



**PLAN DE MANEJO Y CONSERVACIÓN  
DE LA ZONA DE MONUMENTOS HISTÓRICOS  
DE SANTIAGO DE QUERÉTARO**







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## **INTRODUCTION.**

The importance of the Historical Center of the city of Santiago de Queretaro lies in its ancient heritage of a rich and unique mix of the Otomi, Tarasca, Purepecha, Mexica, Chichimeca, Spanish and Mestizo cultures, a phenomenon provoked by the geopolitical transformations of the west-central region of Mexico in which, throughout its whole history, Queretaro has been a fundamental strategic component of the territorial struggles and adaptations resulting from the economic and political transformations of Mexico. For this reason, in March of 1981 this nucleus was established by presidential decree as “Historical Monuments Zone of the city of Queretaro” (hereinafter ZMHQ, acronym in Spanish), precisely defining it as a conservation area. This Area is made up of a space of 4 km<sup>2</sup>, formed of 203 blocks that represents approximately 1,400 buildings of historical value, constructed between the XVI and XIX centuries. Some of them were intended for religious worship, educational purposes, care services, or public administration, and others are civil properties for private use.

The ZMHQ was included in the UNESCO World Heritage list on December 7, 1996. Once the Historical Monuments Zone of Queretaro was nominated to be entered into this list, the responsibility ensued at the international level to protect, conserve, and transmit to future generations this cultural heritage of outstanding universal value; in this way, the Convention Concerning the Protection of the World Cultural and Natural Heritage confers on Mexico the responsibility of developing and putting into practice the measures needed for the protection, conservation, rehabilitation and presentation of this site and others included on the cited list.

The Committee decided to include this property on the World Heritage List on the basis of cultural criteria, considering that the site has outstanding universal value and is an exceptional example of a colonial city, whose layout reflects the multi-ethnicity of the population. Additionally it has numerous important buildings, primarily from the XVII and XVIII century.



The aforementioned is incorporated based on the cultural criteria (ii) and (iv), in accordance with the nomination documents, which consider that:

“...the site is of outstanding universal value and an extraordinary example of a colonial town whose layout symbolizes its multi-ethnic population. It is also endowed with a wealth of unique buildings, notably from the XVII and XVIII centuries...”

In the same documents, the following authenticity declaration is established:

“Queretaro is an ancient colonial city that continues to exist primarily on the urban plan from the XVI century and conserves a strong proportion of ancient buildings, particularly from the XVII and XIX centuries. Insofar as the complex continues to be a living urban complex, its authenticity stands out strongly.”

On the other hand, in the “*Carta de Pátzcuaro 2002*” of the *ICOMOS Mexicano* [the Mexican National Committee of the International Council on Sites and Monuments], it is established that:

“As a result of their entry onto the World Heritage list, sites become subject to a series of phenomena of distinct nature that do not always mean their preservation, and for that reason it is particularly important to develop action plans and management programs with a comprehensive view toward protection, both before and after a site’s inclusion in said List.”

The ZMHQ has been subject to conservation efforts for the built heritage, focused in a biased way on physical aspects and appearance, and above all concentrated on monumental properties and those with aesthetic value, whereas those properties of lower status that are fundamental for guaranteeing the permanence of the authenticity of the urban layout of multi-ethnic origin in a living urban complex are not sufficiently cared for, which is why it is urgent to implement an action plan or system that allows for coordinating the actions and means needed for the common objectives created by the commitments and guidelines established by the Convention Concerning the Protection of the World Cultural and Natural Heritage.





The Action Plan must be a means of essentially establishing a management mechanism that stems from the requirements established by the UNESCO Convention Concerning the Protection of the World Heritage; in this respect, it is defined as an *Operations, Administration and Management Mechanism of multiple variables with a long-term objective*.

The World Heritage Convention, within its Practical Guidelines, has defined three important elements: the Protection of Authenticity, Comprehensiveness, and the Management System. From this perspective, the Action Plan must keep in mind the conservation of the values that enabled the site to be declared a World Heritage, and not lose those values.

In accordance with the aforementioned, the Action Plan must be understood as a Management Mechanism for a Heritage Site that contains a collection of regulative, strategic, and operational tools for concerted action by the public and private sectors and general society via a planning process that provokes a participatory, systematic, and comprehensive approach for the conservation, investigation, and dissemination of the outstanding universal values of the site in a sustainable development framework that takes into account the improvement of society's quality of life, through strategies that drive the establishment of a management system that will guarantee the conservation and safeguarding of the Heritage Site and its cultural value over the long term. For this, the management must be understood broadly, as a process capable of strengthening the mechanisms of technical and legal protection and, in parallel, promoting social and governmental participation.

By the same token, the Heritage Site Values should be recognized and their administration, management, and "action" should be established; that is, the components that make up those values should be broken down, and it should be ensured that the actors and institutions involved pay attention to them, particularly, the social groups that inhabit them, as they are the ones who will maintain the heritage and the cultural values by being in charge of the care and maintenance of



the site's properties as well as its traditions and community customs, seeking aligned objectives among the different authorities involved in the site.

Considering the above, this management mechanism starts by identifying the values and attributes that support the Heritage Site, recognizing the state of conservation of those attributes and the variables that come into play at the site.

The management policies for the Heritage Sites must necessarily involve the participation of all the possible social agents, both those that inhabit it (residents), and the visitors; we mustn't forget that the Monuments Zone of Queretaro is an environment used by a wide range of sectors of the population. It is the "*centro*" [center] of Queretaro.

In this vision in which the population recognizes the Monuments Zone as part of its historical heritage -- as part of not only a physical landscape but also a cultural one -- the conservation actions for this Heritage must necessarily consider the notions of intangibility and the composition of historical-cultural landscapes.

On the other hand, the recognition and active participation of the agents involved in the dynamics of protecting the Historical Monuments Zone of Queretaro must be established; a review of the existing processes and information--the result of more than seven years of work related to the development of this Plan--in order to determine, via a participative process, the actions necessary from a comprehensive safeguarding perspective to sustain the site's values and to coordinate with actions launched by other departments.



## **I. BACKGROUND.**

### **I.1 INFORMATION GATHERING.**

Below the different technical studies and programs are described that, together with those previously conducted, starting in 2003, serve as background for the Action Plan:

In the years immediately before 1990, the National Institute of Anthropology and History (INAH, acronym in Spanish) carried out the “National Catalogue of Historical Immovable Monuments of the State of Queretaro,” which is updated to the year 2000.

In 2003 the process Streetd “Action Plan for the Historical Center of Santiago de Queretaro” began through el the Historical Center’s Board, which left the process incomplete. In December 2004, the process was resumed by the Secretariat of Sustainable Development of the Municipality of Queretaro, and was then taken up by el the Municipal Planning Institute (IMPLAN, acronym in Spanish), which left the process once again incomplete because of methodological deficiencies.

In December of 2003, a study of centers of attraction was carried out by el the Municipal Traffic Engineering Department, as well as the registry of Parking on Public Roads in the Historical Center.

In 2004, a first approach to the Geographical Information System for the Monuments Zone and Traditional Neighborhoods was developed by the Historical Center Board. Following with the studies conducted this year, the Municipal Traffic Engineering Department made a registry of Public Parking Lots in the Historical Center.

In 2005, the Economic Development Authority of the Municipality of Queretaro conducted a *public opinion study* among residents of and visitors to the Historical Center; this study spanned a sample of 771 visitors, using a quantitative survey technique. The results show that the primary reason for visiting the Historical Center is fun, followed by work or business reasons. The most valued aspects are: architectural heritage (churches, town squares, gardens, monuments). The strengths





found are safety, cleanliness and lighting. The center has as its weaknesses the traffic, parking and transportation. In the same year and in collaboration with the INAH, an analysis of interviews conducted with non-resident users was conducted. The Traffic Engineering Department was also in charge of a study conducted on Mobility in the Historical Center.

In 2007, a second *Opinion Study* was carried out as part of the process of developing the PLAN OF ACTION AND CONSERVATION OF THE HISTORICAL MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS OF SANTIAGO DE QUERETARO, using a sample of 800 visitors, with the objective of monitoring and evaluating the conservation and protection of the Historical Center. On the one hand, the profile of the visitor and resident, the activities carried out, the places visited, the transportation means used for access, and forms of displacement within the Historical Center were recognized. On the other hand, the visitors' interests, preferences and criticisms were also recognized, and the services and priorities needing attention as well as projects carried out and scheduled to be carried out were evaluated.

That same year, with the objective of forming a transportation and mobility network, the municipality promoted the use of public parking lots, for which it was necessary to conduct a *study of the Streets, Infrastructure and Transportation*. For this, and aimed at a new approach to street engineering that would improve vehicular traffic flow, the road directions in the Historical Center were studied. Likewise the transportation routes and bus stops, as well as the transfer areas for users entering the zone were studied. The *study conducted on parking* on the public roads showed high occupation levels, which caused a high level of congestion, mostly due to employees who work in the zone parking their cars on public roads. This saturation of the road space made the suitable flow of cars, pedestrians and cyclists difficult, as well as that of disabled persons.

In the public parking study, a lack of parking capacity was detected using a comparison between the number of cars parked on public roads versus the capacity of the existing lots used for parking. For this reason, more lots were promoted and



property owners of existing lots were given incentives to expand their properties. Together with these actions, it was expected that, through the Mobility Plan, users would end up using these lots.

From June to October of 2006, the municipality's Urban Development Authority collected information on land use and services in Traditional Neighborhoods (photos, land use, sectors, services and location).

At the end of 2006, while beginning to develop the PARTIAL PLAN OF URBAN DEVELOPMENT FOR THE HISTORICAL MONUMENTS AND SITES ZONE AND TRADITIONAL NEIGHBORHOODS OF THE CITY OF SANTIAGO DE QUERETARO (PPDUZMHBT SQ, acronym in Spanish), the Geographical Information System (SIG, acronym in Spanish) was designed and information was collected for it.

Conceived of as a tool for dynamic and participative urban planning, the PARTIAL PLAN OF URBAN DEVELOPMENT FOR THE HISTORICAL MONUMENTS AND SITES ZONE AND TRADITIONAL NEIGHBORHOODS OF THE CITY OF SANTIAGO DE QUERETARO (PPDUZMHBT SQ, acronym in Spanish) outlines the general urban conservation policy for the Historical Monuments Zone of the City of Queretaro (ZMHQ, acronym in Spanish), which is inscribed on the World Heritage list.

For 2007, the State Secretariat of Public Works and the Sustainable Development Secretariat jointly conducted an analysis by blocks that included the *uses of land* to identify the primary attraction points for the Historical Center. The results were used as a point of reference in creating a strategy with the objective of avoiding the marginalization of the zone. For this, and with the aim of fostering habitability, roundtables and inter-institutional coordination efforts were carried out, as well as a first approach to drafting a plan for housing renovation.

The city council created an inventory of private fixtures, advertisements, and awnings in perimeter 'A' of the Monuments Zone between its Urban Development Authority and the INAH between February and November of 2007.

La the Secretariat of Municipal Services carried out a study for the Energy Savings



Project (2007) based on tests made on four circuits with high efficiency electronic equipment and lamps with greater luminosity to compare savings with prior invoicing, yielding positive savings results from 25 to 30%. An analysis and review were also conducted on each lamp and equipment capacity and light bulb. A desk study analysis was done on the existing invoices issued to date.

For the year 2008 the PARTIAL PLAN OF URBAN DEVELOPMENT FOR THE MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS was put into effect through its publication in The Municipal Gazette No. 33 dated March 18, 2008, Take I, and in the Official Newspaper "*La Sombra de Arteaga*" No 19 dated April 10, 2008. It was inscribed in el the Public Registry of Property and Commerce on April 22, 2008 by the State Government of Queretaro and Municipal Government of Queretaro.

That same year, the Sustainable Development Secretariat was in the process of developing two programs: the first, the RE-DENSIFICATION OF THE MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS PROGRAM FOR THE CITY OF SANTIAGO DE QUERETARO, is an urban development tool that stems from the recommendations and programs established in the PARTIAL PLAN OF URBAN DEVELOPMENT FOR THE MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS OF THE CITY OF SANTIAGO DE QUERETARO. It involves municipal government action aimed at revaluing the land, taking advantage of the infrastructure in place, promoting urban development in the central area of the municipality, preserving and conserving the built cultural heritage, as well as serving as a mechanism for halting the expansion of urban sprawl.

The objective is to have a specific program and the regulations for promoting housing in the inner city of the Municipality of Queretaro through a technical and legal approach that prevents the deterioration and replacement of the housing zones, promoting investment by individuals and real estate developers.

The second is a POTENTIALITIES TRANSFER SYSTEM FOR THE MONUMENTS



ZONE AND TRADITIONAL NEIGHBORHOODS OF THE CITY OF SANTIAGO DE QUERETARO. The problem with the Monuments Zone and Traditional Neighborhoods is of an urban and social nature. In the urban environment, it has been suffering from the natural processes of the central areas, such as the loss of population, the marginalization of certain spaces and decreased property investment in others, while it also suffers from deficient regulations. All of this comes together to cause the abandonment and deterioration of several zones in the central area, including ones that contain important architectural heritage.

The POTENTIALITIES TRANSFER SYSTEM FOR THE MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS OF THE CITY OF SANTIAGO DE QUERETARO will allow for obtaining resources to be invested in the maintenance, care and restoration of the buildings and public spaces of the Monuments Zone and Traditional Neighborhoods, through the management of potentially non-usable development rights in this area and their re-assignment to other areas of the city that have the capacity to absorb those development rights and where the transfer mechanism will promote a more rational use of those rights.

The above tends to a more equal distribution of the development rights, at least for the central area, but above all it favors the conservation of the cultural heritage of the central zone of Santiago de Queretaro, which has value not only for Mexican and Queretaro societies together, but also for humanity. In this way, the TRANSFER SYSTEM is a municipal government action for increasing the land value and preserving and conserving the built cultural heritage, as well as for taking better advantage of the installed infrastructure. The central objective is to design a Technical and Legal tool that allows for the property owners of the Monuments Zone and Traditional Neighborhoods of Santiago de Queretaro and the municipal government to have the financial resources for the maintenance, care and restoration of the area's properties and public spaces.

With the aim of concluding the creation of a mechanism that strengthens the





protection and conservation of the Historical Center Cultural Heritage, and so that it is comprehensively coordinated with the current PARTIAL PLAN OF URBAN DEVELOPMENT FOR THE MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS OF THE CITY OF SANTIAGO DE QUERETARO (PPDUZMBTCSQ, acronym in Spanish); the research and coordination needed to finish the PLAN OF ACTION AND CONSERVATION OF THE HISTORICAL MONUMENTS ZONE AND TRADITIONAL NEIGHBORHOODS OF SANTIAGO DE QUERETARO was carried out by the IMPLAN, the Historical Center's Management Body was created.

## **I.2 BACKGROUND DESCRIPTION.**

### **I.2.1 Legal Framework.**

For the First International Convention on Historical Centers of Mexico, held in Merida, Yucatan, a specific basis was formed to establish proposals that will serve as a reference framework to be included in state and municipal legislation, as well as to swiftly be put into practice in the Historical Centers of Mexico.

At this Convention, the need was established to adjust municipal legislation in order to conceive of the Historical Center as a civic, historical and hereditary nucleus of cities such as Santiago de Queretaro for their ensuing conservation and economic development.

Because the local legislation has no conceptual definition of the historical center, its characteristics and demarcations, it is necessary to revise the legislation to incorporate this aspect as well as the outline of the Plan or Program of Action, as stipulated at the conclusion of the Congress, which stated that there must "include an action plan in all legal frameworks for historical centers."

Additionally, the Congress concluded that it is necessary "to grant the municipalities greater legal authority to protect their heritage," as well as "to promote the municipal



declarations of the historical centers with the objective of defining and demarcating their territories with legal precision.” the Hon. City Council of Queretaro, in 1995, declared the Historical Center and the traditional neighborhoods of Santiago de Queretaro to be a conservation zone and laid down the Regulation for issuing the Declarations of Monuments and Conservation Zones in the Municipality of Queretaro, which represents a significant, but non-conclusive advance towards defining adequate regulations, especially because the state regulatory environment does not contain such a definition. Correcting this situation is fundamental to establishing certainty in the administrative legal defense of the Heritage when addressing economic interests.

Given that the local urban legislation does not outline the Plan or Program of Action, there is a fundamental need to establish planning mechanisms with legal certainty through partial programs for urban development of the historical centers while the outline of the action plan within the urban legislation is established and made congruent in local and federal legislation.

This Action Plan responds to the need to assign value to the Historical Center of Santiago de Queretaro, including its traditional neighborhoods, in which exists a process of reducing the resident population while new functions, particularly tertiary ones, are increasing, with a consequent increase in vehicular flow to the detriment of the mobility of the site. To confront this problem, the Plan must be comprehensive, taking advantage of the advances incorporated in the existing planning tools and incorporating the new social and economic dynamics that are in process in the study zone, so that they are in line with that which was established by the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage, the Political Constitution of the United Mexican States, the laws and regulations that stem from it, the Political Constitution of the State of Queretaro, the laws and regulatory instruments related to the territory, and the cultural heritage and urban issues, as well as the municipal regulations.



### I.2.1.1 International Legal Framework.

#### **The UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (held from October 17<sup>th</sup> to November 21<sup>st</sup> of 1972 in Paris)**

establishes in its Article 1 what is considered to be a "cultural heritage":

- **The monuments:** Monumental architectural works, sculptures, or paintings, elements or structures of an archaeological nature, inscriptions, caverns and groups of elements that have an outstanding universal value from the point of view of history, art or science;
- **The complexes:** groups of buildings, isolated or together, whose architecture, unity, and integration in the landscape give them an outstanding universal value from the point of view of history, art or science;
- **The sites:** man-made works or combined works of nature and man, as well as areas, including archaeological sites, that have an outstanding universal value from a historical, aesthetic, ethnological or anthropological point of view.

Article 3 states that each State Party to the Convention is given the responsibility of identifying and outlining the different properties located in its territory and mentioned in articles 1 and 2.

Article 4 explains that each of the States Party to the Convention recognizes that the obligation of identifying, protecting, conserving, rehabilitating and transmitting to future generations the cultural and natural heritage located in its territory belongs primarily to that State. It will endeavor to act with that objective using its own force and to the maximum that resources will allow, and, when needed, through international assistance and cooperation from which it can benefit, above all in the financial, artistic, scientific and technical aspects.

Article 6, section 1 establishes that the States Party to the Convention, while completely respecting the sovereignty of the States in whose territories the cultural and natural heritage referenced in articles 1 and 2 are found and without breaching



the rights foreseen in the national legislation regarding that heritage, recognize that it constitutes a universal heritage that the entire international community has the responsibility of cooperating to protect. Section 3 provides that each of the States Party to the Convention is obliged to not deliberately take any measure that could cause damage, directly or indirectly, to the cultural and natural heritage discussed in articles 1 and 2 that are located in the territory of other States Party to that Convention.

Article 7 establishes that for the purposes of this Convention, the international protection of the world cultural and natural heritage will be understood as the establishment of a system of cooperation and international assistance aimed at supporting the States Party to the Convention in their efforts employed to conserve and identify that heritage.

Article 11, section 1 establishes that each one of the States Party to the Convention will present to the World Heritage Committee, as best possible, an inventory of the properties of cultural and natural heritage in its territory and suitable for inclusion in the list discussed in paragraph 2 of this article. This inventory, which will not be considered exhaustive, must contain documentation on the place that the properties are located and on the interests that they offer.

Article 12 establishes that the fact that a cultural and natural heritage is not inscribed on one or the other of the lists discussed in paragraphs 2 and 4 of article 11 does not in any way mean that it does not have outstanding universal value for purposes other than those that result from inscription in these lists.

In article 19 it is established that all States Party to the Convention can request international assistance for the benefit of the properties of cultural or natural heritage of outstanding universal value located in their territory. It will include in its request the pieces of information and documents outlined in article 21 to which the Committee must have access in order to make a decision.





### **Practical Guidelines for Implementing the World Heritage Convention:**

Its paragraph 96 provides: “The protection and management of the properties declared as a heritage of humanity must guarantee that the outstanding universal value, the conditions of integrity, and/or authenticity at the moment of inclusion to the list are maintained or improved in the future.”

Paragraph 103 mentions: “When the proper conservation of the property requires it, a buffer zone must be established around the property.”

Paragraph 104 states: “For the protection of the property proposed, a buffer zone is an area around the property whose use and development are legally and/or customarily restricted in order to reinforce its protection. For this, the immediate environment of the proposed property, perspectives and other areas or attributes that are functionally important to support the property and its protection will be kept in mind....”

