auxiliary bodies	$4,878,336,946	12.4%
Public debt	$ -	0.0%
Retirement and pensions	$ 917,969,313	2.3%
Works and actions	$ 8,803,287,985	22.4%
State Expenditure Budget	**$ 45,898,415,221**	**100%**

Source: Own elaboration with data from the Official Newspaper La Sombra de Arteaga, Volume CLIV, No. 109, published on December 23, 2021 (Revenue Law of the State of Querétaro for fiscal year 2022), 2023.

The budget is mainly allocated to the security of the entity, through the Ministry of Citizen Security, to which 17.2% is allocated.

Budget allocated to central sector agencies and auxiliary bodies (2022)

Concept	Amount	Distribution
Governorship	$ 7,265,371	0.1%
Office of the Governor	$ 431,932,418	8.9%
Government Sector	$ 575,383,253	11.8%
Public Safety Sector	$ 838,805,214	17.2%
Finance Sector	$ 569,151,447	11.7%
Comptroller's Office Sector	$ 148,529,629	3.0%
Sustainable Development Sector	$ 147,932,454	3.0%
Agricultural Development Sector	$ 149,592,704	3.1%
Urban Development and Public Works Sector	$ 199,259,067	4.1%
Education Sector	$ 455,359,527	9.3%
Youth Sector	$ 42,494,844	0.9%
Social Development Sector	$ 98,835,928	2.0%
Labor Sector	$ 173,024,993	3.5%
Tourism Sector	$ 131,200,432	2.7%
Health Sector	$ 31,093,333	0.6%
Chief Administrative Office Sector	$ 660,293,112	13.5%
Planning and Citizen Participation Sector	$ 47,019,429	1.0%
Culture sector	$ 171,163,791	3.5%
Total	**$ 4,878,336,946**	**100%**

Source: Own elaboration with data from the Official Newspaper La Sombra de Arteaga, Volume CLIV, No. 109, published on December 23, 2021 (Revenue Law of the State of Querétaro for fiscal year 2022), 2023.

8.2.2. Government procedures and services

The State Public Administration, with the aim of ensuring that citizens spend less time on carrying out official procedures and obtain quality management and services in order to consolidate the entity's competitiveness.

In 2022, Querétaro was the first state in the Republic to publish information on its procedures and records in the National Catalog of Regulations, Procedures and Services (CNARTYS for its initials in Spanish), obtaining recognition from the National Regulatory Improvement Committee.

State Registry of Procedures and Services (RETS for its acronym in Spanish)

Through the Regulatory Improvement Committee of the State of Querétaro, it proposes and implements simplification work, to strengthen the bases and criteria for the integration and administration of the RETS, guaranteeing the quality of the information provided to the public.

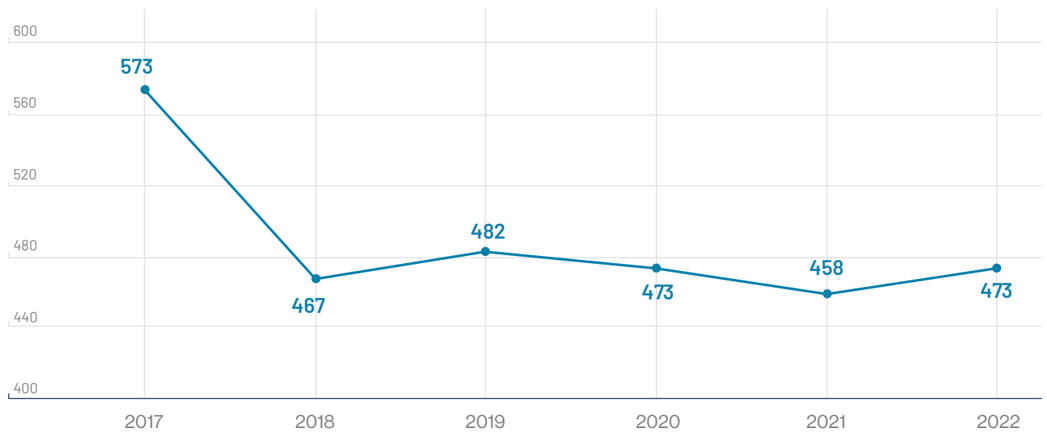
In 2022, 473 records of procedures and services were registered in the platform of the Executive Branch of the State, an increase of 3.3% compared to 2021. 54.1% of these were managed in the central sector.