#### **I.2.1.2 Federal Legal Framework.**

**The Political Constitution of the United Mexican States:** Article 25 states that it is the State’s duty to ensure that the principles of national development are comprehensive, that the development strengthens the sovereignty of the nation and its democratic rule, and that, by fostering economic growth and employment and a more fair distribution of income and wealth, it allows for the complete exercise of liberty and dignity of individuals, groups and social classes.

In article 26, section A, it states that the State will organize a democratic planning system for national development that gives solidity, dynamism, permanence and equity to economic growth for the political, social, and cultural democratization and independence of the nation; via the participation of the diverse sectors of society, it



will collect society's aspirations and demands in order to incorporate them into the development plan and programs.

It indicates that the State will organize a Democratic Planning System and the municipalities will have the power to: formulate, approve and manage municipal urban development zoning and plans; participate in the creation and management of its territorial and ecological reserves, as well as in the formulation of the regional development plans, which will also be in line with the General Plans on the topic; and also control and regulate the use of land in its territorial jurisdictions. Related articles: 25, 26, 27 paragraph III, 73 and 115.

Article 27 establishes the Nation's participation in the organization and regulation of the country's human settlements, given that it will at all times have the right to impose on private property whatever measures are dictated by the public interest, having as its objective establishing a fair distribution of public wealth, caring for its conservation, achieving balanced development of the country, and improving the conditions of life for rural and urban populations. This article is the source of national and state legislation regarding urban and territorial development<sup>1</sup>.

Article 73, section XXIX-C indicates that the Congress of the Union has the power to issue laws that bring the federal, state and municipal governments in line, in the scope of their respective jurisdictions, with regard to human settlements, with the objective of complying with that outlined in the third paragraph of article 27<sup>2</sup>. In accordance with section XXV of this article, it is the Congress of the Union's responsibility to legislate regarding "...remains or fossils and on archaeological, artistic and historical monuments whose conservation is of national interest."

In accordance with section XXV, it is up to the Congress of the Union to legislate in matter concerning "...remains or fossils and on archaeological, artistic and historical monuments whose conservation is of national interest."

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<sup>1</sup> Hon. Congress of the Union. Political Constitution of the United Mexican States. Mexico City., 2003 (taken on November 12<sup>th</sup> 2006 from: <http://www.constitucion.gob.mx/>)

<sup>2</sup> Ibidem.



In the constitutional article 115, it is established that the municipalities will be conferred with legal status and will manage their heritage in accordance with the law. Also, section V indicates that each Municipality, in terms of the related federal and State laws, will have the power to, among other things: formulate, approve and manage municipal urban development zoning and plans; authorize, control and oversee the use of land within its sphere of competence in its territorial jurisdictions; intervene in the regulation of urban land tenure; grant licenses and permits for construction and form agreements for the management and custody of federal zones. As applicable and in line with the purposes outlined in the third paragraph of article 27 of this Constitution, the Municipalities will issue the regulations and administrative provisions necessary<sup>3</sup>.

**Federal Law on Archaeological, Artistic and Historical Monuments and Sites**

**(D.O.F. May 6<sup>th</sup> 1972):** Indicated in article 2, the investigation, protection, conservation, restoration and recovery of archaeological, artistic and historical monuments and monument zones is in the public interest. On the other hand, article 4 mentions that the state and municipal authorities will have, in the application of this law, the ability to intervene as the law and its regulations indicate<sup>4</sup>.

Article 35 establishes as historical monuments those properties linked to the nation's history, beginning with the establishment of the Hispanic culture in the country, which will be the properties constructed in the XVI-XIX centuries; meanwhile article 38 establishes that the monument zones will be subject to the jurisdiction of the Federal Powers in the terms prescribed by this Law and its Regulations, and article 41 considers that the historical monuments zone is the area made up of several historical monuments related to a national event or that is linked to aspects of the past that are relevant to the country<sup>5</sup>.

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<sup>3</sup> Idem.

<sup>4</sup> Hon. Congress of the Union; *Federal Law on Monuments and Archeological, Artistic and Historic Zone*; DOF, May 6<sup>th</sup>, 1972, (taken on November 11<sup>th</sup> 2006 from: [www.cddhcu.gob.mx/LeyesBiblio/pdf/131.pdf](http://www.cddhcu.gob.mx/LeyesBiblio/pdf/131.pdf))

<sup>5</sup> *Ibidem*.



**General Law of Human Settlements (D.O.F. July 21<sup>st</sup> 1993):** This has as its objective establishing the basic regulations for the planning and regulation of territorial zoning for human settlements, in line or coordination with the federation, the states and the municipalities, and constitutes a tool that sets the bases for achieving more organized urban development where all the members of society are benefited, but are also co-responsible with the authorities for carrying out the urban planning in its different phases, from making the plans to their operation and regulation, which will lay out a better level and quality of life for the rural and urban populations, via an internal structuring of the population centers and the sufficient and timely funding of infrastructure, equipment and urban services; the conservation and improvement of the environment in the human settlements; the preservation of the cultural heritage of the population centers; social participation in solving the problems generated by coexistence in the human settlements and the development and adjustment of the infrastructure, and features and urban services in the population centers that guarantee safety, free passage and accessibility required by disabled persons.

In article 5, it considers the following, among others, to be in the public interest: the founding, conservation, improvement, and growth of the population centers; the execution of urban development plans and programs; the construction or improvement of housing of social and popular interest; the execution of infrastructure, equipment and urban services projects, as well as the protection of the cultural heritage of the population centers.<sup>6</sup>

Article 11 indicates that the planning and regulation of territorial zoning for human settlements and of urban development for the population centers forms part of the national system of democratic planning, as a sector policy that contributes to achieving the objectives of development plans at the national, state and municipal levels.<sup>7</sup>

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<sup>6</sup> Hon.Congress of the Union; General Law on Human Settlements; DOF 1993, (taken on 10 November 2006 from: <http://www.diputados.gob.mx/LeyesBiblio/pdf/133.pdf>)

<sup>7</sup> Ibidem.



Chapter V establishes the regulation of property that must be subject to the provisions, uses and assignments outlined in the urban development plans, which will indicate specific actions for the conservation, improvement and growth of the population centers and will establish the corresponding zoning. If the city council issues the urban development program for the respective population center, said specific actions and applicable zoning will be contained in this program. Additionally, article 33 establishes that for the execution of conservation and improvement actions for the population centers, in addition to the provisions indicated in article 32, the state legislation for urban development will establish the regulations for: the proportion that must exist between green spaces and the buildings destined for housing, urban services and productive activities; the preservation of the cultural heritage and the urban landscape of the population centers; and the making of agreements between authorities and property owners or the expropriation of their land in the public interest.

Chapter VI establishes that the three levels of government must agree to acquire reserves for urban development and housing to reduce speculation and irregularities, ensure land availability and guarantee compliance with the plans.

**Planning Law (D.O.F. January 5<sup>th</sup> 1983):** This establishes the regulations and principles in accordance with those to be carried out by the National Development Planning that channel the Federal Public Administration activities; and the National System of Democratic Planning, in which lays the foundation of democratic participation of the diverse social groups as well as the indigenous towns and communities, through its representatives and authorities, in the development of the Plan and its programs.

Article 2<sup>o</sup> indicates that the planning principles are based on strengthening national sovereignty, and political, economic, and cultural independence and self-determination; the preservation and improvement of the democratic, republican, federal and representative rule, driving the people's active participation in the





planning and execution of government activities; equal rights and unrestricted respect for civil rights and for social and political liberties and rights.<sup>8</sup>

The Third Chapter, regarding social participation in planning, indicates that in the scope of the National System of Democratic Planning, the participation and consultation of diverse social groups will take place, with the objective of having the population express its opinions for the development, updating, and execution of the Plan and the programs referred to in this Law. The organizations representing the workers, rural populations, towns and popular groups, academic, professional and research institutions from corporate bodies, and other social groups, will participate as permanent consulting bodies for the democratic planning aspects related to their activity through popular consultation forums that will be held for this purpose. Representatives and senators from the Union Congress will also participate in these forums.<sup>9</sup>

**National Waters Law (D.O.F. December 1<sup>st</sup> 1992):** This has as its objective regulating the exploitation, use or enjoyment of water resources, its distribution and control, as well as the preservation of its quantity and quality in order to achieve its sustainable comprehensive development.

Article 7 declares as causes of public interest, among others: modernizing and increasing the efficiency of urban public and domestic water services, in order to contribute to the improvement of social wellbeing and health, in order to improve the quality and timeliness of the services rendered, as well as in order to contribute to achieving comprehensive management of water resources; the improvement of the quality of waste water, the prevention and control of its contamination, the recirculation and reuse of said waters, as well as the construction and operation of water contamination prevention, control and mitigation projects, including waste water

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<sup>8</sup> Hon. Congress of the Union; Law on Planning; DOF 1983, (taken on November 10<sup>th</sup>, 2006 from: [www.cddhcu.gob.mx/LeyesBiblio/pdf/59.pdf](http://www.cddhcu.gob.mx/LeyesBiblio/pdf/59.pdf))

<sup>9</sup> Ibidem



treatment plants; the prevention of and attention to the effects of extreme weather phenomena that put people, productive areas or facilities at risk.<sup>10</sup>

The third title, only chapter, first section establishes the principles that support the national water policy, among those detailed in the first section, it establishes that “Water is a vital, vulnerable and finite property of federal public domain, with social, economic and environmental value, whose preservation in quantity and quality and whose sustainability is a fundamental task for the state and society, as well as a national safety issue and priority.”<sup>11</sup> In its subsequent sections it details self-financing water management by which users must pay for exploiting, using or enjoying it, and also explains that domestic use and urban public use will have preference over any other use, among other things.

The sixth title refers to urban public use, and there it mentions that the allocation of national waters to population centers is granted to the city councils, the States or the Federal District, managed by their respective sewage and drinking water systems, will subsist even when those systems are managed by public sector or local entities or are ceded to individuals by the corresponding authority.

Article 45 of that same title indicates that the power to exploit, use, or enjoy national waters, including waste waters, is allocated to the municipal authorities, with the help of the state governments, from the point of their extraction to their delivery by the “Water Authority” until the place that they are discharged into receiving bodies that are national property. The exploitation, use or enjoyment can be carried out by said authorities through private sector entities or concessionaries pursuant to the Law. Regarding the reuse of waste waters, the third party rights related to the volume of these waters must be respected, which are inscribed in the Public Registry of Water Rights.

### **I.2.1.3 State Legal Framework.**

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<sup>10</sup> Hon. Congress of the Union; Law on National Water (Resources); DOF, July 21<sup>st</sup> 1993, (taken on November 14<sup>th</sup>, 2006 from: [www.diputados.gob.mx/LeyesBiblio/doc/16.doc](http://www.diputados.gob.mx/LeyesBiblio/doc/16.doc))

<sup>11</sup> Ibidem.



**State of Queretaro Political Constitution (March 31<sup>st</sup> 2008):** Recital 9 establishes that through this reform that renews the Political Constitution of the Free and Sovereign State of Queretaro de Arteaga, a collection of fundamental values and principles are explicitly formed that will allow for the strengthening of that which has been designated as the material or substantial aspect of the Constitution, endowing it with content. Recital 32 indicates that it is important to emphasize that in the constitutional use of article 124 of our Magna Carta, which grants to the State Legislatures the right to legislate all that which is not expressly reserved for the Federation, and in observance of and respect for that established in article 115, which recognizes complete municipal autonomy, one can see, at all times, within the body of this reform, a text that is constitutional and respectful of the constitution's supremacy, which responds to the needs and demands of our society.

Article 6 establishes that the culture of the people of Queretaro constitutes an inalienable asset and a fundamental right. The laws will protect the heritage and cultural expressions; the authorities, with society's responsible participation, will promote the recovery, preservation, strengthening, protection, restoration, and dissemination of the cultural heritage that defines the Queretaro people, which is inalienable and indispensable.

Article 22 establishes that the State Governor has the following powers, among others: planning, participating, driving, coordinating and guiding the comprehensive and sustainable development of the State, fostering economic growth, employment and ensuring a fair distribution of income and wealth, that allows for full exercise of the liberty and dignity of individuals and social groups;

**State of Queretaro Planning Law (D.O.F. December 17<sup>th</sup> 2008):** This establishes that its provisions are a matter of public policy, one of its principles being to drive regional development and improving all aspects of the population's quality of life.



Article 9 establishes that the State Development Planning System is the articulated collection of processes of social, political, economic and technical nature, the mechanisms of agreement and coordination and authorities from the public, private and social sectors, through which the planning actions will be carried out at the state, regional, municipal, sector and institutional levels, and from which the State Development Plan, as well as the needed programs and projects for promoting the state's comprehensive development are derived as products.

Article 14 mentions that regional planning will be understood as a process through which institutional programs that allow for attending to the needs of the state's geographic zones will be formed, fostered and evaluated.<sup>12</sup>

**Urban Code for the State of Queretaro (D.O.F. August 6<sup>th</sup> 1992):** This mentions that its objective is to regulate the planning, founding, conservation, improvement and growth of the population centers of the State of Queretaro, establishing agreement between the state and the municipalities that make it up, considering it to be of public utility and social interest, the State Government being the authority empowered to plan and order the provisions, uses, assignments and reserves of the territory's elements and their comprehensive development, for which it must, among other things, participate in the development, bringing before legislatures, and seeking approval of state and municipal urban development plans, addressing the social groups that make up the community through its legally constituted bodies and inscribing them in the registry of urban development plans, sending all those resolutions that are in accordance with what this regulation should be to the Public Registry of Property and Commerce for inscription.

Article 6 mentions that the State Government is the authority with the power to plan and order the provisions, uses, assignments and reserves of the territory's elements and their comprehensive development.<sup>13</sup>

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<sup>12</sup> Hon. Legislature of the State of Queretaro de Arteaga; Planning Law of the State of Queretaro; *La Sombra de Arteaga (The Shadow of Arteaga)*; 1996 (taken on November 12<sup>th</sup> 2006 from: <http://www.ordenjuridico.gob.mx/Estatal/QUERETARO/Leyes/QUERLEY26.pdf>)



Article 10 establishes that the following, among others, are responsibilities of the City Councils: to participate jointly with the Commission envisaged in Article 11 in the development, review, and execution of the municipal urban development plans in their jurisdiction; to come to agreements that support the objectives and purposes proposed in the plans carried out in their jurisdiction with the Federation, the States or with other City Councils; to plan jointly with the Secretariat of Urban Development, Public Works, and Ecology the attention to investments and actions that work to conserve, improve and regulate the growth of population centers; to publicize the municipal plans; to create and regulate its respective Urban Development Municipal Councils; and exercise all other responsibilities granted by this body of laws and the related legal provisions.<sup>14</sup>

The eighth transitory article indicates that “if the municipalities do not have municipal urban development plans, declarations of use, assignment, and territorial reserves, duly approved, published and inscribed in the public property registry, the Secretariat of Urban Development, Public Works and Ecology will exercise the responsibilities needed to issue opinions and reports, regarding the use of land for development envisaged in the third title of this Code, in coordination with the corresponding City Council, prior to the authorization of the land division project or any other kind of urban development expected to be carried out”<sup>15</sup>.

Article 22 mentions that the corresponding municipal authorities will grant construction licenses and permits needed, for which it will have the following powers: Set the technical requirements that construction and facilities on premises and public roads must comply with, in accordance with that outlined in this Code and its Regulations, with the purpose of complying with the conditions of habitability, safety, hygiene, comfort, and good appearance, and also set the restrictions that buildings

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<sup>13</sup> Hon. Legislature of the State of Queretaro de Arteaga; Urban Code for the State of Queretaro; *La Sombra de Arteaga (The Shadow of Arteaga)*; 1992, (taken on 15 November 2006 from: <http://www.legislaturaqro.gob.mx/files/codigos/pdf/01%20Codigo%20Urbano.pdf>)

<sup>14</sup> Ibidem.

<sup>15</sup> Idem.





and elements such as fountains, sculptures, arches, columns, monuments and similar items, classified or located in artistic and cultural heritage zones, must comply with, towards addressing the provisions of the Federal Law on Archaeological, Artistic and Historical Monuments and Zones and the other provisions existing in the State related to cultural heritage.

Article 237 recognizes the rights that individuals have over their properties, with the limitations dictated by public interest and, thus, it indicates the regulations to which public or private lands and buildings must be subject, as well as the rules for their use and assignment, in ways that allow for the adequate and harmonious development of urban zones. The granting of authorizations, licenses and permits for construction will be subject to that determined by the State and Municipal Urban Development Plans and Projects, as well as the sector and sub-programs and the corresponding declarations.

Article 245 mentions that in the relevant historical monument zones and typical zones, traditional and regional construction materials and systems must be respected, in accordance with the provisions of this Code.

**State Public Administration Act (*Organic Law*) (D.O.F. December 23<sup>rd</sup> 1991):** Its

Article 24 mentions that the Secretariat of Urban Development and Public Works is the body in charge of ordering human settlements and regulating urban development of communities and population centers via their sufficient planning and zoning, while also being in charge of developing and ensuring compliance with the master plans.<sup>16</sup>

**State of Queretaro Tourism Law (D.O.F. November 1992):** This Law establishes in

its second article, first and fourth sections as a cause of public interest efficiently taking advantage of the State's tourist resources for the benefit of the social and private groups that take part in these activities; having as its basis the creation,

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<sup>16</sup> Hon. Legislature of the State of Queretaro de Arteaga; ORGANIC LAW ON PUBLIC ADMINISTRATION; *La Sombra de Arteaga (The Shadow of Arteaga)*; 1991, (taken on 15 November 2006 from: <http://www.queretaro.gob.mx/documento.php?clave=8704>)



conservation, protection and enjoyment of the State's tourist resources and attractions, through the actions of planning, scheduling, training, promoting, coordinating, verifying and ensuring the State's tourism development.

In its second chapter it refers to tourism development planning, indicating that "the tourism programs will be subject to the principles, strategies, priorities and actions envisaged in the National Development Plan and the State of Queretaro Comprehensive Plan, which can be general or refer to a specific part of the State's territory, in accordance with the tourist attractions and available resources."<sup>17</sup>

The eighth chapter refers to alternative tourism defined as that which has its purpose carrying out recreational activities in contact with nature and cultural expressions with an attitude and commitment to knowing, respecting, enjoying and participating in the preservation of natural and cultural elements and resources, which includes ecotourism, adventure tourism, and regional tourism, the last of which is intimately related to cultural tourism, which the historical sites attract, this being one of the objectives of this plan.

#### **I.2.1.4 Municipal Legal Framework.**

**QUERETARO MUNICIPAL CODE.** This is an instrument that has as its objective establishing the bases for the incorporation, organization and functioning of the city council of Queretaro; it includes reforms published in The Municipal Gazette No. 12, dated 11 May 2004, The Municipal Gazette No. 36, dated 27 April 2005, The Municipal Gazette No. 54, dated 7 December 2005, and The Municipal Gazette No. 1 dated 6 December 2006.

Article 189 indicates that the City Council has the following responsibilities, among others, in terms of urban development: the creation of participation mechanisms for formally constituted social groups and those of broader representation that make up

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<sup>17</sup> L Constitutional Legislature of the State of Queretaro. Queretaro State Law on Tourism; Queretaro State Congress. Queretaro 2004.



the community, so that they intervene as consulting and advising bodies in the development and execution of Urban Development Plans; launch actions that tend to conserve, improve and regulate the growth of population centers and identify, declare and conserve—in coordination with the State Government—sites and buildings that serve as a valuable testimony for the municipal community to its history and culture.

**PARKING REGULATIONS FOR THE MUNICIPALITY OF QUERETARO.** Approved in a Special Council Session held on June 3, 2002. Its provisions regulate the opening, functioning and general conditions for rendering the service of public parking in the Municipality of Queretaro.

Reform published in The Municipal Gazette No. 12, dated 11 May 2004.

**REGULATIONS FOR CONDUCTING COMMERCIAL ACTIVITIES IN PUBLIC ROADS FOR THE MUNICIPALITY OF QUERETARO.** Enacted on the eleventh day of the month of September of 2002. It has as its objective regulating the ordering, organizing, and conducting of commercial activities on public roads.

Reforms published in The Municipal Gazette No. 03 dated 11 January 2004, The Municipal Gazette No. 54 dated 7 December 2005 and The Municipal Gazette No. 38 dated 2 June 2008.

**TOURISM REGULATIONS FOR THE MUNICIPALITY OF QUERETARO.** Approved in an Ordinary Council Session held on the twenty-seventh day of May of two thousand one. It has as its objective regulating the fostering, development and promotion of tourism activity that will be considered as a strategic activity linked to and incorporated into the economic, social, cultural and political life of the Municipality of Queretaro, while it also grants powers to the City Council to establish mechanisms for the guidance, consultation, informing and assistance of both tourists and those rendering services. It does not have reforms.



## **PUBLIC CLEANLINESS AND HYGIENE REGULATIONS FOR THE MUNICIPALITY OF QUERETARO.**

To adapt and create a body of legal codes that regulate the public services that by constitutional mandate are duty of the Municipality of Queretaro to render; the Hon. City Council of Queretaro approved it in its Ordinary Council Session held on March 26, 2002, having as its objectives to achieve effective government administration and social wellbeing, supported by the ability to act together with society, thereby promoting a culture of cleanliness and public hygiene; and also to have clear mechanisms for sufficiently rendering the public services of cleaning, collecting, removing, treating and final disposal of waste.

### **I.2.2 Historical Background.**

The region in which the city of Santiago de Queretaro is situated was influenced by three significant Mesoamerican cultural groups: Teotihuacanos, Toltecas and Mexicas, possibly also influenced by Totonaca groups. Towards the end of the XV century, Queretaro (Tlachco) was populated primarily by Otomies and small groups of Tarascos.

Krickberg considers that “the Otomies, primitive inhabitants of the high plains of Mexico State, Toluca and Puebla, were displaced by the Nahuas and currently live, among other places, in the State of Queretaro.”<sup>18</sup> The precursors in the settlement of this zone, their way of life was sedentary, supported by precarious agriculture and without completely abandoning the hunter-gatherer phase. Their participation in the political and military activity of the region, before and after the arrival of the Spanish, was characterized by their passivity.

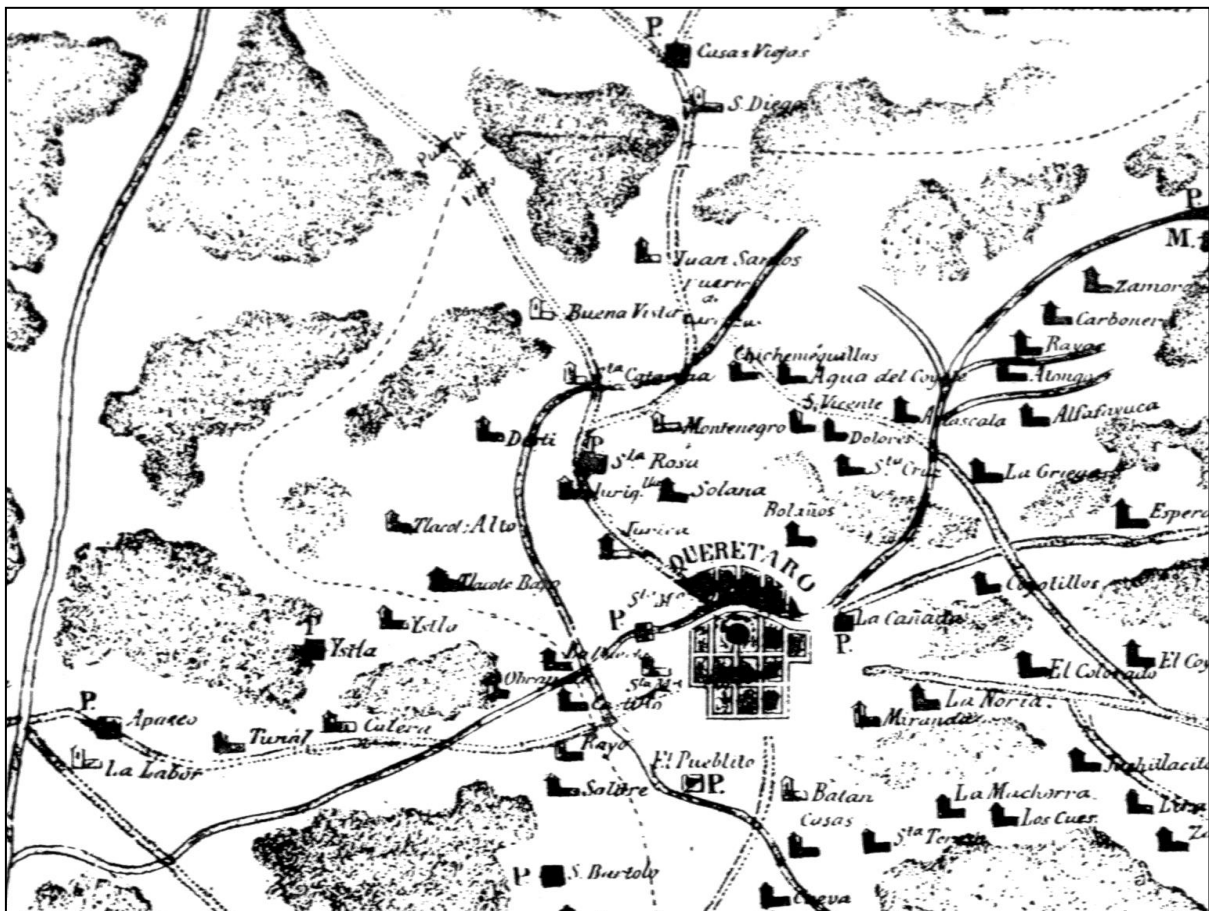
In most of the references to the founding of Queretaro, the Chichimecas are identified as the primitive inhabitants of the area and the Otomies were acculturated as participants in their colonization process. It can be established that groups of Nahuatl origin, primarily the Mexicas from the XV century, used the Otomies settlements,

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<sup>18</sup> Krickberg, Walter. *Las Antiguas Culturas Mexicanas, Chichimecas y toltecas*, Fondo de Cultura Económica, p. 36, Mexico, 1961

once conquered, as protection for their north and northeast borders against the Teochichimecas by establishing agricultural-sedentary fringe settlements. During the first expansions of the Spanish empire, the Otomies maintained the same function in favor of the new conquerors, being displaced in small groups toward the North, participating in founding settlements in territories hostile to the *conquistadores*, particularly in the cases of Queretaro, San Juan del Rio, Toliman, Xichu, etc. These Otomies enclaves would later be used by the Spanish for the definitive occupation of this territory.

**Figure I.1** Neighboring villages to the Town of Queretaro 1840.



Source: "Querétaro rescate patrimonial" [Rescue of Queretaro Heritage], State Government of Queretaro, 1985.

The founding of Santiago de Queretaro can be considered "*sui géneris*" in the foundational context of settlements in Mexico provided under the "*Modelo de*





*Conquistas*<sup>19</sup> [Conquests Model]; it is a formative process that raises different hypotheses, most of all because of the various discrepancies present among the few primary documents available from this stage, in the XVI century, such as, for example, the Indigenous Land Rights that would show the origin and dimensions of the indigenous peoples' lands that could sufficiently correspond to important testimonials that are known as the accounts of the accomplishments of some of the Otomies conquerors. In addition, perhaps the most important document, for its trustworthiness and detail, is the "*Relación Geográfica de Querétaro*" ["Geographical Relationship of Queretaro"] from 1582, as well as the book that Carlos de Sigüenza y Góngora published in 1680 in the work "*Glorias de Querétaro*," which mentions: "...Queretaro, thus, ancient population of the robust Othomites... is the seat of the ancient town and new city of Queretaro..." stating that the settlement of Queretaro existed as a pre-Hispanic settlement that gave place to a new city similarly named Queretaro and whose re-founding occurred during the mid-XVI century.

Recently, the historian Lourdes Somohano has lifted part of the veil of this formative stage through her investigation of the documents discovered in the General Archive of the Indies in Spain from a legal dispute between 1536 and 1541, between the chiefs of Xilotepeque and the "*encomendero*" (holder of an '*encomienda*', e.i., land assigned by government and Church) Hernán Pérez de Bocanegra, for the Tlachco and Cincoque ranches. These documents, according to the author, "...provided a notion of what the period from the rule of the Mexica, Ahuizotl (1486-1502), through 1541 was like," that is to say, the last part of the pre-Columbian period and the Spanish conquest transition period.

Queretaro was part of the jurisdiction of Xilotepeque, which was in turn under the Tlacopaneca rule, dependent on the Triple Alliance, Streetd Tlachco, a Nahuatl name that means place to play ball and is embodied in the Codex Mendoza, which shows the province of Xilotepeque centered on its page 31. Under this glyph for Xilotepeque are tributary towns among which Tlachco is represented by a glyph of a pre-Hispanic ball game. In this period, a complex form of regional government had been

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<sup>19</sup> Cuevas, Mariano. *Historia de la Nación Mexicana*, Mexico, 1940





established by a cultural mix of the dominant groups: Mexicas and Otomies, the former of which allowed for the traditional Otomi government structure to remain, although subject to *calpixque* guards and Mexica governors. The Macehuales Otomies' taxes were collected in Xilotepeque to be distributed among its leading people and the Mexica men.

Because of Tlachco's location on the border of the Mexica Empire, a strong relationship existed between the Otomies and another important indigenous group, the Chichimecas. Their relationship, although not void of tension and confrontation, shaped them and transformed them both in the pre-Columbian period and the colonial one. In this way, the Queretaro settlement was not formed as a random product, but rather as a consequence of the process of forming lasting relationships of different natures among different cultures. Among these was the close commercial relationship with the Tarasco settlements of Xilotepeque, upon the arrival of the Spanish, thereby forming a new entity as a synthesis of all of these cultures and relationships.

This information confirms that which Carlos de Sigüenza y Góngora published in 1680 in the work *"Glorias de Querétaro,"* when he states: *"...being the city of Queretaro, I do not know whether to say it is the most proportionate place to get this luck, to have [Queretaro] as its name among the North American settlements, fittingly worthy of the front page, and this being true even before the year fourteen forty-six, in which the emperor Moctezuma Illhuicamina, the first of this name, together with the provinces of Xilotepec and Hueychiapan, reduced it to the Mexicans' disposal, strengthening it as a border and the end of its empire with Acolhua military guards... Queretaro, thus, ancient population of the robust Othomites... is the seat of the ancient town and new city of Queretaro, the negligible culmination of a small hillside, which, rising toward the Eastern side, runs from North to South, surrounding the small valley formed by the Cerrillo Cimatarío, and on the other side with the Patehe hills ..."*<sup>20</sup>

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<sup>20</sup> D. Carlos de Sigüenza y Góngora. *Glorias de Querétaro en la nueva congregación eclesiástica de María Santísima de Guadalupe*; Queretaro: State Government, 1985, pp.1,2



Towards 1531, the *conquistador* Nuño de Guzmán, returning from his conquest of the Jalisco and Michoacan regions, found himself in Tlachco, taking it together with his Tarasco allies by fighting a group of Otomies and Chichimecas and incorporating it into Nueva Galicia, for which they placed a cross as a marker at the top of the Sangremal hill (Streetd Ynlotepeque in Otomi, which means heart of the hill) as part of the territorial demarcation between la Nueva Galicia and I Nueva España; this marker was placed on the site belonging to the cacique [chief] Nanacach (Nahuatl name that means noise and that in Otomi means Conni). It is at this point that we have records of this fundamental player in the formation of Queretaro, who lived there from 1528, and who was in charge of collected taxes for the Tenochcas. Upon the arrival of the Spanish, the new conquistadores negotiated with Nanacach and Olin, head Chichimeca, who were in charge of pacifying the region's indigenous population, for which they were recognized as caciques, taking advantage of this situation to break away from Xilotepeque. Nuño de Guzmán delivered *encomienda* from the Tlachco and Cincoque indigenous people to the conquistadores, their collaborators, residing in Michoacan, who then gave the *encomienda* to Hernán Pérez de Bocanegra in 1534, who, upon taking over Tlachco, set himself up in Nanacach's house, and who, already Christianized was first baptized as Hernando or Fernando Bocanegra, in honor of the *encomendero* from Acambaro. To consolidate his territory, Pérez de Bocanegra decided to divide the population's unity by incorporating Tarascos that he brought from his *encomienda*<sup>21</sup> in Acambaro.

In 1542 Acambaro friar, Juan de San Miguel, with the support of Nanacach (Conni), now Streetd Hernando de Tapia, as captain of the Otomies and Chichimecas, launched a conquest campaign founding San Miguel el Grande and establishing an evangelist and pacifist campaign in Xichu and Rio Verde, for which Hernando de Tapia was named governor of San Miguel. Between 1546 and 1547, taking advantage of the fact that the Xilotepeque political structure was weakened because of the extensive death toll from the epidemic in 1543 that decimated the population, and using the power and political influence acquired through this campaign, Conni

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<sup>21</sup> Lourdes Somohano Martínez; *La Conformación Urbana en Querétaro Bajo el Gobierno Otomí, Siglo XVI*; Doctoral Thesis, Autonomous University of Zacatecas, 2002.



returned with his army to Tlachco supported by the *encomendero* Bocanegra and the mendicant Franciscan friars from Acambaro. Convincing the surviving Otomies that were Tarasco sympathizers to break away from Xilotepeque for new farmland, the few opponents were thrown out. For the new land distribution, Conni named himself governor and re-founded the settlement, getting rid of the original Nahuatl name Tlacho and replacing it with the Tarasco name Querendaro, which Ramos de Cárdenas, in the *Relación Geográfica de Querétaro*, translates as “*pueblo de peña*” [“town of the rocky summit”]<sup>22</sup> which represents an inconsistency with the original name Tlachco which meant “place of the ball game.” However, the term “*querehtaró*,” also Tarasco, exists, which Fray Gilberti establishes in his work “*Arte y Vocabulario de la Lengua Tarasca*” and cited Joseph María Zelaa e Hidalgo in footnote 4 in his version of “*Glorias de Querétaro*”<sup>23</sup>; this definition is also cited by Eric Taladoire in his work “*Les Terrains de Jeu de Balle (Mesoamérique et Sud-ouest des Etats – Unis)*.”<sup>24</sup> In any event, Conni chooses this tarasco name to clearly mark the break with Xilotepeque and his alliance with Acambaro.

It is important to clarify that in this stage, the indigenous *cabildo* (counsel) figure was introduced as the governing body for the indigenous towns, formed by growing out of the *pre-cabildo* in each Altepétl, naming the *cacique* with leadership as governor, who is responsible for distributing land. Conni took advantage of this situation to redefine the spatial distribution of the original settlement with the collaboration of Juan Sánchez de Alanis, who is linked to the technical aspect of plotting the new Queretaro settlement model in the “*Relación Geográfica de Querétaro*” written by Ramos de Cárdenas: “...I will speak briefly to the life and kindness of this good man don Fernando de Tapia, founder of this town of Queretaro, whose value will hopefully not be lost by my poor style; he left and with Hernán Pérez de Bocanegra his servant Streetd Joan Sánchez de Alanis who later became a priest as he knew the Otomi and Chichimeca languages with which he yielded great results in this land. As he and don

<sup>22</sup> David Wright; *Querétaro en el siglo XVI fuentes documentales primarias*; Queretaro State Government, 1989, p. 163.

<sup>23</sup> D. Carlos de Sigüenza y Góngora; *Glorias de Querétaro en la nueva congregación eclesiástica de María Santísima de Guadalupe*; Queretaro State Government, 1985, p.3.

<sup>24</sup> Eric Taladoire, *Les Terrains de Jeu de Balle (Mesoamérique et Sud – ouest des Etats – Unis)*, Mexico: Misión Archeologique et Ethnologique Francaise au Mexique, 1981, p. 597.



*Hernando de Tapia were of good will, they left the valley to populate, they agreed that there was an abundance of people and that each day many more flocked to the new fertility of this fortunate land, to found a very good town, and thus they luckily founded it in the way I will later explain to you... The good don Hernando colonizing the town opened irrigation ditches for the water that comes out of the ravine so that they could use it to water the large spaces of land that this town has, as they do today..."<sup>25</sup>*

*"Queretaro is very elegantly established, like a game of chess according to how Juan Sánchez de Alanis plotted it, with good and spacious streets, well-arranged and ordered. It is seated in a very flat valley although it comes out of a small hill. On the Northern edge of this town, a small river runs that start in the ravine that was first settled by the Indian Don Hernando de Tapia. It is bad and very brackish water, and it is very little for the needs of such a leading town."<sup>26</sup>*

In 1551 Fernando de Tapia was removed as governor because of complaints from some of the *macehuales* loyal to Xilotepeque and that had been dispossessed of their lands and exiled, as is shown in the following paragraph from a complaining cacique: "... they took and occupied said town and all of its lands and terms... from the people of Queretaro, which by other name is Streetd Tlachco, and it is now held by said Don Hernando, taken and usurped, calling himself Mister Governor of it, and giving land to those whom he brought to the town."; it seems that he was accused of distributing land among his relatives and close friends. With this, the viceroy began to give favors to the Spanish, the first of which was given to Juan Sánchez de Alanís.

However, by 1554, Fernando de Tapia, thanks to his strong political influence in the region, returned as governor, managing to expel the Chichimecas that opposed consolidating their power before the Spanish Government because he was able to keep control of the indigenous, collect taxes, and manage community properties, being loyal to the king; thus, the crown granted the town of Queretaro resources with privileges for its indigenous leaders and legal recognition, ending loyalty to the Xilotepeque leaders and replacing it with allegiance to the Spanish Crown.

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<sup>25</sup> David Wright; *Querétaro en el siglo XVI fuentes documentales primarias*; Queretaro State Government, 1989, p. 125.

<sup>26</sup> *Ibid.*, p. 137



Queretaro, with the successive processes of settlement fostered by its Indigenous *Cabildo*, managed to bring together an important population, centralizing the political, social, economic and religious functions of the region, strengthening the urban model or layout before 1578, leaving it already strengthened when the first Tapia dynasty disappeared, which provoked a power vacuum and a social crisis from the devastation of the population from the plague of 1576 – 1577. When the path was opened to a specially designated sector for Spaniards and a Great Mayoralty, the town was consolidated and completely urbanized; the Spanish simply adapted the infrastructure and urban layout already in existence at the time.

With a consolidated layout and complete urbanization, the Spanish that settled in Queretaro converted it into the first permanent Spanish settlement in the *Bajío* or central Area of Mexico, with a fully urban character although strongly consolidated through the context of a very productive agricultural system. Thus, Queretaro was the basis for the subsequent founding of cities in the Bajío, such as Real de Minas in Guanajuato, which was founded in 1554 and erected in 1560 as Great Mayoralty. Also during this period, San Luis de la Paz, San José and San Felipe, a prison, were founded in 1570; and in 1571, la Villa de la Purísima Concepción de Celaya; Aguascalientes, founded in 1575 and León in 1576.

### **XVII Century.**

In this century, the city of Queretaro expanded due to the region's development as several agricultural and cattle settlements were established, as were underground mines, defensive prisons, missionary religious bases, congregations of dispersed indigenous people, etc. The city's privileged geographic situation brought about the creation of *caminos reales* ["royal roads"], such as the silver road, mills, textile mills and tanneries, for which royal customs charged *alcabalas* [taxes] on the great variety of products imported or from the land.



Commercial activity continued to be closely linked to the route to cross to the North and to the East, establishing strong commercial ties between Queretaro and Mexico City, as well as with the final destinations in Zacatecas or Nueva Vizcaya. On the other hand, the budding industrialization in the textiles field developed streams of input needed as well as the commercialization of products both within and outside of the area.

In the middle of the XVII century, the economic crisis in Nueva España due to reduced transatlantic trade, caused a migratory process towards the North, favoring population growth in Queretaro and supporting its social integration, definitively incorporating the indigenous into the life of the city, which caused their “indigenous town” character to disappear, and causing it to be given the category of Villa of Queretaro in 1606. Then in 1656, through the *Cedula Real* (Royal Charter), its political category was elevated as a response to the voluntary donation request for the *Hacienda de la Corona* [The Crown’s Treasury] and formalized with the title of “*Muy Noble y Leal Ciudad de Santiago de Querétaro*” [Very Noble and Loyal City of Santiago de Queretaro].<sup>27</sup>

The racial make-up of the city, which in the previous century was characterized by indigenous dominance, began a slow, stabilizing, process of *mestizaje* [mixing] with the arrival of a great number of Spanish women, giving rise to *Criollos* (Spanish born in the Americas) as a growing social class. This social integration was complemented by the definitive incorporation of the indigenous people into the life of the city, conditioned by the guidelines established by the vice-regal authority for work and tax activities for indigenous people and castes, which facilitated the legal disappearance of the “indigenous town” status since from the administrative point of view, this had been modified since 1606 when the tenth Viceroy of Nueva España, Juan de Mendoza y Luna, granted Queretaro the title of *Villa*.