Procedures and services of the Executive Branch of the State of Querétaro (2022)

Agency	Number of procedures and services	Distribution
Parastatal Entities	179	37.8%
Local agencies	38	8.0%
Central Sector	256	54.1%
Total	**473**	**100%**

Source: Own elaboration with data from the Regulatory Improvement Committee, 2023.

History of the procedures and services of the Executive Branch of the State of Querétaro (2017 – 2022)



Source:Own elaboration with data from the Regulatory Improvement Committee, 2023.

Among the main accomplishments achieved during 2022, the following stood out:

- The installation of the Regulatory Improvement Council in all municipalities of the state, thus fulfilling the legal mandate of public policy.
- Obtaining first place in the performance of states in the application and adoption of the National Strategy for Regulatory Improvement.
- The publication of the Regulatory Improvement Law of the State of Querétaro, which implements with greater institutional strength the public policy of regulatory improvement, as a comprehensive strategy to promote development, investment and economic growth.

8.2.3. Access to information

The Querétaro with Citizen Government axis of the 2021-2027 State Development Plan, establishes strengthening of transparent and accountable management as one of its strategies. Based on this, a line of action was adopted to simplify the access of citizens to government information.

Access to government information

During 2022, the Transparency Unit of the Executive Branch of the State of Querétaro received 1,041 requests for access to information, all of which were handled in a timely manner.

Applications were received through four different channels:

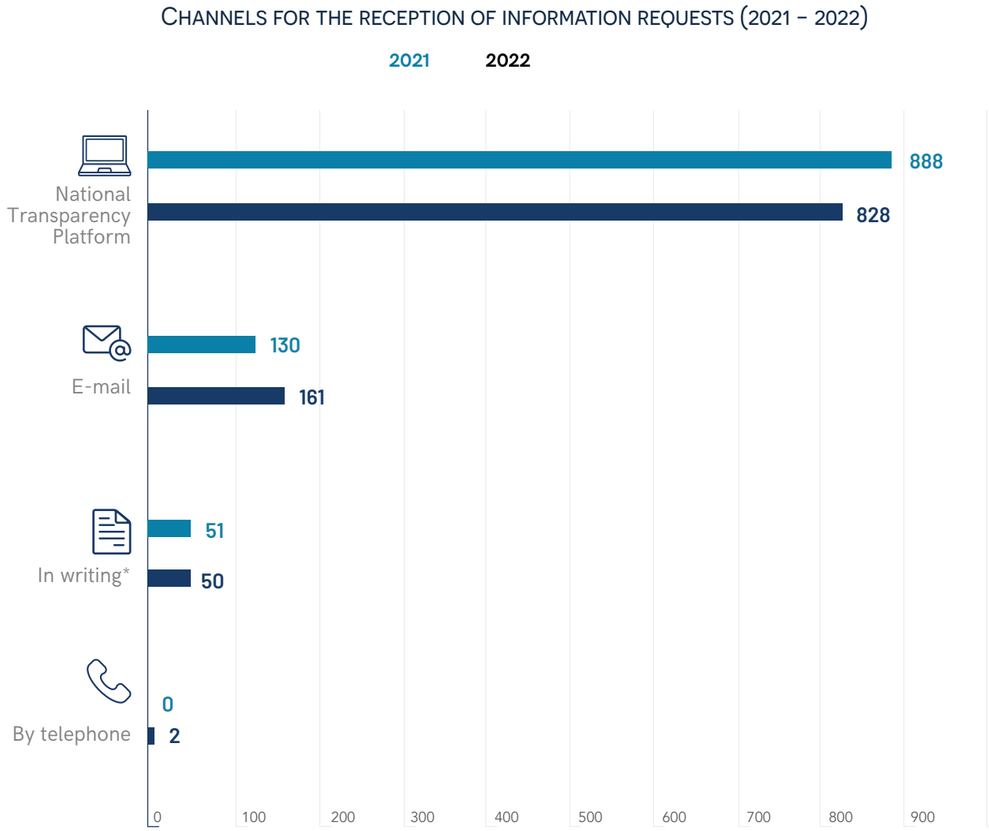
1. Directly in System: National Transparency Platform (www.plataformadetransparencia.org.mx/web/guest/inicio)