## XVIII Century

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<sup>27</sup> Manuel Septién y Septién; *Historia de Querétaro*; Cultural Editions of the Queretaro State Government, 1999.





The agreements to elevate the Villa of Queretaro to a City were carried out by the Royal Commissioner Don Andrés del Rosal y Ríos, who awarded the elevated title in the name of his Majesty on October 21, 1655. It was formalized through the *Cedula Real* which elevated its political category and granted it the title of “*Muy Noble y Leal Ciudad de Santiago de Querétaro*” [Very Noble and Loyal City of Queretaro], which was confirmed by the King Felipe V on September 29, 1712.<sup>28</sup> According to some authors, this was complemented by the *Real Cedula* from October 1, 1771, which granted it the title of Third City of Nueva España.

Don Juan de Acuña, Viceroy of la Nueva España, through a resolution on December 17<sup>th</sup>, 1731, had approved and confirmed a body of ordinances that the illustrious Cabildo of Queretaro presented to him. These ordinances refer to the title of *Muy Noble y Muy Leal Ciudad de Querétaro*, institute *Santiago Apóstol* (Saint James, Apostle) as its patron, and prescribes the ceremony to be followed in religious festivals as well as certain urban aspects, in particular with relation to the existence of waste sites, land that must be fenced in, the cleaning of irrigation ditches, care of sewers, and water management.

In 1790, it was the third largest city in the country with around 30,000 inhabitants,<sup>29</sup> only surpassed by Mexico City with 104,760 and Puebla with 86,646. It continued to be a door to trade in the Bajío, a religious and artistic center, and a pivotal link with the mining centers; it was particularly benefited by the economic reactivation derived from the Bourbon Reform, which supported the establishment of the Tobacco Factory in Queretaro, which bought the tobacco from the Orizaba, Córdoba and Zongolica districts. The Bourbon Reform transformed the government system, the economic structure and the societal order, based on a government that was tyrannical but that proved to vigorously drive capitalists, traders, and miners.

The city’s consolidation was complemented by the population’s awareness of its identity as a society, in this situation causing dissatisfaction among the *Criollos*

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<sup>28</sup> Manuel Septién y Septién, op. Cit. P. 89

<sup>29</sup> Marta Eugenia García Ugarte; *Breve Historia de Querétaro*; Fondo de Cultura Económica: 1999.



regarding the people from mainland Spain, and, to a certain extent, the illustrative action taken by the Jesuits from the *Real Colegio de San Francisco Javier* forming a significant part of the Queretaro intelligentsia before their expulsion in 1767.

The Bajío was converted into a prosperous and much differentiated middle zone between the territories to the north and the villas in the center; its population was primarily *mestiza* and the city of Queretaro had a high level of urbanization. Queretaro and San Miguel el Grande were the most important productive centers of wool in Nueva España, Celaya and Salamanca for Cotton, León for leather, and Guanajuato was the most important silver producing center in Mexico.

### **XIX Century: The Republic**

In 1804, Queretaro was the center of the wool textile industry in the country; el Corregidor [king-appointed mayor] Domínguez entered into the accounting record 18 Indian workshops, with 280 looms and 327 mills, with more than 1,000 looms; the larger firms wove the wool into ponchos, blankets, and serapes, while the less important ones produced cotton blankets. There were 35 mills that made hats and 10 produced leather and suede articles; the Corregidor described that 9,000 people worked in spinning. The industry consumed an average of one million pesos per year (that does not include the 3,000 workers employed in the San Fernando Royal Tobacco Factory). It was a period of rapid growth dismantled by a social change that plainly revealed the existing social inequalities and political inflexibility for fitting into new groups, and the accelerated dissemination of ideas of modernity.

In 1810 new news of the occupation of Spanish territory by French troops arrived. The City Councils served as a reference for the voice of the Criollos, who felt themselves obligated to awaken the consciousness of the other social classes, who until then had been at the margin of political processes in planning.

Queretaro was the primary center of conspiracy for carrying out the country's independence. *La Corregidor*, Josefa Ortiz de Domínguez (the mayor's wife) held



meetings for distinguished people of Queretaro, as well as the captains Ignacio Allende, Juan Aldama and the González brothers, to come together. The Dolores parish priest, Miguel Hidalgo y Costilla also secretly attended these meetings. Several reports brought it to the attention of the authorities, who proceeded to smother the movement. As a result, the start date of the independence movement was moved up to September 16, 1810, when the Queretaro jail warden, Ignacio Pérez, upon instructions from Corregidor Miguel Domínguez's wife, warned the priest Hidalgo that the conspiracy had been discovered. The Spanish authorities dismissed the Corregidor and arrested the Corregidora, sending her to Mexico City. The city of Queretaro was fortified by the Spanish Government and never taken by the Insurgents.

In 1814, the entity was declared autonomous. Towards 1815, in the face of the region's economic crisis with the expulsion of the Spanish, the population was reduced to 21,000 inhabitants. In 1821 it was established as a Province and in 1824 the State of Queretaro was established. In 1827, Henry George Ward visited the city, who described that the population was made up of about 40,000 inhabitants, although during the independence movement up to 90,000 inhabitants came to congregate there.<sup>30</sup>

Because of the war of independence, migration of the rural population increased, simultaneously causing the exit of ancient urban elites who abandoned the city, taking with them their capital. Meanwhile, the import policy seriously affected the local textile industry.

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<sup>30</sup> Arq. Francisco Covarrubias Gaytán/ Arq. Jaime Ortiz Lajous, *Querétaro Rescate Patrimonial*; Queretaro State Government, 1985.



**Photo I.2** Photograph of the Cruz Monastery, Jackson Collection, 1885.



Source: Brigham Young University.

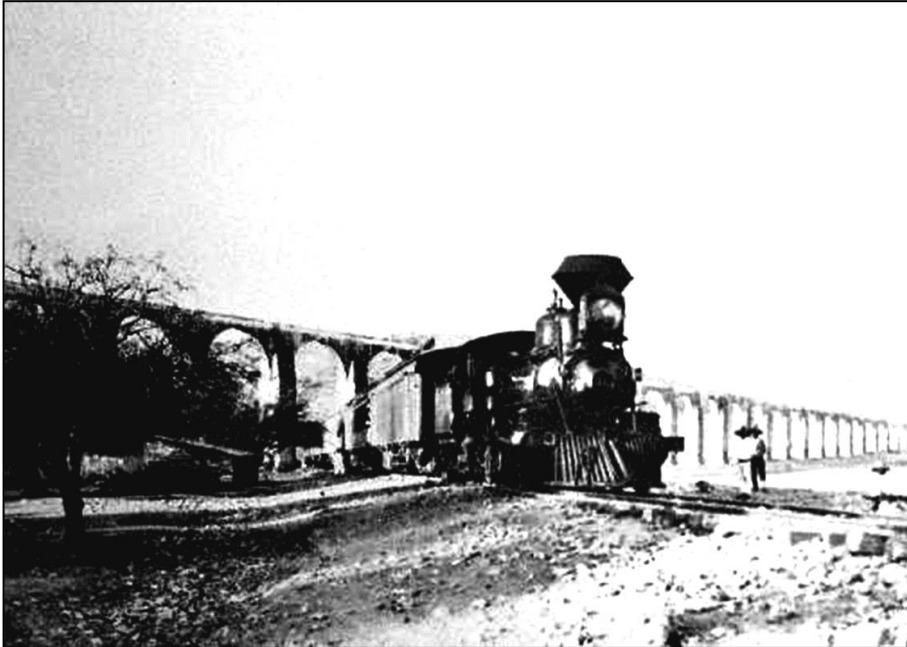
**Figure I.2** Lithograph of la Plaza de La Cruz, Casimiro Castro.



Source: "Querétaro interpretaciones de su historia- cinco ensayos" [Queretaro, interpretations of its history – five essays], Historical Research Institute of the *Universidad Michoacana de San Nicolás de Hidalgo*, 1998.



**Figure I.3** Photograph of the Central Railroad, 1900.



Source: Aubert-Internet Collection.

In terms of land communications, Queretaro maintained its character as a concentration and distribution center. The main routes were improved in 1865, particularly that between Mexico City – Queretaro that continued to Guadalajara – San Blas and in 1876 the Mexico City – Queretaro – San Luis route. Towards 1875 the project for creating a railroad between Mexico City – Queretaro was formed.

### ***El Porfiriato***

Queretaro consolidated its position as an axis of communications and an industrial and agricultural center, investing a lot of resources for Queretaro telegraphic communication with different regions of the country. Soon, the cargo services offered by mule drivers could be incorporated into the Mexico City – Queretaro Railroad. The first steps for establishing this rail line were taken in 1869, in 1875 the work organization details and plans were ready, and in 1882 the first trip between Mexico City and Queretaro was made.<sup>31</sup>

<sup>31</sup> Arq. Francisco Covarrubias Gaytán/ Arq. Jaime Ortiz Lajous; *Querétaro Rescate Patrimonial*; Queretaro State Government, 1985.



This period in Queretaro was marked by the actions of Governor Francisco González de Cosío (1880 – 1911) and was characterized as being an era of progress and industrialization for the city, with the city's reconstruction finished and its modernization through the introduction of electricity, with the railroad and a public transportation system using trams creating the bases for a new industrialization of the city.

Venustiano Carranza formed the *Ejército Constitucionalista* [Constitutionalist Army] and launched the Guadalupe Plan, leading a long military campaign against the Huerta army; after his victory, he decided to consolidate the revolution through a new Constitution, holding a convention to draft it in 1916. Queretaro was chosen as the site and declared Provisional Capital of the Republic while the Constitutional Congress was working. It proclaimed the new Political Constitution of the United Mexican States on February 5, 1917.

## **XX Century**

At the beginning of this century, Queretaro's history is very different from that of the previous period which was defined by peace, order and progress, framed within the process triggered by the social revolution of the revolutionary action that radically transformed the cultural life and social structure of the city. In Queretaro, the military outposts had control of the region; however, this situation began to change due to the political influence that the powerful *hacendados* [hacienda owner] from San Juan del Rio, Queretaro, Amealco and Huimilpan exercised, as they were determined to conserve their traditional ways of obtaining wealth. In this context, the agrarian movement emerged, led in Queretaro by Saturnino Osornio, whose political leadership was consolidated during the *Cristera War* through his defense of the railroad lines between San Juan del Rio and Queretaro, allowing him to establish close ties with the President Streets.

The leadership of Osornio was firmly established in 1929, when national events, due to the assassination of Álvaro Obregón, drove all the revolutionary political forces to





the convention to establish unity through the creation of a single party, “the party of the revolution.” Said convention, held in Queretaro, convened all the revolutionary forces to form the National Revolutionary Party (P.N.R., acronym in Spanish). In this convention, they managed to get the representation of the Queretaro rancher groups, changing the composition of the Queretaro political groups. The old distribution between moderates and radicals disappeared; the *hacendados* and the middle class lost their hegemony that they had had due to the force that the armed ranchers from Rubio in the mountains and Osornio in the valleys acquired, glimpsing the opportunity to gain access to regional power.

Saturnino Osornio began his government in the middle of a politically unstable environment, during the economic depression of 1929, which had been worsened by the currency law, the Streets Plan, which clearly assimilated the political-economic and social project of modern Mexico. Thereby mass education, industrial development and forming small holdings with advanced technology were the bases of his governing program. However, the enlightened society of Queretaro rejected the educational and agricultural project.

In 1935 a war began in the Queretaro fields, a product of the struggle between Streets and Cárdenas at the national level. In this way, the *hacendados* began to collect payments on the Osornio plan, greatly weakening the Queretaro ranchers’ agrarian movement.

In 1939, the Queretaro government was given over to Noradino Rubio, by President Cárdenas’ decision. His government, always short on resources, had no chance of launching a development model.

Thus, Queretaro changed between 1931 and 1944; the attrition that happened during these years as a result of confronting various splinter groups both from inside and outside of Queretaro, left a state that would give birth to new owners.

When Agapito Pozo took on the government in 1944 and Dr. Octavio S. Mondragón in 1949, the concern of all Queretaro people was focused on a solution to the poverty



and backwardness that predominated in the state. The deterioration of the population's health conditions was alarming, and the malnutrition rates were way above the national average, primarily affecting children.

The city of Queretaro, whose population had been stable between 1900 and 1940, with an average of 33,000 inhabitants, intensified its growth between 1940 and 1950, and reached a demographic growth rate greater than 3.8 %. In 1950 its population was 49,440 inhabitants, which, for that decade, represented 57% natural growth and 43% due to immigration. During the decade 1950 – 1960, its growth rate went down to 3.1%, of which 83% was natural growth and 13% due to migratory phenomena.<sup>32</sup>

The state's development was a product of industrialization processes supported by the state government, first agro-industrial and then, starting in 1960, the metalworking industry. This created the first industrial corridors, but also social movements, as a result of the unemployment caused by the technological industrial technological renewal that generated worker-employer conflicts in textile factories such as El Hércules, Queretana Textil and San José de la Montaña. These social movements were taken seriously because they could halt the state's economic development, which in the 1950's distinguished Queretaro as a state with accelerated modernization of its industrial and agricultural productive structure. The success of the state's modernized development hindered awareness of the socio-political phenomena that, as compensation had been brewing; in the bosom of Queretaro society, the very contradictions of urban – industrialized cities began to erupt with resulting difficulties for the state in solving them. The attraction of industrial development brought about increasingly marginalized and destitute populations and, at the same time, increased insecurity and the emergence of unprecedented social phenomena in Queretaro, such as the presence of homeless children and drug addiction.

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<sup>32</sup> Arq. Francisco Covarrubias Gaytán / Arq. Jaime Ortiz Lajous; *Querétaro Rescate Patrimonial*; Queretaro State Government, 1985.



In 1961, when Manuel González de Cosío, engineer, became governor; the old landowners began converting their agricultural properties into speculative real estate markets, for both residential and industrial development. In this way, the highly productive lands for agricultural use on the periphery of the city, the infrastructure in place since the 1950's, and the federal and state tax/fiscal stimulus drove the development of new residential, industrial and service zones on the part of strong national financial groups.

The establishment of the Benito Juárez Industrial Park, and, from this point on, real estate speculation came about as part of the industrialization process. The physical infrastructure in place was no longer a promise, but rather a clear expression of the accelerated industrial development of Queretaro, which was strengthened with the establishment of educational centers and training centers for workers, technicians, and professionals for the industrial sector. From this, new degrees opened in the Autonomous University of Queretaro for accounting, business administration and engineering, the Technological Institute of Queretaro was established and the Technological Institute of Monterrey opened a branch in the state.

In spite of the economic and social advances, the country – city inequality was present. However, this imbalance did not start in the eighties, but rather began in the fifties, upon the establishment of the fostering of industrial development as the model of development for the state, not only because this was the direction the country was taking, but also because the Queretaro capital established diversified fields of investment – so, investing not only in industry, but also in other fields, such as agriculture, services and construction.

In 1970 the city's population reached 128,665 inhabitants, having grown at a rate of 5.1% during the sixties, of which 68% corresponded to natural growth and 32% to immigration. In the decade of the seventies, the population growth rate increased to 5.4%, of which 51% corresponded to natural growth.



The government of Rafael Camacho Guzmán (1979 – 1985) had to confront the problems generated by the accelerated industrial development. So, corrective measures were added to the economic model with the aim of guaranteeing minimum levels of wellbeing for the population in terms of nutrition, health, education and housing, supporting the creation of agricultural businesses in the middle of the state, as well as an intense urban revitalization effort in the Historical Center of the City of Queretaro by: rescuing important monuments to the real estate heritage, such as the ancient *Palacio Episcopal*, to be used as the Municipal President's Office, the so-called "Casa de Ecala," "Casa del Sapo" and the very *Palacio de Gobierno*; dignifying open spaces such as the *Plaza de Armas*, la *Plaza de los Fundadores* and the plaza of the ancient atrium of the Santa Clara ex-convent.

These acts of urban revitalization and rescue of real estate heritage in the Historical Center of the City set an important precedent for the conservation of the monument centers of Mexico, representing a dynamic and contemporary response to the historical and monumental value of the city of Queretaro, and supporting the federal declaration of it as a Historical Monuments Zone, as well as supporting its inclusion in 1996 on the UNESCO World Heritage List.

### **I.3 LOCATING AND DEMARCATING THE FIELD OF PERFORMANCE**

#### **I.3.1 Geographical Location**

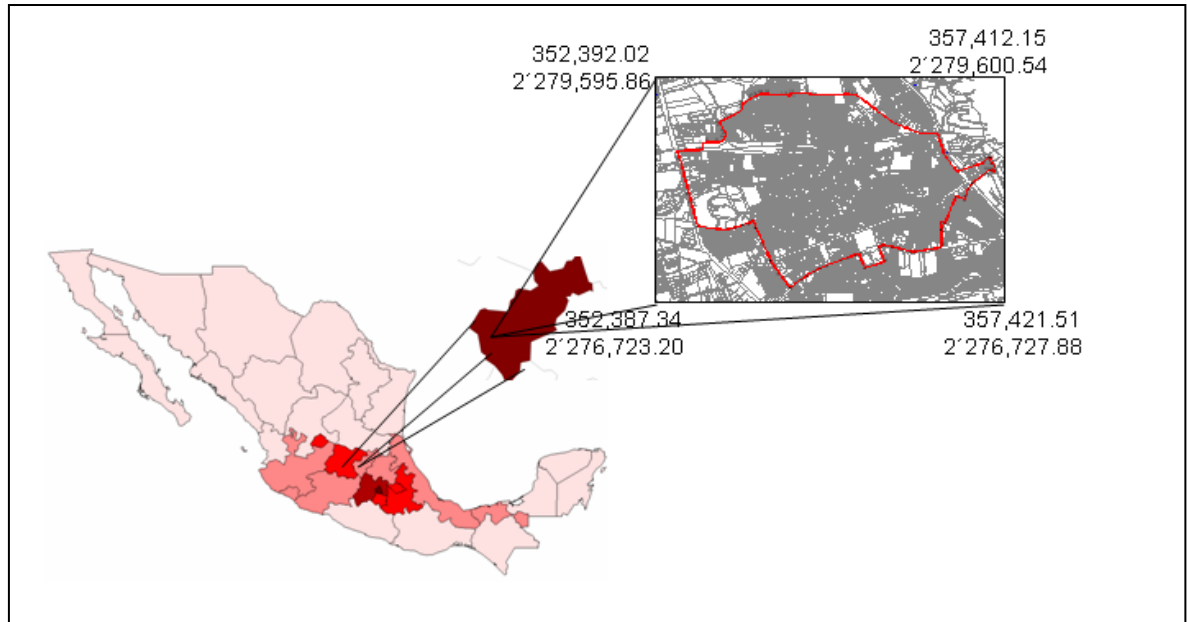
The field of performance for the Plan of Action and Conservation of the Historical Monuments Zone of Santiago de Queretaro (hereinafter PMCZMHSQ, acronym in Spanish), is located within the municipal district Historical Center of the Municipality of Queretaro, which is part of the southern region of the State of Queretaro.

**Fig. I.5** Geographical location of the field of performance for the PMCZMHSQ

Source: Construcciones JAVE S. A. de C.V.



**Figure I.4** Outside coordinates of the field of performance for the PMCZMHSQ.



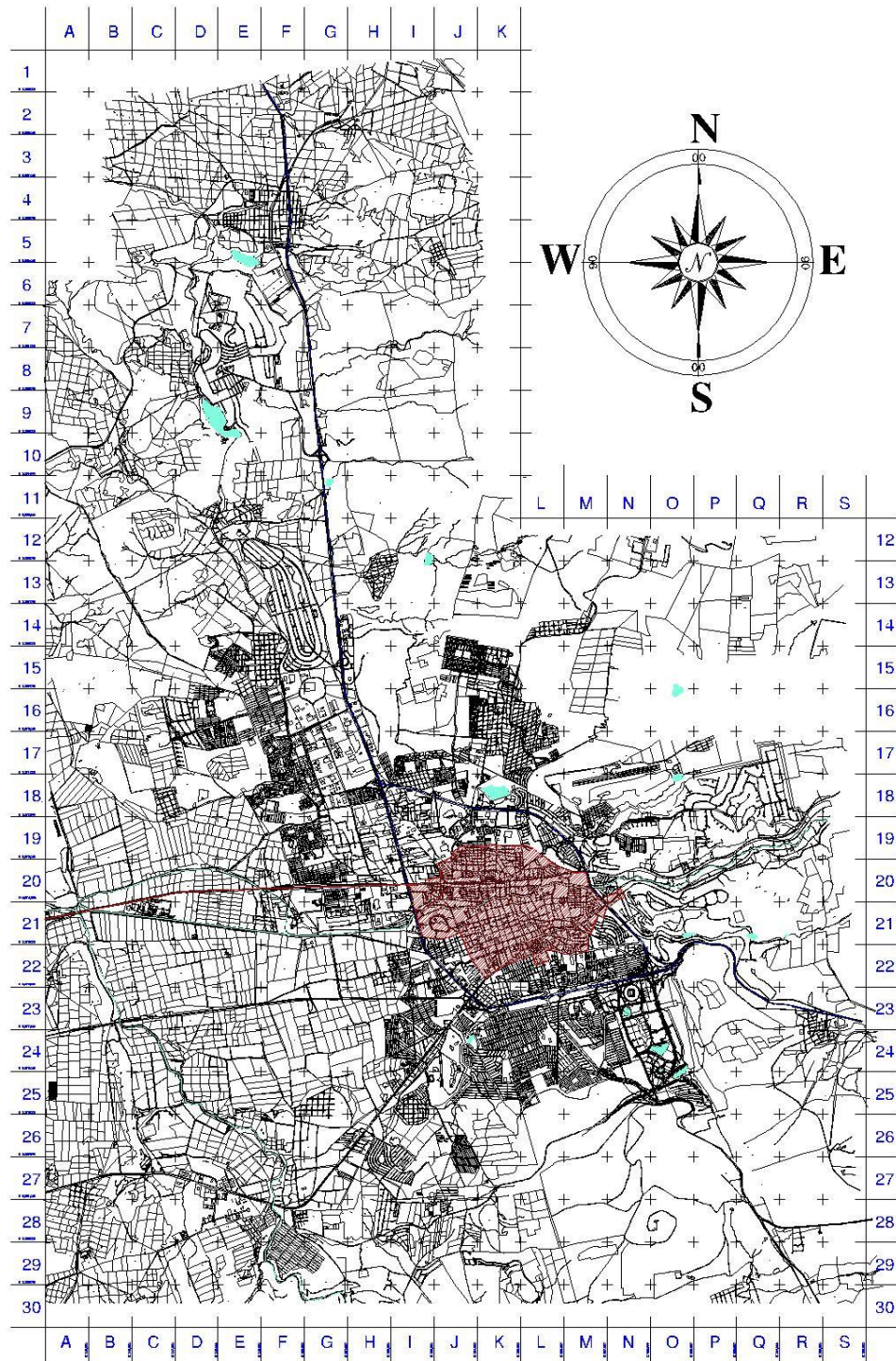
Source: Construcciones JAVE S. A. de C.V.

The area is located within the outside coordinates shown in the previous figure and within the urban sprawl shown in the following figure:





Figure I.5 Location of the field of performance for the PMCZMHSQ in the



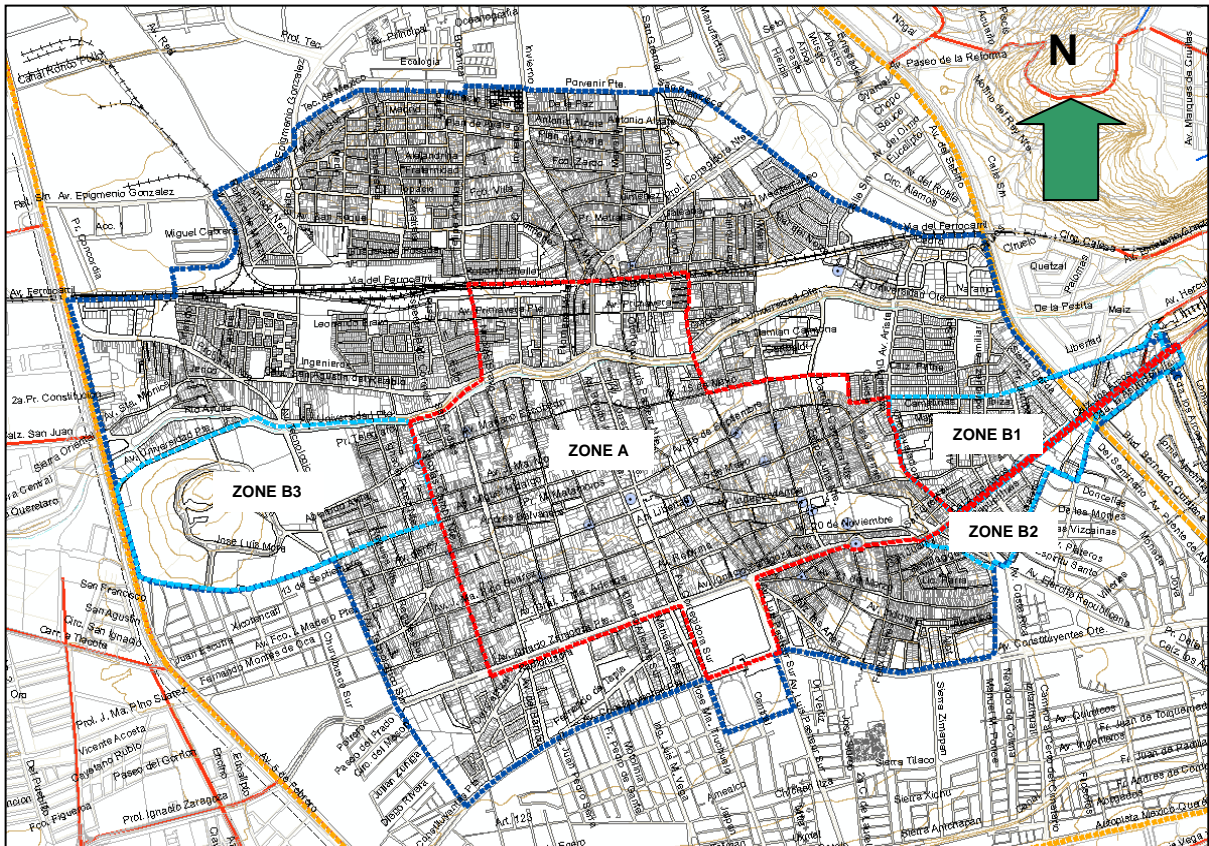
Source: Construcciones JAVE S. A. de C.V.



### I.3.2 Demarcation of the field of performance

The field of performance for this plan is immersed in the center of the territory of the municipal district Historical Center of the Municipality of Queretaro, and spans an area of 932.81 Ha.

**Map I.1** Zone of the field of performance for the PMCZMHSQ.



The limit of the field of performance of the PMCZMHSQ is captured within the limits formed by the following roads as axes:

- **To the North:**
  - Av. del Ferrocarril (from 5 de Febrero, passing Miguel Cabrera and Miguel de Cervantes Saavedra, following la vía del ferrocarril until you get to Av. Epigmenio González).
  - Av. Epigmenio González (from la vía del ferrocarril to where it crosses Tecnológico de México).



- Tecnológico de México (from Av. Epigmenio González to Benito Reynoso).
- Vicente Villasana González (from B. Reynoso to Prol. Felipe Ángeles).
- Prol. Felipe Ángeles (from Vicente Villasana González to Av. Porvenir Poniente).
- Av. Porvenir Poniente (from Prol. Felipe Ángeles to la Street Unión, in the neighborhood Lindavista).
  
- **To the East:**
  - Vía del Ferrocarril (from Av. Porvenir Poniente to el Blvd. Bernardo Quintana).
  - Blvd. Bernardo Quintana (from Vía del Ferrocarril to where it crosses la Calz. Juan Caballero y Osio).
  - Calz. Juan Caballero y Osio (from Bernardo Quintana to Loma de la Cascada, in the neighborhood Loma Dorada).
  - Loma de la Cascada (from Calz. Juan Caballero y Osio to Cda. La Asunción).
  - Cda. La Asunción (from Loma de la Cascada to where it crosses De La Escondida, in the neighborhood Carretas).
  - De La Escondida (from Cda. La Asunción to Av. Puente de Alvarado).
  - Av. Puente de Alvarado (from De la Escondida to Av. Monasterio).
  
- **To the South:**
  - Av. Monasterio (from Av. Puente de Alvarado to Av. Ejército Republicano).
  - Av. Ejército Republicano (from Av. Monasterio to Av. Independencia).
  - Av. 20 de Noviembre (from Av. Independencia to Av. Constituyentes Ote.).
  - Av. Constituyentes Ote. (from Av. 20 de Noviembre to Av. Luis Pasteur Sur).
  - Av. Luis Pasteur Sur (from Av. Constituyentes Ote. to Gonzalo Río Arronte).
  - Gonzalo Río Arronte (from Av. Luis Pasteur to Calz. Colón).
  - Calz. Colón (from Gonzalo Río Arronte to Av. Constituyentes Pte.).
  - Av. Constituyentes Pte. (from Calz. Colón to Av. Tecnológico).
  
- **To the West:**
  - Av. Tecnológico (from Av. Constituyentes Pte. to Av. Miguel Hidalgo).
  - Av. Miguel Hidalgo (from Av. Tecnológico to Av. 5 de Febrero).



- Av. 5 de Febrero (from Av. Miguel Hidalgo to Av. Ferrocarril).

In the nucleus of this field of performance, the Action Plan shows the “Historical Monuments Zone of the city of Queretaro,” established by presidential decree on March 30, 2981 and published in el *Diario Oficial de la Federación* (Official Federal Gazette).

The text of the decree indicates:

*“The maximum conservation zone is defined in the Federal Declaration as the Monuments Zone, which is formed by 203 blocks that represent approximately 1,400 buildings of historical value constructed between XVI and XIX centuries and among whom some were intended for religious worship.”*

*“The way Queretaro is plotted, the urban relationship of its elements, the hierarchy of its streets and paths, the importance of town squares as a central element of the urban composition, is an outstanding example of novohispano [New Spain] urban planning.”*

*“Among the properties for religious worship, the following convent buildings are of note: San Francisco de Asís, Santo Domingo de Guzmán y su Capilla del Rosario, San Antonio y su Capilla de la Santa Escala, San Agustín, el Oratorio de San Felipe Neri, Santa Clara de Asís y su Capilla del Sagrado Corazón de Jesús, Nuestra Señora del Carmen, Capuchinas de San José de Gracia y Santa Teresa; las Parroquias de Santiago, San Sebastián y Santa Ana; y los Templos y Capillas de la Congregación de Guadalupe, de La Merced, del Espíritu Santo, del Calvarito, de San Antoñito, del Panteón de la Santa Cruz and del Cerro de las Campanas.”*

*“Among the buildings referenced, some were intended for educational purposes and assistance services, as well as for use by civil authorities, clergymen, and military. Among these, the following can be highlighted: los Hospitales de la*



*Purísima Concepción y de la Caridad de la Divina Providencia, el Hospicio para Niños Josefa Vergara, el Asilo de Ancianos Rivera; los Colegios de Propaganda Fide de la Santa Cruz de los Milagros with its Asunción Chapel, el Real de San Ignacio de Loyola and San Francisco Javier, el Real de Santa Rosa de Viterbo, el Real de San José de Hermanas Carmelitas Descalzas and la Escuela de Primeras Letras de la Venerable Orden Tercera de San Francisco; las Casas Reales de Cabildo, el Primer Obispado, el Palacio Episcopal and el Palacio de Gobierno (the Government Palace); The Iturbide Theater, the Train Station and the Aqueduct”.*

*“The remaining buildings are civil property for private use with relevant architectural value, as they use materials from the region and decorative details that define a regional stylistic pattern. These characteristics begin to show up at the end of the XIX century, incorporating elements from several styles with expressions of romanticism and eclecticism from the porfiriana era that in many cases adapted and changed vice-regal architectural structures.”*

*“ii) The city’s layout, in this case reticular, is a good example of Hispano-American town planning, clearly differentiated from that of Europe, in that the city unfolds from the Great Plaza, where diverse urban functions are located, both civil and religious. Furthermore, there are other plazas that serve as the center of communal life for the different neighborhoods. This system, found in hundreds of cities in the American world, constitutes an incredibly important contribution of urban planning from the XVI century.”*

*“iii).- The urban profile of the zone is characterized by the volume of towers and domes on its churches. Additionally, el Cerro de las Campanas and la Alameda stands out, as do the Aqueduct and the hills where the Santa Cruz and San Francisquito neighborhoods are located.”*





*“iv).- Among the urban elements characteristic of this city, we can mention the town squares, the gardens, the Fountains, the aqueducts and the large bridge found there. Among these, we can mention: la Plaza de Armas and la Plaza de la Independencia the Gardens of Zenea, de la Corregidora, de San Antonio, de San Sebastián, Guerrero, de Santa Clara de Santa Cruz and the Alameda; the Fountains of la Alameda, de los Arcos, de la Cañada, de Capulines, de la Plazuela de la Cruz, de la Carrera de las Delicias, de la Divina Pastora, de Garmilla, Fuente-Caja de Agua de la Virgen del Pilar, de Hércules, de la Plaza Independencia, de la Laguna y Cigarrero, del Mercado del Barrio del Tepetate, del Mexicano, de Cantoya, de Neptuno, del Jardín de San Antonio, de Santa Ana, de Santa Catarina, de Santo Domingo, de San Sebastián de Santa Rosa, de los Ahorcados, de Verdolagas, and that of Zenea Garden”.*

The Historical Monuments Zone of the city of Queretaro is made up of the following four perimeters:

Perimeter "A": Starting at the intersection of Nicolás Campa Norte Street and Avenida Universidad Poniente; continue on Avenida Universidad Poniente until hitting Nicolás Bravo Norte Street; following Nicolás Bravo Norte Street until crossing Ferrocarriles Nacionales de México Poniente Street; continuing on la Ferrocarriles Nacionales de México Poniente Street and Ferrocarriles Nacionales de México Oriente until hitting la Rayón Norte Street; proceeding on Rayón Norte Street and continuing when it changes to Ignacio Altamirano Norte Street until crossing with la 15 de Mayo Oriente Street; continuing on 15 de Mayo Oriente Street until hitting la Calandrias Norte Street; continuing on Calandrias Norte Street until crossing la Prolongación 16 de Septiembre Oriente; proceeding on la Prolongación 16 de Septiembre Oriente Street until hitting la Circunvalación Sur Street; continuing on la Circunvalación Sur Street until crossing North walk-way of the Calzada de los Arcos; continuing on North walk-way of the Calzada de los Arcos until where the Aqueduct begins; proceeding from the end of North walk-way of the Calzada de los Arcos until hitting Cerrada de los Arcos Street with the South walk-way of the Calzada de los



Arcos; following South walk-way of the Calzada de los Arcos until hitting the intersection of 20 de Noviembre Oriente Streets and Avenida Ignacio Zaragoza Oriente; continuing on la Avenida Ignacio Zaragoza Oriente until crossing Prolongación Dr. Luis Pasteur Sur Street; proceeding on Prolongación Dr. Luis Pasteur Sur until hitting la Avenida Constituyentes Oriente; following la Avenida Constituyentes Oriente Street until crossing Prolongación Corregidora Sur Street; continuing on Prolongación Corregidora Sur Street until hitting la Avenida Ignacio Zaragoza Oriente; proceeding on la Avenida Ignacio Zaragoza Oriente and Ignacio Zaragoza Poniente until crossing Nicolás Campa Sur Street; following la Street Nicolás Campa Sur and Nicolás Campa Norte until hitting la Avenida Universidad Poniente, which is the starting point for the perimeter of zone "A," thus closing this perimeter.

Perimeter "B-1": Starting on Prolongación 16 de Septiembre Oriente Street until hitting Circunvalación Sur Street, in perimeter "A", a dotted line follows la Calzada Juan Caballero y Osio Oriente until crossing el Antiguo Camino a la Cañada; continuing on this until hitting Bajada La Peñita Street; proceeding on Bajada de la Peñita Street in a straight line until crossing the North walk-way of Calzada de los Arcos; following North walk-way of Calzada de los Arcos until hitting Circunvalación Sur Street until crossing the intersection of Prolongación 16 de Septiembre Oriente and Calzada Juan Caballero y Osio Streets; thus closing this perimeter.

Perimeter "B-2": Starting at the junction of Cerrada de los Arcos Street and the South walk-way of the Calzada de los Arcos in perimeter "A", a line that goes from the Cerrada de los Arcos Street until its junction with la Prolongación de la Cerrada de la Asunción Street; proceeding on la Prolongación de Cerrada de la Asunción Street and continuing on it when it changes to Cerrada de la Asunción Street until the end of la Cerrada de la Asunción Street; following a straight line at the end of Cerrada de la Asunción Street that hits the intersection of del Seminario Street and the Escondida Alley; continuing on de la Escondida Alley and continuing on it when it changes to la de Santo Domingo Street until crossing with the Puente de Alvarado Street;



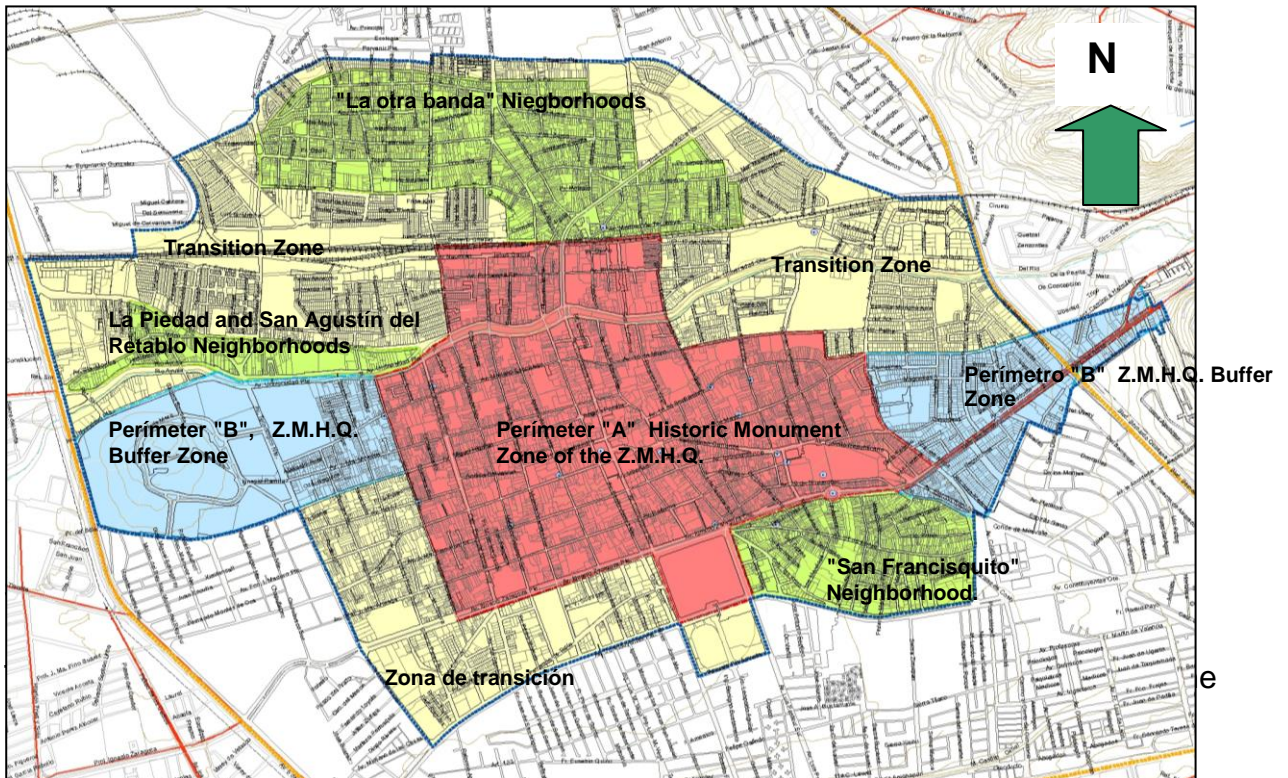


proceeding on Puente de Alvarado Street until hitting la Avenida Monasterios; following la Avenida Monasterios until crossing with la Avenida Ejército Republicano Oriente; continuing on la Avenida Ejército Republicano Oriente, until hitting 20 de Noviembre Oriente Street; proceeding on 20 de Noviembre Oriente Street until crossing with the intersection of la Avenida Ignacio Zaragoza Oriente and Calzada de los Arcos; following the South Walway of la Calzada de los Arcos until hitting the Cerrada de los Arcos Street; thus closing this perimeter.

Perimeter "B-3": Starting at the intersection of la Carretera Constitución and Avenida Universidad Poniente; a curved line that continues on la Avenida Universidad poniente until crossing la Nicolás Campa Norte Street; continuing on Nicolás Campa Norte Street until hitting la Avenida Hidalgo Poniente; proceeding on la Avenida Hidalgo Poniente until crossing la Carretera Constitución; following la Carretera Constitución until hitting la Avenida Universidad Poniente, until finishing at the initial intersection, thus closing the perimeter.