2. Via e-mail: utpe@queretaro.gob.mx

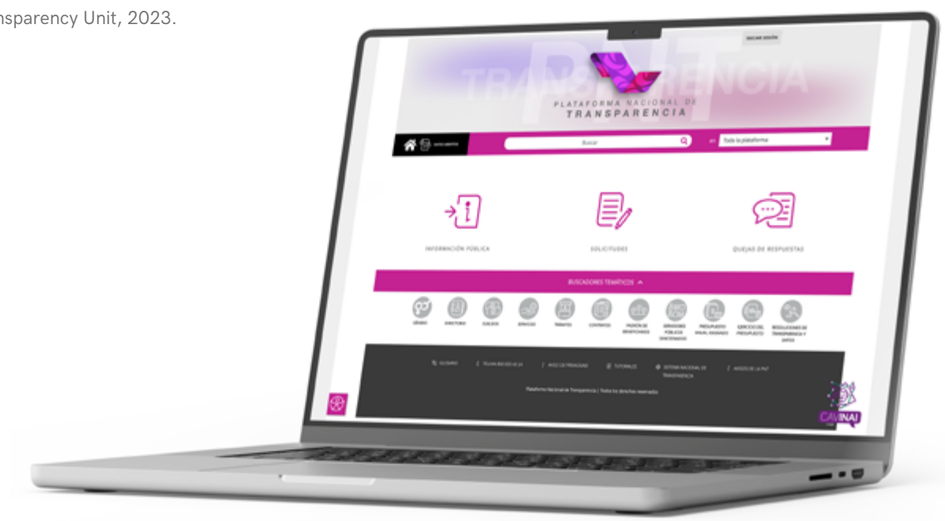
3. In writing: Delivered in person at the office of the Transparency Unit, located at Calle Luis Pasteur No. 5, Col. Centro, Querétaro, Qro. C.P. 76000 and/or in the mailbox located at Reception.

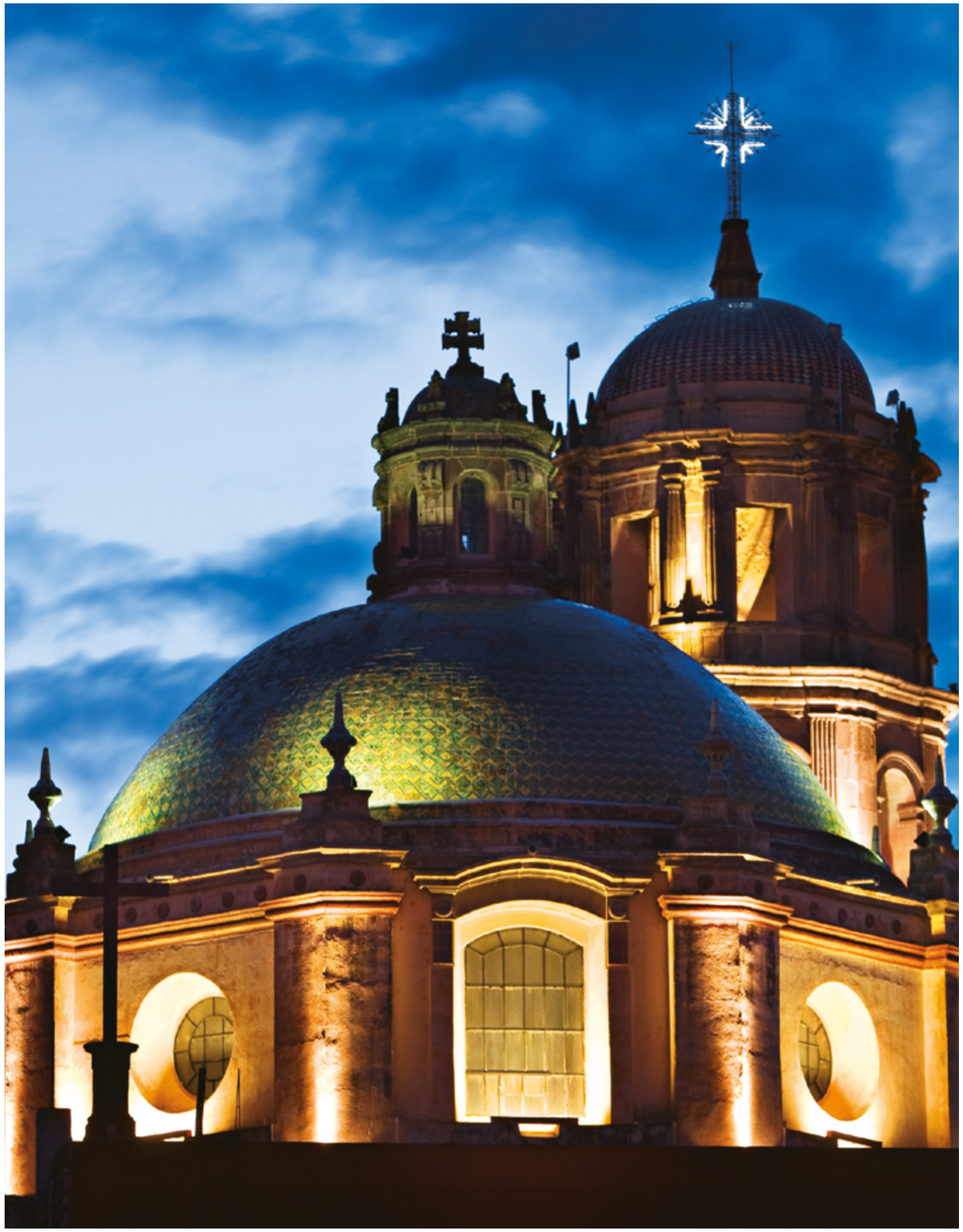
4. By telephone Registering the applicant's request with the Transparency Unit on the phone (442) 238 5000 ext. 5187, 5543 or 5544.