The Traditional Neighborhoods Zones not incorporated in the previous perimeters complete the field of performance for the PMCZMHSQ. Among these, the following are included: the neighborhood of San Francisquito and the neighborhoods of "la otra banda," which are: San Sebastián, El Cerrito, La Trinidad, El Tepetate, San Roque, Santa Catarina and San Gregorio; to the west the neighborhoods of San Agustín del Retablo and La Piedad are included. These neighborhoods make up a total surface area of 184.03 Ha. Which is equal to 19.76 % of the field of performance for the PMCZMHSQ.

**Map I.2** Layout of the zones that make up the field of performance for the PMCZMHSQ.



**Perimeter “I” Neighborhoods of “La Otra Banda”**

Within this perimeter are the following neighborhoods: San Sebastián, El Cerrito, La Trinidad, El Tepetate, San Roque, Santa Catarina, San Gregorio.

The perimeter is demarcated by:

- To the North: Ignacio Ramírez, Invierno, Porvenir Pte.
- To the East: Metralla, Antonio Alzate, Unión, Prol. Corregidora Nte., Pr. S. Velásquez, Pr. López Rayón, Marte, Mar de Noruega, Mar Mediterráneo.
- To the South: Vía del Ferrocarril, Celestino Díaz Domínguez, Av. San Roque.
- To the West: Ejido.
- 

**Perimeter “II” Neighborhood of “San Francisquito”**

This perimeter includes the neighborhood of San Francisquito and is demarcated by:

- To the North: Av. Ignacio Zaragoza Ote., Av. 20 de Noviembre.
- To the South: Av. Constituyentes.
- To the East: Av. 20 de Noviembre.



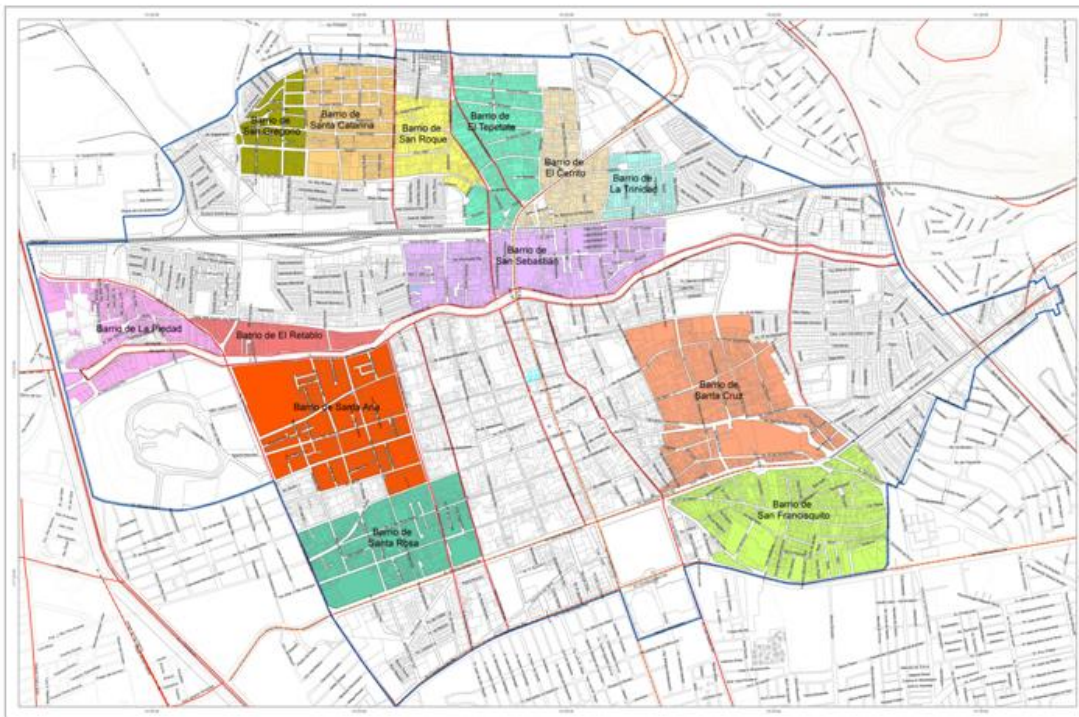
- To the West: Av. Luis Pasteur Sur.

### Perimeter “III” Neighborhoods of “La Piedad and San Agustín del Retablo”

This perimeter includes the neighborhoods of La Piedad and El Retablo, and is demarcated by:

- To the North: Prolongación Tecnológico Nte., Calz. San Agustín del Retablo
- To the South: Av. Universidad Pte., Río Ayutla,
- To the West: Av. Santa Mónica, 1ª Priv. Prolongación Tecnológico.

The territorial demarcation of the traditional neighborhoods is detailed below:



#### **Barrio de San Gregorio**

Demarcated by the streets Av. San Roque, Ejido Street, Av. Del Porvenir, and Esmeralda Street.

#### **Barrio de Santa Catarina**

Demarcated by the Av. San Roque, Street Esmeralda, Ignacio Ramírez and Felipe Ángeles.





### **Barrio de San Roque**

Demarcated by the streets Cj. Jiménez, Av. San Roque, Felipe Ángeles, Plan de Ayala, Diamante, Invierno, Av. San Roque and Jiménez Street.

### **Barrio de El Tepetate**

Demarcated by the streets Vía del Ferrocarril, Street Jiménez, Av. San Roque, Invierno Street, de la Paz Street, Metralla Street, Prolongación Corregidora Norte.

### **Barrio de El Cerrito**

Demarcated by the streets Vía del Ferrocarril, Prol. Corregidora, Metralla Street, Antonio Alzate, Unión, Prol. Corregidora and Ignacio López Rayón Street.

### **Barrio de La Trinidad**

Demarcated by the streets Vía del Ferrocarril, Ignacio López Rayón Street, Prolg. López Rayón, Galeana Street, Mar del Norte Street, Mar Noruega Street and Mar Mediterráneo Street.

### **Barrio de San Sebastián**

D

Demarcated by the streets Av. Universidad Pte., Nicolas Bravo Street, Héroe de Nacozari Street, Jesús García Street, Invierno Street, Vía Ferrocarril and Marte Street.

### **Barrio de Santa Cruz**

Demarcated by the streets Av. Ignacio Zaragoza Ote. Av. Luis Pasteur Sur, Av. 20 de Noviembre, Ignacio M. Altamirano Nte., Ignacio M. Altamirano Sur, Av. 15 de Mayo, Calandrias Street, Av. 16 de Septiembre, 5 de Mayo Street, Rinconada Noche Buena, Av. Independencia, Circunvalación and Calz. Los Arcos.

### **Barrio de San Francisquito**

Demarcated by the streets Av. Constituyentes Ote., Av. Guanajuato, Av. Michoacán, Av. Ignacio Zaragoza Ote., Calz. Los Arcos, Av. Independencia and Av. 20 de Noviembre.



### **Barrio de Santa Rosa**

Demarcated by the streets Av. Ignacio Zaragoza Pte., Av. Tecnológico, Av. Fco. I. Madero Pte. and Melchor Ocampo Sur.

### **Barrio de Santa Ana**

Demarcated by the streets Av. Fco. I. Madero Pte, Nicolás Campa Nte. Street, Av. del 57, Régules Nte. Street, Av. Miguel Hidalgo, Av. Tecnológico Nte., Av. Universidad Pte., and Ezequiel Montes Nte. Street.

### **Barrio de El Retablo**

Demarcated by the streets Av. Universidad Pte., Av. Tecnológico and Calz. San Agustín del Retablo.

### **Barrio de La Piedad**

Demarcated by the streets Av. Universidad Pte., Av. 5 de Febrero, Prol. Tec. Nte. and Río Ayutla.

The rest of the field of performance mentioned is made up of the Transition Zone, composed primarily of contemporary construction areas that are mainly defined as an urban transition area between the heritage zone and the rest of the contemporary urban fabric. This Transition Zone spans a surface area of 352.86 Ha. which is equivalent to 37.90 % of the field of performance for the PMCZMHSQ.

In the following table, the characteristics of the different zones that make up the field of performance for the PMCZMHSQ are listed.



**Table I.1** Zones of the Field of performance for the PMCZMHSQ.

Area		Includes	Surface Area Ha.	%
Historical Monuments Zone of the City of Queretaro. (Z.M.H.Q.)	Perimeter "A"	Area of the Z.M.H.Q. where monuments are concentrated	260.76	28.01
	Perimeter "B"	Z.M.H.Q. Buffer Zone	133.43	14.33
Traditional Neighborhoods Zone	Perimeter "I"	Neighborhoods of "La otra banda" Includes the neighborhoods of: San Sebastián, El Cerrito, La trinidad, El Tepetate, San Roque, Santa Catarina, San Gregorio.	112.50	12.08
	Perimeter "II"	Neighborhood of San Francisquito	48.59	5.22
	Perimeter "III"	Western Neighborhoods: Includes the neighborhoods of: La Piedad and San Agustín de El Retablo	22.94	2.46
Transition Zone		Includes all the areas of modern buildings.	352.86	37.90
<b>Field of performance for the PMCZMHQ.</b>		<b>TOTAL</b>	<b>931.08</b>	<b>100%</b>

Source: Construcciones JAVE S. A. de C.V.





## II. STATISTICS

### II.1 CONTEXT

#### II.1.1 External Context

##### II.1.1.1 Characteristics of the Population

###### Population Structure by Sex

In the field of performance of the Action and Conservation Plan for the Historic Monuments Zone of Santiago de Queretaro (PM CZMHSQ by its Spanish acronym), there exists a higher proportion of women; over 50% across all the Basic Geo-Statistical Areas (hereafter AGEBs) (see table II.1); the highest values are found in two areas in the Center; 038-A with 56.38% and 037-5 with 56.29%, and in 031-8 (La Primavera Residential Unit) with 55.86%. In the study area as a whole, it is observed that for every 100 men, there are 87.87 women.

The live birth rate for women of a fertile age is low in the majority of the AGEBs: in twelve of them, the rate is from 1.48 to 1.97, in ten of them the rate is from 2.0 to 2.45, and in only three of them women have 2.5 and more children (see table II.1). However, the situation changes when analyzing the number of children born to women from ages 45 to 49, where we can see that in eleven AGEBs, the average is from 2.54 to 3.3 children, meaning that if young women follow the fertility pattern of the 45 to 49 year olds, the Live Birth Rate average will increase at the end of their reproductive life.

**Table II.1** Population Structure by Sex in the Study Area

Name	AGEB Code	Male Population		Female Population		Total Population	Sex Ratio	Average Live Birth Rate	Average Live Birth Rate for Females aged 45 – 49
		No.	%	No.	%	No.			
Los Molinos	024-8	2589	48.31	2770	51.69	5359	93.47	2.31	3.22
España District	025-2	3081	48.53	3268	51.47	6349	94.28	2.61	3.15
Lindavista	026-7	3032	48.22	3256	51.78	6288	93.12	2.67	3.30
Conj. Hab. Med 100	027-1	2466	47.42	2734	52.58	5200	90.20	2.40	2.87
Viveros	030-3	2507	45.69	2980	54.31	5487	84.13	2.08	2.40
La Primavera Res. U.	031-8	1025	44.14	1297	55.86	2322	79.03	1.59	2.54
Cedros	032-2	748	46.52	860	53.48	1608	86.98	1.73	2.28



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

Alamos 1st Section	033-7	760	45.78	900	54.22	1660	84.44	1.78	2.23
Center I	036-0	1922	44.77	2371	55.23	4293	81.06	1.97	2.18

**Table II.1** Population Structure by Sex in the Study Area (continued)

Name	AGEB Code	Male Population		Female Population		Total Population	Sex Ratio	Average Live Birth Rate	Average LBR for Females aged 45 – 49
		No.	%	No.	%	No.			
Center I	037-5	1140	43.71	1468	56.29	2608	77.66	1.59	1.92
Center I	038-A	762	43.62	985	56.38	1747	77.36	1.68	2.28
Queretaro Gardens	039-4	2108	47.41	2338	52.59	4446	90.16	2.09	2.17
El Carrizal	041-1	1209	45.85	1428	54.15	2637	84.66	1.62	2.05
La Pastora	043-0	1793	47.21	2005	52.79	3798	89.43	2.36	2.54
San Francisquito	044-5	1884	47.29	2100	52.71	3984	89.71	2.56	3.05
Carretas	046-4	831	44.97	1017	55.03	1848	81.71	1.59	2.67
La Piedad	113-8	1218	47.88	1326	52.12	2544	91.86	2.45	2.89
El Porvenir	121-2	1398	48.76	1469	51.24	2867	95.17	1.48	2.46
España District	123-1	454	48.92	474	51.08	928	95.78	2.25	2.94
Center I	131-6	860	45.72	1021	54.28	1881	84.23	1.63	2.00
Las Peñas	179-7	1047	48.27	1122	51.73	2169	93.32	1.61	2.45
El Retablo	182-9	1595	47.65	1752	52.35	3347	91.04	2.00	2.55
Las Gemas	223-A	1052	44.52	1311	55.48	2363	80.24	1.71	2.45
Center I	231-4	768	45.07	936	54.93	1704	82.05	2.13	1.93
Conj. Hab. San J. Montaña	232-9	834	45.13	1014	54.87	1848	82.25	2.08	2.18
<b>Total Study Area</b>		<b>37,083</b>	<b>46.77</b>	<b>42,202</b>	<b>53.23</b>	<b>79,285</b>	<b>87.87</b>	<b>2.00</b>	<b>2.51</b>

Source: JAVE Constructions, S.A. de C.V. based on the II Population and Housing Census 2005, INEGI.

Note: LBR = Live Birth Rate.

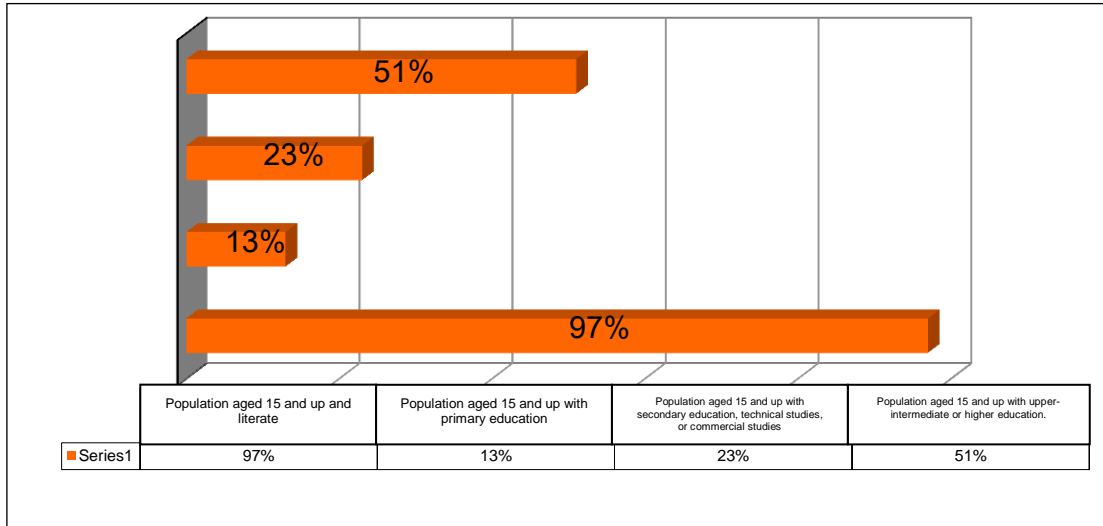
### Education

According to the information from the 2005 Census carried out by the INEGI, 2.3% of the population of the field of performance of the PMCZMHSQ is illiterate, and on average they have completed eleven point seven years of schooling.

In this sense, it is important to mention that more than half of the total population of the field of performance of the PMCZMHSQ has a mid to higher level of education, indicating that the population within the Monuments Zone and the Buffer Zone has a high level of education, the traditional neighborhoods being where mid – low levels of education present themselves; up to high school and middle school.



**Graph II.1** Education of the Population aged 15 and up in the field of performance of the PMCZMHSQ, 2005



Source: JAVE Construcciones, S.A. de C.V. with information from the II Population and Housing Census 2005, INEGI.

### II.1.1.2 Population Dynamics

#### Determining the Current Population

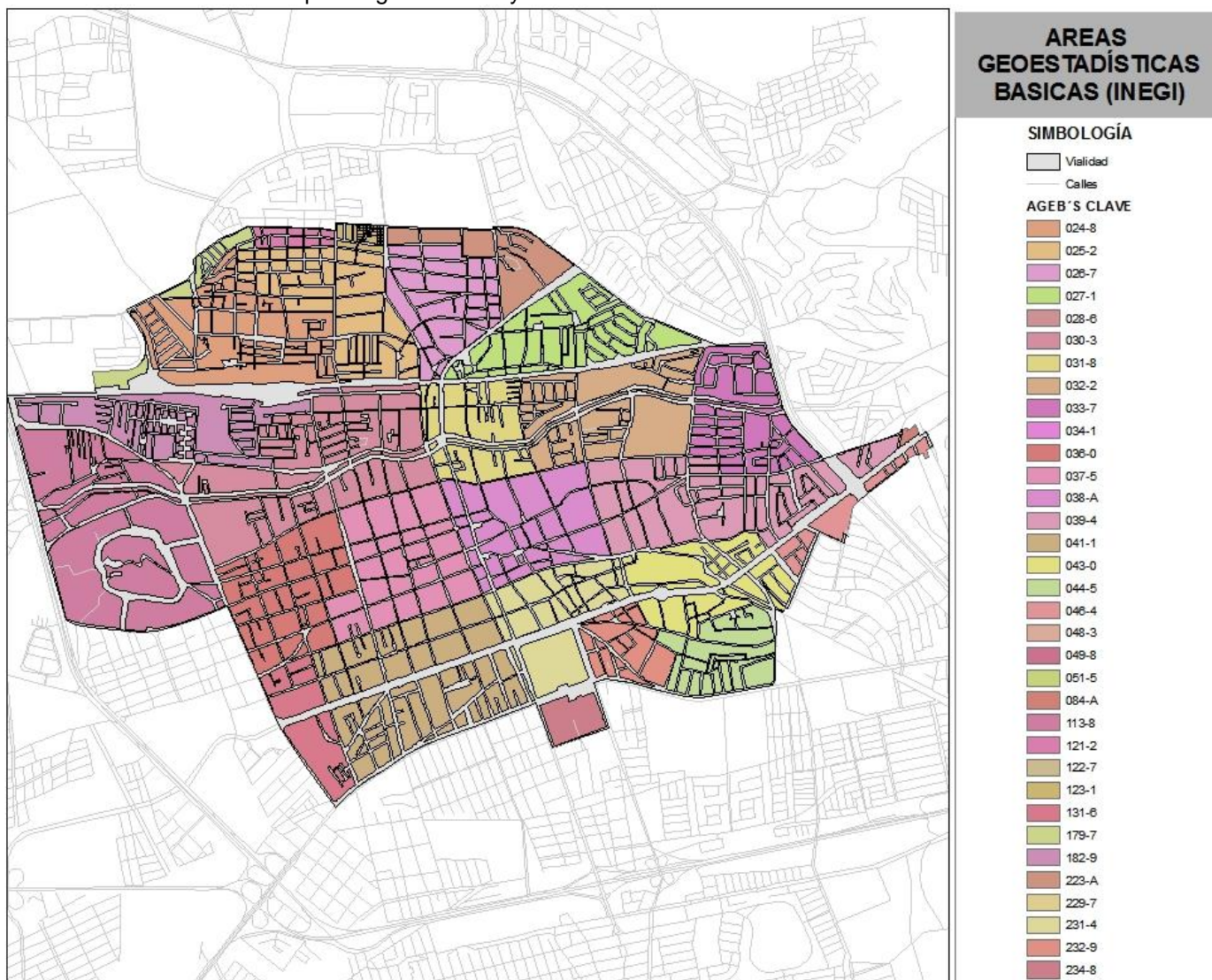
To determine the current population of the field of performance of the PMCZMHSQ, the population for the year 2010 was calculated based on the number of drinking water feeds registered by the State Water Commission (hereafter the CEA) for each district in the area, referring to May 2010.

On the other hand, the population density level calculated by the INEGI in the II Population and Housing Census 2005, which this Institute published by locality, was considered for defining the number of inhabitants, which was 4.15 inhabitants per household.

Another analysis element was the population distribution per AGEB (see map II.1), which allowed us to define population spacing in the Monuments Zone and traditional neighborhoods more accurately.



Map II.1 Basic Geo-Statistical Areas Corresponding to the Study Area



Source: INEGI, 2000

II-4 Text from the image: BASIC GEOSTATISTICAL AREAS (INEGI). KEY. Main Road. Streets. AGEB CODES.



The following criterion was applied for calculating the population of the field of performance:  $N_h = N_{tc} \cdot h$ .

Where:

$N_h$ = Total number of inhabitants

$N_{tc}$ = Total number of running water feeds per district

$h$ =Population density (inhabitants per household)

With this, the total number of inhabitants in the field of performance of the PMCZMHSQ was determined and the population distribution per area was established along with their population densities defined in inhabitants per hectare. From the location of districts by AGEB, the number of running water feeds was distributed, and from this the following results were derived (see table II.2).

**Table II.2** Calculation of the Current Population of the Field of performance of the PMCZMHSQ

AGEB Code	Name	No. of Running Water Feeds	% of the District	No. of RWF per % of the District	Population Density	Total Population	Accumulated Population
179-7	LAS PEÑAS	170	0.5	85	4.15	353	
	SAN GREGORIO	292	0.1	29.2	4.15	122	
	LOS FAROLES	45	1	45	4.15	187	661
223-A	LAS GEMAS	119	1	119	4.15	498	
	CLAUSTROS DEL PARQUE	197	0.25	49.25	4.15	227	
	LINDAVISTA	175	0.2	35	4.15	145	870
121-2	EL PORVENIR	70	0.1	7	4.15	101	
	ESPAÑA DISTR.	1,403	0.06	84.18	4.15	349	450
123-1	COL. DISTR.	1,403	0.03	42.09	4.15	175	
	INDECO LA POPULAR	253	1	253	4.15	1,091	1,266
026-7	LINDAVISTA	175	0.8	140	4.15	581	
	EL CERRITO	1,750	0.4	700	4.15	3,669	
	EI TEPETATE	1,200	1	1200	4.15	4,980	9,230
024-8	LOS MOLINOS	544	0.5	272	4.15	1,131	
	SAN GREGORIO	292	0.8	233.6	4.15	973	
	LAS PEÑAS	170	0.8	136	4.15	564	
	UNIDAD HAB. SAN ROQUE	43	1	43	4.15	178	
	ESPANA DISTR.	1,403	0.2	280.6	4.15	1,164	
	CONSTITUYENTES RES. U. D/1824	217	1	217	4.15	901	
	EUCALIPTOS	145	1	145	4.15	585	
	LOS ALCANFORES	218	1	218	4.15	921	6,418
025-2	ESPANA DISTR.	1,403	0.65	911.95	4.15	3,785	
	LOS FRESNOS	290	1	290	4.15	1,204	4,988





**Table II.2** Calculation of the Current Population of the Field of performance of the PMCZMHSQ (continued)

AGEB Code	Name	No. of Running Water Feeds	% of the District	No. of RWF per % of the District	Population Density	Total Population	Accumulated Population
223-A	LAS GEMAS	119	1	119	4.15	498	
	CLAUSTROS DEL PARQUE	197	0.25	49.25	4.15	227	
	LINDAVISTA	175	0.2	35	4.15	145	870
121-2	EL PORVENIR	70	0.1	7	4.15	101	
	ESPAÑA DISTR.	1,403	0.06	84.18	4.15	349	450
027-1	CONJ. HAB. MED 100	32	1	32	4.15	133	
	EL CERRITO	1,750	0.6	1050	4.15	5,503	
	LAS HADAS	416	0.5	208	4.15	878	6,513
033-7	ALAMOS 1ª. SECCION	78	1	78	4.15	581	
	SAN JAVIER	265	1	265	4.15	1,083	
	PATHE PONIENTE	248	0.9	223.2	4.15	930	2,594
032-2	CEDROS	96	1	96	4.15	394	
	LAS BRUJAS	79	1	79	4.15	340	
	CONJ. HAB. UNIVERSIDAD	63	1	63	4.15	274	
	CENTER I	6,671	0.02	133.42	4.15	546	
	CONJ. H. ARBOLEDAS DEL RIO	11	1	11	4.15	46	
	UNIDAD GPE. VICTORIA	93	1	93	4.15	386	1,986
031-8	LA PRIMAVERA RES. U.	70	1	70	4.15	291	
	LOS CLAUSTROS	85	1	85	4.15	353	
	CENTER I	6,671	0.1	667.1	4.15	2,728	
	CENTER II	233	0.3	69.9	4.15	245	3,616
030-3	VIVEROS	35	1	35	4.15	141	
	EL RETABLO	145	0.9	130.5	4.15	515	
	LA ERA	594	0.6	356.4	4.15	1,501	
	LAS ROSAS	401	1	401	4.15	1,660	
	CENTER I	6,671	0.1	667.1	4.15	2,728	
	CENTER II	233	0.7	163.1	4.15	572	7,118
182-9	EL RETABLO	145	0.05	7.25	4.15	29	
	LA ERA	594	0.4	237.6	4.15	1,001	
	LOS ALCANFORES	218	0.1	21.8	4.15	92	
	LA FLORIDA	292	1	292	4.15	1,220	
	CONSTITUYENTES-FOVISSSTE	325	2	650	4.15	2,698	5,039
113-8	LA PIEDAD	235	1	235	4.15	1,868	1,868
046-4	CARRETAS	150	0.2	30	4.15	125	
	LOMA DORADA	505	0.03	15.15	4.15	67	192
039-4	JARDINES DE QUERETARO	364	0.8	291.2	4.15	1,189	
	DILIGENCIAS	57	1	57	4.15	232	
	CENTER I	6,671	0.14	933.94	4.15	3,819	5,240
038-A	CENTER I	6,671	0.09	600.39	4.15	2,455	2,455
036-0	CENTER I	6,671	0.2	1334.2	4.15	5,456	5,456





**Table II.2** Calculation of the Current Population of the Field of performance of the PMCZMHSQ (continued)

AGEB Code	Name	No. of Running Water Feeds	% of the District	No. of RWF per % of the District	Population Density	Total Population	Accumulated Population
043-0	LA PASTORA	143	1	143	4.15	569	
	JARDINES DE QUERETARO	364	0.1	36.4	4.15	149	
	SAN FRANCISQUITO	1,529	0.27	412.83	4.15	1,820	
	CENTER I	6,671	0.05	333.55	4.15	1,364	3,901
231-4	CENTER I	6,671	0.08	533.68	4.15	2,182	2,182
041-1	EL CARRIZAL	147	1	147	4.15	598	
	CENTRO I	6,671	0.12	800.52	4.15	3,273	3,871
232-9	CONJ. HAB. SAN J. MONTAÑA	95.5	1	95.5	4.15	415	
	SAN FRANCISQUITO	1,629	0.3	488.7	4.15	2,022	2,437
044-5	SAN FRANCISQUITO	1,629	0.43	700.47	4.15	2,898	
	OBSERVATORIO	63	1	63	4.15	270	3,168
131-6	CENTRO I	6,671	0.02	133.42	4.15	546	
	LAS FUENTES	41	1	41	4.15	166	712
037-5	CENTER I	6,671	0.1	667.1	4.15	2,728	2,728
Totals						86,279	86,279

Source: JAVE Constructions, S.A de C.V. from the number of drinking water feeds from the CEA, September 2010

It's worth noting that the majority of the districts identified in the study area are 100% within its boundaries, however, there are districts such as Calesa, Carretas, Álamos and las Peñas, amongst others, that are only partially within the study area, and so only the feeds for each of these areas corresponding to the study zone were counted.

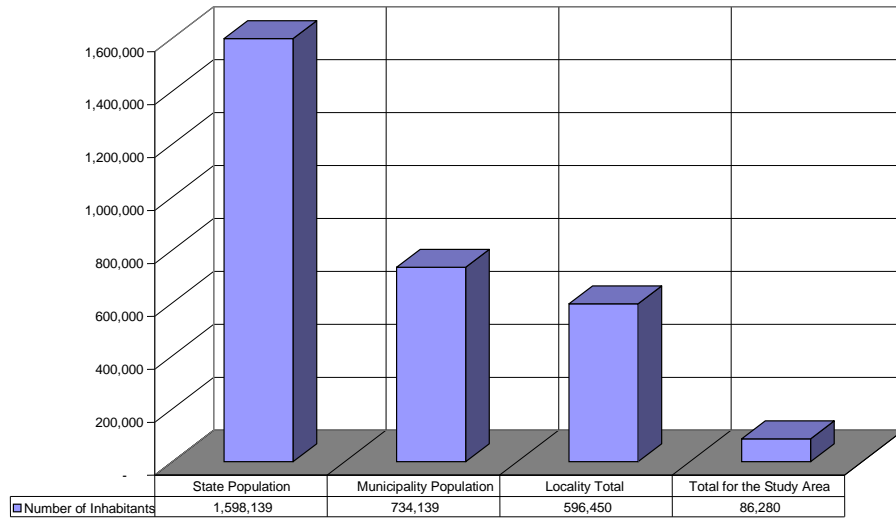
Therefore:

20,790 feeds \* population density of 4.15 inhabitants per household = 86,279 inhabitants.

From this result it can be seen that the Monuments Zone and traditional neighborhoods of the city of Queretaro concentrate 5.52% of the state population, 11.46% of the municipality population and 14.83% of the population of the city of Santiago de Queretaro, as can be seen in graph II.2.



**Graph II.2** Population Comparison with that of the State, Municipality, City and Field of performance of the PMCZMHSQ

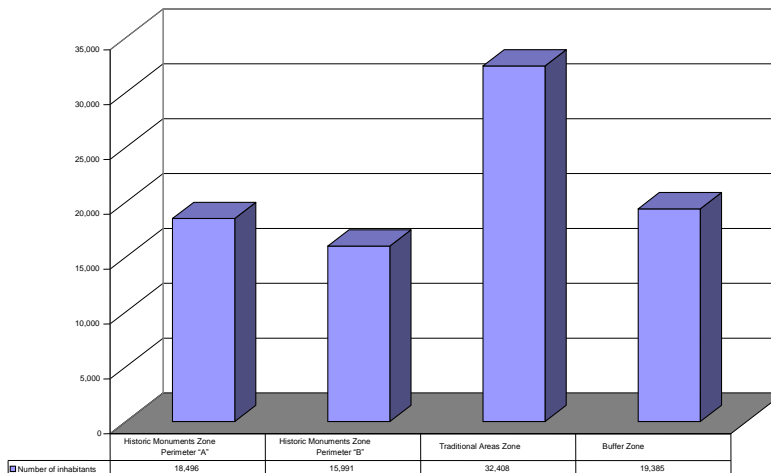


Source: JAVE Construcciones S.A. de C.V. based on information from the Queretaro State Government.

And so the population calculated in the different zones that make up the field of performance of the action plan is distributed in the following way:

- Historic Monuments Zone, Perimeter “A” with 18,496;
- Perimeter “B” with 15,991;
- Traditional Neighborhoods Zone with 32,408 inhabitants;
- Buffer Zone with 19,385 for a total population of 86,279, as can be seen in graph II.3.

**Graph II.3** Population Distribution in the Field of performance of the PMCZMHSQ



Source: JAVE Construcciones S.A. de C.V. from the calculation of domestic water feeds



The field of performance of the PMCZMHSQ had 50 thousand inhabitants in the year 1810, and in 1815 it is mentioned that there were in the order of 90 thousand settlers. In this century (1934 – 1940), with the construction of the highway to Mexico City, the establishment of industries such as La Concordia, El Fénix and Carnation Mexico began, and in 1946 Kellogg’s Mexico and Singer Mexicana arrived, yet urban sprawl still spread in the land that is now the field of performance of the PMCZMHSQ. It wasn’t until the 60s and 70s that the urban sprawl exceeded the highways that currently limit it, providing the explosive demographic and economic situation that denotes Queretaro’s territory.

According to the documents for the Historic Center action plan prepared for the Historic Center Council, in the year 2000 the field of performance of the Action Plan had a population of 80,893 inhabitants, which represents 61.3% of the district and a proportion of the municipal population in the order of 12.6%.

The population in the field of performance of the PMCZMHSQ has had a population expulsion dynamic, based mainly on the displacement of the resident population toward other areas of the city. The behavior of the population within four zones that include perimeters “A” and “B” of the Decreed Historic Monuments Zone, the Traditional Neighborhoods Zone and additionally the Buffer Zone is presented in table II.3

**Table II.3** Behavior of the Population in the Period of 1990 – 2010 the Field of performance of the PMCZMHSQ

Zone	1990 Population	1995 Population	2000 Population	2006 Population	2010 Population
PPDUZMB Action Area	81,784	77,880	82,938	83,451	86,279
Monuments Zone perimeter "A"	18,345	17,390	18,456	17,890	18,496
Monuments Zone perimeter "B"	15,678	14,356	16,456	15,467	15,991
Buffer Zone	16,194	16,789	17,574	18,749	19,385
Traditional Neighborhoods Zone	31,567	29,345	30,452	31,345	32,408

Source: Preparation by JAVE Constructions S.A. de C.V. based on data from the XI General Population and Housing Census, 1990, the 1995 Count, and the XII General Population and Housing Census, 2000, INEGI.

\* We do not have information at a Municipal, City or District level.

Analyzing the field of performance of the PMCZMHSQ regarding inter-census growth, it is observed that, whilst a decrease close to -4-34 is registered for the period of 1990 – 1995, the rate reflected between 1995 and 2000 was greater than 5.50. Nevertheless, for the period from 2000 to 2006, the rates indicated a global growth of 0.61 in the field of



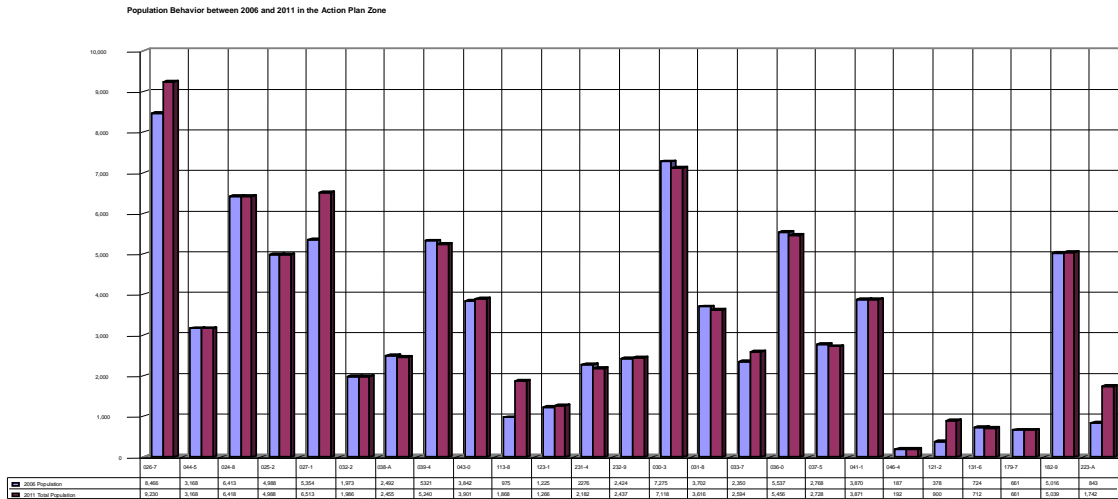
performance of the PMCZMHSQ, yet a decrease in population close to -4.38 is observed on average for both perimeters A and B of the Historic Monuments Zone. This situation reflects a depopulation problem in the monuments zone, with an annual rate close to -0.70.

In the period of 2006 – 2010, the behavior of the population has been to increase, going from 83,451 inhabitants to 86,279 for an average annual growth rate of 0.81%; the traditional neighborhoods are those areas with the greatest growth, with a total of 1060 inhabitants for a growth rate of 3.28 in this period.

In this sense perimeter “A” experienced growth by 606 inhabitants, which shows that the problem of depopulation in this area has stopped, with the probability of stabilization in the next few years.

In this sense, population growth behaved in the following way:

Graph II.4 Population Behavior in the Period of 1990 – 2010 in the Monuments Zone and Traditional Neighborhoods of the City of Queretaro



Source: JAVE Construction S.A. de C.V. from information from INEGI, 2005 and CEA, 2010

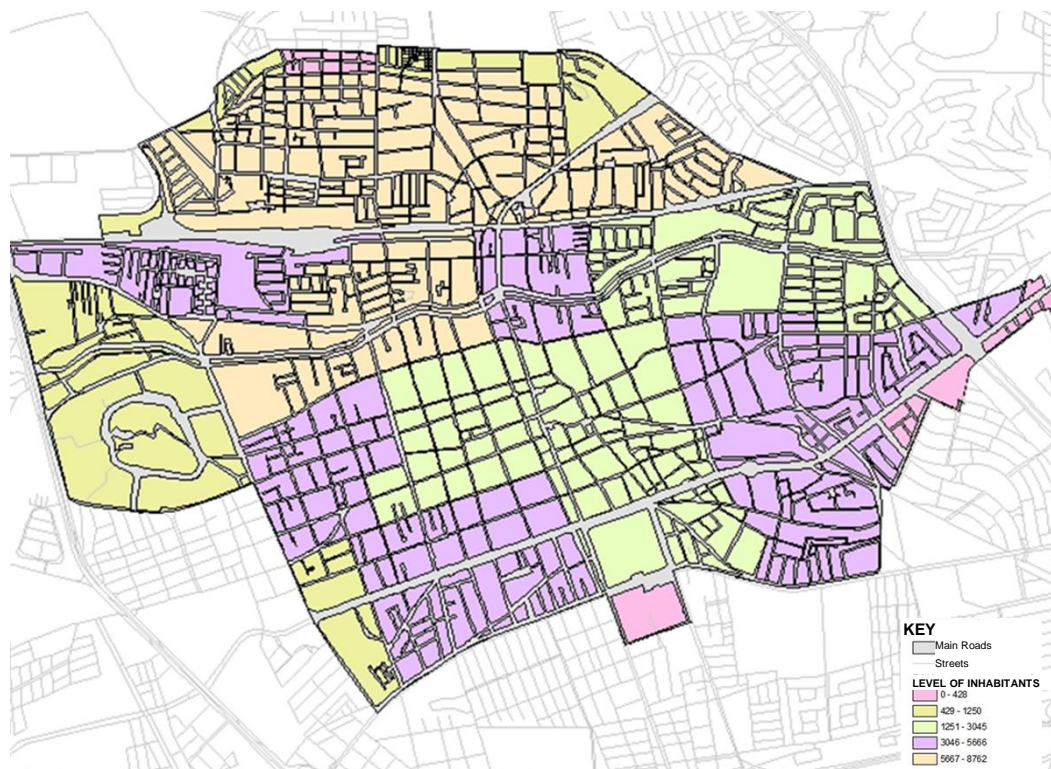
As seen in graph II.4, the AGEBs have a negative behavior; from having a growing population in the 90s, they experienced a decrease in the inter-census period between



1995 and 2000. However, and in accordance with the information analyzed from drinking water feeds, it was defined that these AGEBs in particular have experienced growth between 2006 and 2010.

From the previous calculation and the spatial distribution of the population, it can be considered that behavior in the field of performance of the PMCZMHSQ is diverse. On the one hand, according to the growth rates from the period of 1990 to 2000, the ZMHQ (Historic Monuments Zone of Queretaro) presents a decrease in the central-eastern area toward the La Cruz neighborhood. That which corresponds to the traditional neighborhoods set in the popular zones presents positive growth rates and high concentrations of population expressed with densities that go from 100 to 150 inhabitants per hectare.

Map II.2 Population Distribution in the of the City of Queretaro



Source: JAVE Constructions S. A. de C.V. from drinking water feeds from the CEA, May 2010



### II.1.1.3 Economic Sectors

The disappearance of the participation in the primary sector (agricultural activities) has been observed since 1970 in the field of performance of the PMCZMHSQ, whilst the secondary (industrial activities) and tertiary (commercial and service activities) sectors have increased in the same time period.

#### Secondary Activities

- Industry.

In the field of performance of the PMCZMHSQ, the presence of industrial activity is characterized as being that of light industry, warehouses and some industries considered as medium-scale. In the table presented below, the number of companies identified in the zone is quantified according to the Queretaro State industrial census, updated by the municipality of Queretaro in the year 2008, and complemented by the field survey carried out for this document.