Channels for the reception of information requests (2021 – 2022)



Source: Own elaboration with data from the Transparency Unit, 2023.
* Including those received in the UTPE mailbox.





8.3. Municipal Governments

Querétaro is made up of 18 municipalities, each with its own legal character and assets, represented and managed by a popularly elected City Council.

The following are the powers of the municipalities:

- Formulate, approve and manage the zoning and urban development plans of their own demarcation.
- Create and manage territorial reserves
- Control and monitor land use in their jurisdictions.
- Intervening in the regularization of urban land tenure.
- Grant licenses and permits for construction.
- Participate in the creation and administration of ecological reserve areas, approving and exercising their powers in terms of preserving and restoring ecological balance and protecting the environment.

Directory of the 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
- 448 278 0101
- www.amealco.gob.mx/portal/



Arroyo Seco

- Plaza Principal s/n. Col. Centro. Arroyo Seco, Qro. C.P. 76400
- 487 874 2110 | 487 874 2111
- www.arroyoseco.gob.mx



Cadereyta de Montes

- Calle Benito Juárez No. 10. Col. Centro. Cadereyta de Montes, Qro. C.P. 76500
- 441 276 0180
- www.cadereytademontes.gob.mx



Colón

- Jardín Héroes de la Revolución No. 1. Col. Centro. Colón, Qro. C.P. 76270
- 419 234 3700 | 442 234 3701
- www.colon.gob.mx



Corregidora

- Calle Ex Hacienda El Cerrito No. 100. Col. El Pueblito. Corregidora, Qro. C.P. 76900
- 442 209 6000
- www.corregidora.gob.mx



El Marqués

- Calle Venustiano Carranza No. 2. Col. La Cañada. El Marqués, Qro. C.P. 76240
- 442 238 8400
- www.elmarques.gob.mx



Ezequiel Montes

- Calle Belisario Domínguez No. 104. Col. Centro. Ezequiel Montes, Qro. C.P. 76650
- 441 277 0707
- www.ezequielmontes.gob.mx



Huimilpan

- Calle Reforma No. 158 Ote. Col. Centro. Huimilpan, Qro. C.P. 76950
- 448 278 5047
- www.huimilpan.gob.mx



Jalpan de Serra

- Calle Independencia No. 12. Col. Centro. Jalpan de Serra, Qro. C.P. 76340
- 441 296 0243 | 442 296 0388
- www.municipiodejalpan.gob.mx



Directory of the municipal governments of the state of Querétaro

Landa de Matamoros

- Calle Constitución s/n. Col. Centro. Landa de Matamoros, Qro. C.P. 76360
- 441 292 5207 | 441 292 5208
- www.landadematamorosqro.gob.mx



Pedro Escobedo

- Calle Panamericana No. 2. Col. Centro. Pedro Escobedo, Qro. C.P. 76700
- 448 275 0006
- www.pedroescobedo.gob.mx



Peñamiller

- Plaza Principal s/n. Col. Centro. Peñamiller, Qro. C.P. 76450
- 441 296 6052
- www.penamiller.gob.mx



Pinal de Amoles

- Calle Benito Juárez No. 4. Col. Centro, Pinal de Amoles, Qro. C.P. 76300
- 441 292 5030 | 441 292 5018
- www.pinaldeamoles.gob.mx



Querétaro

- Blvd. Bernardo Quintana No.10000. Col. Centro Sur. Querétaro, Qro. C.P. 76090
- 442 238 7700
- www.municipiodequeretaro.gob.mx



San Joaquín

- Palacio Municipal s/n. Col. Centro. San Joaquín, Qro. C.P. 76550
- 441 293 5000
- www.sanjoaquin.gob.mx



San Juan del Río

- Av. Juárez No. 26 Pte. Col. Centro. San Juan del Río, Qro. C.P. 76800
- 427 268 1000
- www.sanjuandelrio.gob.mx



Tequisquiapan

- Calle Palmas No. 5. Col. Los Sabinos. Tequisquiapan, Qro. C.P. 76750
- 414 273 2327
- www.municipiodetequisquiapan.gob.mx



Tolimán

- Calle Benito Juárez No. 3. Col. Centro.Tolimán, Qro. C.P. 76600
- 441 296 7206
- www.toliman.gob.mx



Sources: Own elaboration with information from the web pages of the Municipal Presidencies of the State of Querétaro, 2023.

Once again, the publication of the "*Economic Yearbook 2023, Competitive Querétaro*" has been possible thanks to the collaboration and support of different institutions and organizations, allowing us to present the great work they do every day.

On behalf of the Ministry of Sustainable Development, we express our gratitude for the commitment of each of their team members, whose dedication and hard work, contributed to the publication of this document, which allows us to understand the evolution and growth of the state.

THANK YOU!





SIMPLIFIED PRIVACY NOTICE

The Ministry of Sustainable Development of the Executive Branch of the State of Querétaro, is responsible for the processing of the personal data provided to us for the integration and illustration of the State Economic Yearbook.

In case of refusal to process your personal data required for this purpose, you may submit your request for the exercise of the ARCO rights through the National Transparency Platform or before the Transparency Unit of the Executive Branch of the State of Querétaro.

If you wish to learn about our comprehensive privacy notice, you may consult it at http://www.queretaro.gob.mx/sedesu or http://bit.ly/2zqyiGfo at the Ministry of Sustainable Development of the Executive Branch of the State of Querétaro.

Update date: February 9, 2023.

Directory

Ministry of Sustainable Development of the Executive Branch of the State of Querétaro (SEDESU)

Blvd. Bernardo Quintana No. 204. Querétaro, Qro.
C.P. 76050. Colonia Carretas.
T. 442 211 6800
www.queretaro.gob.mx/sedesu
sedesu@queretaro.gob.mx

Sub-Ministry of Economic Development

Directorate SME Support

Directorate of Business Development

Directorate of Regional Development

Directorate of Industrial Development

T. 442 211 6814

Sub-Ministry for the Environment

Directorate of Environmental Control

Directorate of Environmental Planning

Center for Ecology and Climate Change

T. 442 211 6801

International Airport of Querétaro (AIQ)

Carretera Estatal 200 Qro-Tequisquiapan No. 22500
Colonia Galeras. Colón, Qro. C.P. 76270.
T. 442 192 5500

Editorial

Secretary of Sustainable Development
Ing. Marco Antonio Del Prete Tercero

Sub-Ministry of Economic Development
Mtro. Genaro Montes Díaz

Sub-Ministry of Environment
Ing. Ricardo Javier Torres Hernández

Technical Secretary
Lic. María Cecilia Bustamante Mier y Terán

Coordination and content development
Lic. Lilia J. Martínez Sobrino

Lic. Paulina Hernández Mendoza

Proofreading
Arq. Ramón Aguilar Naranjo

Translation
Lic. Rebecca Reyes Retana Popovich

Ing. Regina García Lascurain Villar

Art direction - layout and design
MM. Eduardo Espinoza Gómez

L.D.G. Ana María Sánchez Torres

M. en D. Alejandra M. Velázquez Palafox

D.G Sara Pérez Vera



Competitive Querétaro

Economic Yearbook 2023

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

PODER EJECUTIVO DEL ESTADO DE QUERÉTARO

QUERÉTARO
GOBIERNO DEL ESTADO
Juntos, Adelante.