**Table II.4** Ratio of Predominant Industry Types in the Field of performance of the PMCZMHSQ

Type	Number of Companies	%
Bakeries	36	13.38
Wire manufacturing (blacksmiths)	4	1.49
Plastic manufacturing	3	1.12
Household goods manufacturing	1	0.37
Cardboard packaging	2	0.74
Ice manufacturing	3	1.12
Upholstery	18	6.69
Manufacture of non-furniture wood products	11	4.09
Manufacture of metallic doors, shutters and other blacksmith work	27	10.04
Manufacture and repair of furniture mainly made of Wood.	18	6.69
Assembly plants	4	1.49
Printing and binding	78	29.00
Milling of cooked maize	3	1.12
Lathes	17	6.32
Welding	8	2.97
Tortilla manufacturing	36	13.38
Total	269	100.00

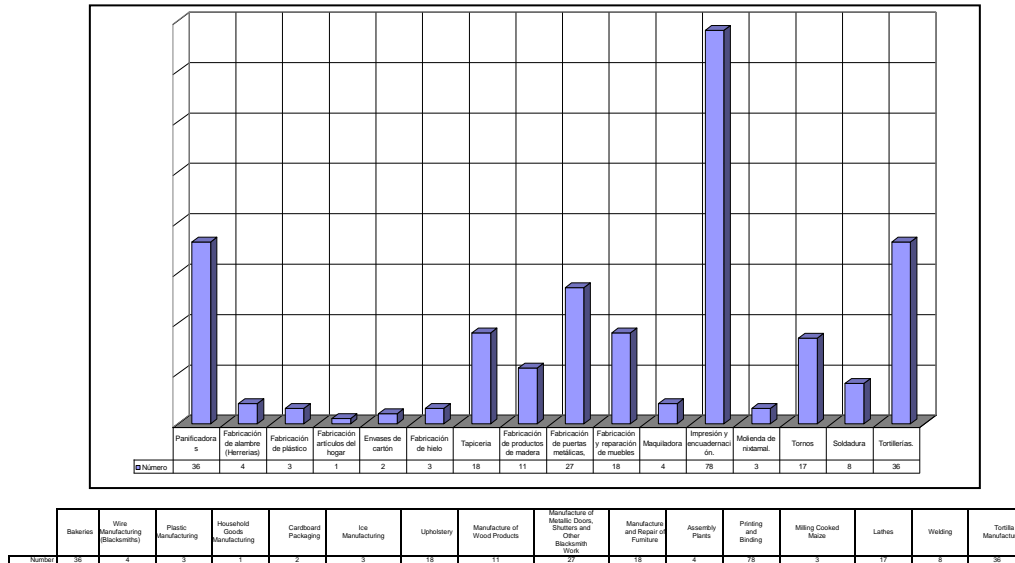
Source: Municipality of Queretaro, 2004 and updated using fieldwork.





The micro companies with the greatest presence are printing and binding companies, making up 29% of the total, followed in importance by both tortilla manufacturing and bakeries with 13%, and metallic door manufacturing and blacksmith work in general, combining to cover a total of 65.8%.

**Graph II.5** Number of Companies in the Monuments Zone and Traditional Neighborhoods of the City of Queretaro.



Source: JAVE Constructions S.A. de C.V. from fieldwork

The distribution of the types of industry located in the Monuments Zone and traditional neighborhoods of the city of Queretaro are presented in graph II.5. The lowest values are those referring to the manufacture of household goods, cardboard packaging, ice manufacturing, milling of cooked maize and plastic manufacturing.

### Tertiary Activities

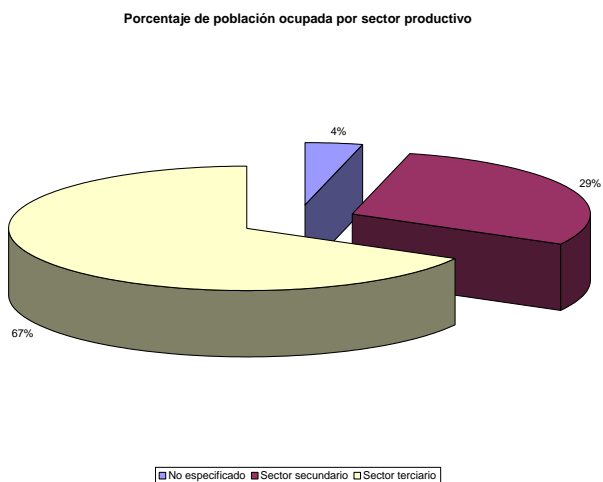
- Commerce

The peak in the city's growth maintains a narrow cause – effect relationship with the high concentration of the entity's formal economy sectors, since the majority of all the state's economic establishments and people employed in this sector are placed within the jurisdiction of the capital.



According to the information of the census survey for 2000 carried out by the INEGI, the tertiary sector covered 66.81% of the working population, whilst 29.22% worked in the secondary sector, from which we can see that the tertiary sector is in a process of growth and consolidation as the most important sector in the study area.

**Graph II.6** Distribution in terms of Percentage of the Working Population by Production Sector in the Field of performance of the PMCZMHSQ



Source: INEGI, 2000.

The most important types, as determined by fieldwork, are observed to be those that market food with 16%. 11.26% is made up of grocery stores and 11.51% of establishments that sell clothes. These types add up to a total of 38% of the commercial establishments located in the field of performance of the PMCZMHSQ.

On the other hand, of the 88 types identified in the field of performance of the PMCZMHSQ, a total of 62 make up less than 1% of the total types identified, as presented in table II.5, where the establishments in the field of performance of the PMCZMHSQ are quantified per commercial type.

\* Text from the image: Percentage of employed population per productive sector. Not specific. Secondary sec. tertiary sec.



**Table II.5** Number of Establishments per Commercial Type in the Monuments Zone and Traditional Neighborhoods of the City of Queretaro

Type	Number	Type	Number	Type	Number
Grocery Stores	456	Paintings and Frames	13	Music	22
Agricultural	4	Decoration	40	Bridal Gowns	14
Water	4	Sports	42	Opticians	48
Food	666	Disposables	16	Ice-cream Parlors	56
Aluminum	3	Candy Shops	56	Stationary Stores	130
Shock Absorbers	1	Household Appliances	3	Cakes and Confectionary	24
Antiques	8	Electronics	110	Perfumes	25
Electrical Appliances	18	Office Equipment	12	Newspapers and Magazines	18
Orthopedic Equipment	11	Security Equipment	7	Fish and Seafood	18
Hand Crafts	82	Pharmacies and Gifts	63	Leatherwear	13
Used Cars	7	Hardware Stores	83	Paints	7
Cars	1	Florists	45	Paints and Piñatas	16
Tiles	4	Photography	18	Plastics	22
Bazaars	41	Fruits and Vegetables	176	Poultry Stores	72
Bicycles	13	Funeral Parlors	10	Chemicals	9
Costume Jewelry	10	Galleries	5	Garages	82
Footwear	2	Fantasy Jewelry	3	Gifts and Novelties	152
Camping	1	Jewelers	65	Religious Articles	6
Coal Yards	3	Toy Stores	19	Watch Stores	28
Butchers	95	Engraving	4	Clothing	466
Wire Fences	3	Book Stores	24	Delicatessens selling Spit-Roast Chicken	17
Integrated Kitchens	11	Cleaning Articles	26	Hat Stores	6
Kitchen Articles	5	Tires	5	Tobacconists	6
Mattresses	3	Lottery	5	Fabrics	12
Computing	51	Pets	5	Glassworks	25
Photo-Copying	19	Construction Materials	55	Wine Stores	14
Corsetry	5	Raw Materials	18	Organ meats	3
Cosmetics	15	Notions Stores	40	Nurseries (Plants)	5
Dairy	28	Furniture Stores	72	Garbage Dump	2
				Shoe Stores	120
<i>Subtotal</i>	1570	<i>Subtotal</i>	1040	<i>Subtotal</i>	1438
				<b>Total</b>	<b>4048</b>

Source: JAVE Constructions S.A. de C.V. from fieldwork

- Services

On the other hand, included in the tertiary activities that have increased in the last five years in the field of performance of the PMCZMHSQ are the services provided to visitors, generating with them the diversification of types of services aimed at the population that resides in the area and, above all, tourism (see table II.6).



**Table II.6** Number of Service Establishments in the Field of performance of the PMCZMHSQ

Type	Number	Type	Number
Academies	112	Government	20
Protection and Security Agencies	8	Daycare Centers	2
Travel Agencies	19	Body Work	13
Air-Conditioning	5	Hotels	30
Alarms	7	Laboratories	32
Professional Advice	170	Laundromats	22
Civil Associations	27	Dairy	3
Carwashes	23	Doctors	159
Public Restrooms	3	Messenger Companies	10
Catering Services	3	Moving Companies	2
Pool Halls	9	Hairdressers'	24
Currency Exchange	28	Plumbing	12
Pawn Stores	7	Advertising	65
Locksmiths	32	Shoe Repairs	26
Internet Cafés	54	Industrial Equipment Rental	17
Clinics	75	Clothing Rental	5
Family diner	17	Restaurant Bars	93
Dentists	66	Function Rooms	8
Accountant's Offices	4	Tailors	19
Offices	251	Civil Societies	14
Entertainment	5	Vehicle Repair Garages	174
Para-psychological Services	3	Tattoos	2
Shows	6	Telecommunications	94
Parking	42	Satellite Television	4
Beauty supplies	170	Dry Cleaners'	19
Hairdressers	12	Veterinarians	18
Photography Studios	35	Video Clubs	5
Parties	30	Video Filming	6
Agencies	3	Video Games	21
Gymnasiums	6	Tire Repair Stores	4
<i>Subtotal</i>	1,232	<i>Subtotal</i>	923
		<b>Total</b>	<b>2,155</b>

Source: JAVE Constructions S.A. de C.V. from fieldwork.

- Sex Service

One of the oldest activities in the cultures of the world is, without doubt, prostitution, which is currently termed as sex service, referring to the sale of “pleasure by a person”, be it a man or a woman.

Within the field of performance of the PMCZMHSQ, points have been identified where this activity takes place in both a legal and illegal way. The Municipality of Queretaro carried out a study for this with the Espacio Actual, S.A. de C.V. Company in April 1999, being the only study that hasn't been updated up to the time of preparing this document. In the



study, important aspects that identify the problem are presented, and alternative ways of handling that situation are offered, as it is disapproved of by social sectors of the population that reside in and travel through the places where this activity is evident.

According to the results of this study, the main characteristics of the people that practice this trade are the following:

1. Age Range: Underage 7%; Young People 69%; Veterans 24% (see table II.7 and graph II.7).
2. Education: The majority hasn't finished primary education; there are some people with mid-basic education and occasionally people with higher levels of study.
3. Male sex workers have a higher level of education; normally secondary school or upper secondary school (high-school).
4. People of lower social conditions are, in the vast majority, working in this area to pay for their primary needs, and in some cases, to add to income obtained by other means.
5. They are people that live in popular districts of Queretaro.
6. They are usually single mothers, divorced and/or widowed women who, due to their situation, are forced to practice this trade.

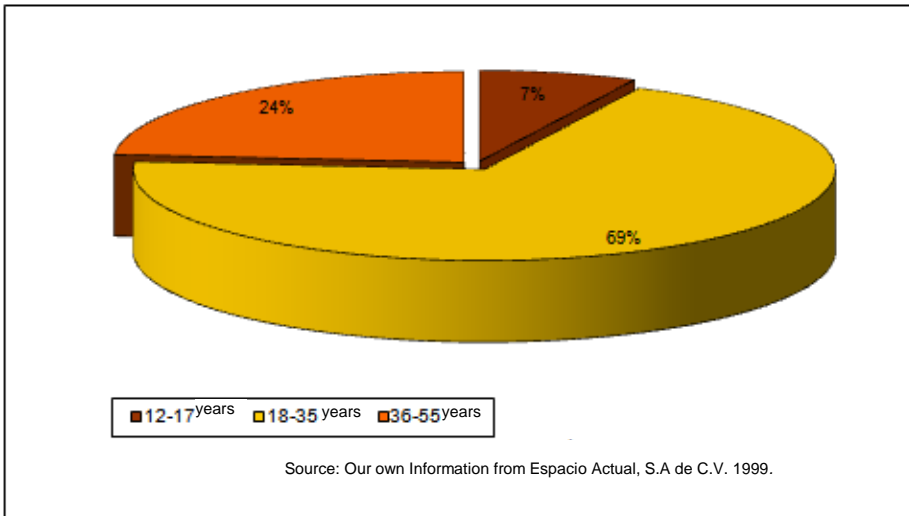
**Table II.7** Age Ranges of Sex Workers

Age Ranges of Sex Workers		
Age Ranges	Percentage	Estimated Total
12-17 years	7.27	176
18-35 years	69.09	1672
36-55 years	23.64	572
Totals	100.00	2420

Source: Espacio Actual, S.A de C.V. 1999.



**Graph II.7** Age Ranges of Sex Workers.



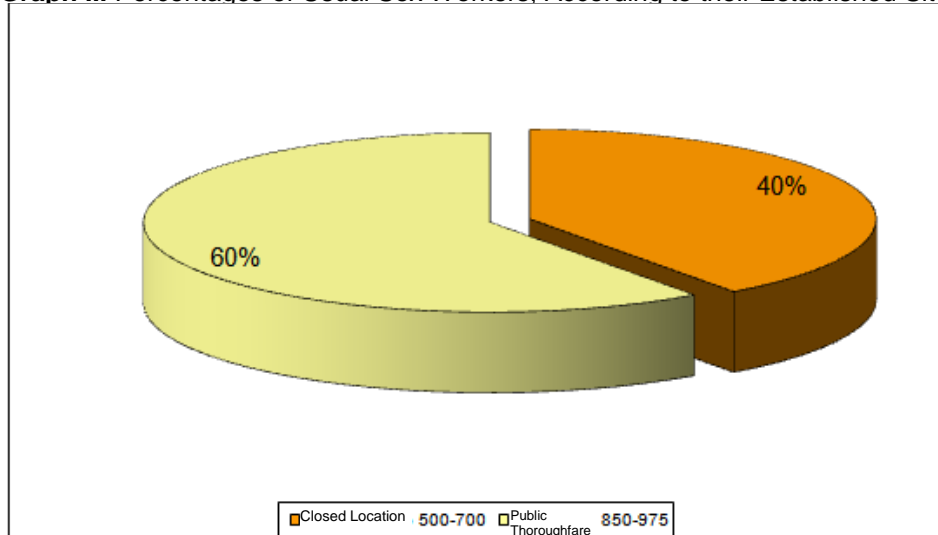
Source: Espacio Actual, S.A de C.V. 1999.

**Table II.8** Main Sites of Sex Service Activities in the Field of performance of the PMCZMHSQ

Type	Established Site	Levels of Presence	Percentage
Usual	Closed Location	500-700	28%
	Public Thoroughfare	850-975	42%
Incidental	Closed Location	150-175	7%
	Public Thoroughfare	200-250	10%
Occasional	Closed Location	200-300	13%
			100%

Source: Espacio Actual, S.A de C.V. 1999

**Graph II.** Percentages of Usual Sex Workers, According to their Established Site







Four main open or public areas of activity were identified:

1. Alameda Hidalgo and surrounding areas
2. West Zaragoza Ave., in areas neighboring the Escobedo Market
3. In Río Ayutla opposite to Cerro de las Campanas

The field of performance of the PMCZMHSQ is where the majority of people who work in prostitution in public thoroughfares, be it usually, habitually or occasionally is concentrated. It is also the place where underage workers (men and women) and the most veteran female workers are located, working indistinct timetables.

It's worth mentioning that the spaces weren't shared between men and women working in this activity, however shared spaces have been identified, mainly in *the La Alameda Hidalgo* (the Hidalgo Grove) and Río Ayutla zone. In those spaces, women and men dressed as women were located in a 50 meter radius practicing the aforementioned activity.

In reference to sites known as *giros negros* (black market sites) in the field of performance of the Action Plan there is a club known as *Punto G* (G Spot), which is a nightclub where shows called "Table Dances" are offered, and is considered a contact center, where prostitution exists and the clients can count on these services.

To evaluate the opinion of the people that travel through these sites, the Espacio Actual S.A. de C.V. Company carried out a survey to define those sites outside the Decreed Monuments Zone which, according to the people interviewed, wouldn't have a problem accepting this activity.

The results presented (see table II.9) indicate that the highest scoring sites are sites 1, 2 and 3; however, proposal 3 should be rejected because it is in the Corregidora Municipality.



**Table II.9** Main Zones Proposed by the People Interviewed for the Installation of a Tolerance Zone in the Municipality of Queretaro and Neighboring Municipalities.

No.	District	Place	Points
1	Cayetano Rubio Josefa Vergara	Cuesta China Huimilpan Highway	28
2	Felipe Carrillo Puerto	Ejido Santa María Magdalena	25
3	Corregidora Municipality	Toll-Free Highway to Celaya/Pueblito Santa Bárbara	20
4	Epigmenio González	San Pedrito El Alto	15
5	Historic Center	Old Bus Terminal/ Río Ayutla	12

Source: Espacio Actual, S.A. de C.V. 1999

#### II.1.1.4 Employment

According to the definitions marked out by the INEGI, the EAP<sup>1</sup> is understood as the Economically Active Population aged 12 or over that, in a given week, had or was looking for work. At the same time, 2 classes exist in this category; the Employed Population and the Unemployed Population.

The Economically Inactive Population (EIP) refers to the population over the age of 12, students, housewives or retired and pensioned people that had not carried out economic activities up to the time of the census.

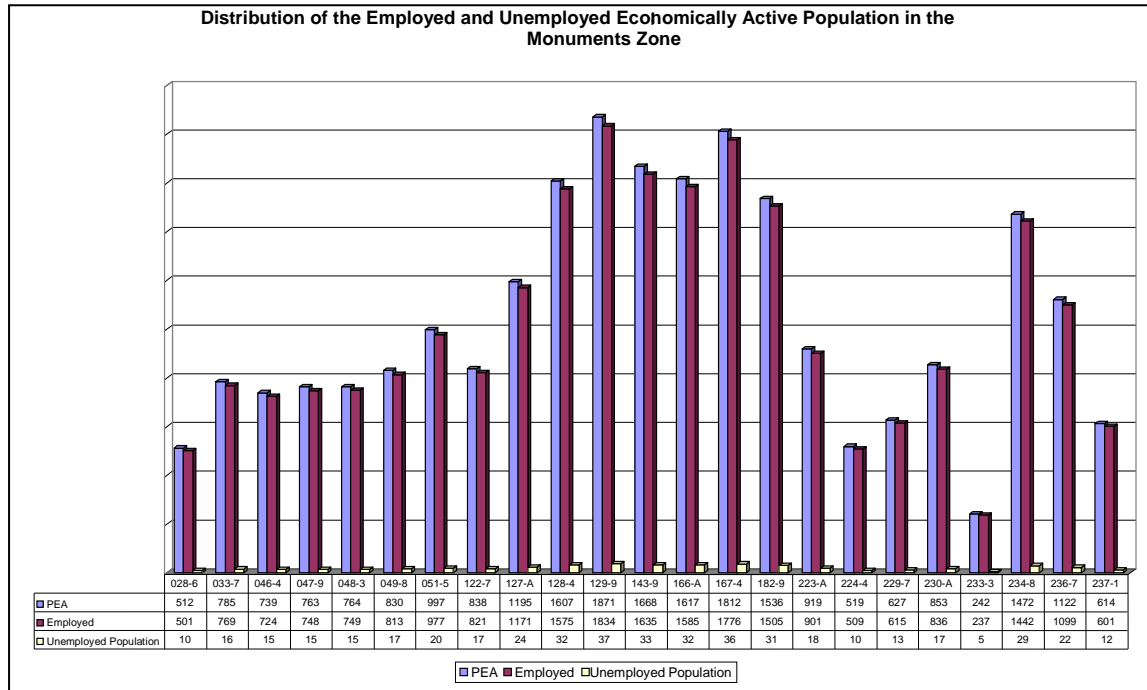
The EAP constitutes 43% of people, an indicator percentage that defines the predominance of the economically inactive population in the field of performance of the PMCZMHSQ, which reaches 57%. In the latter category, the groups with the highest numbers of people are students (34%) and those people who dedicate themselves to household chores (34%), combining to represent that 68% of the population carries out activities considered to be economically unproductive.

The employed population constitutes 98% of the EAP in the field of performance of the PMCZMHSQ, as can be seen in graph II.9, indicating that the majority of the residents have some form of formal employment.

<sup>1</sup> Information gathered by the INEGI in every Population and Housing Census. Economic variables are not considered in the II Count.



**Graph II.9** Distribution by AGEB of the Employed and Unemployed Economically Active Population for the year 2000 in the Field of performance of the PMCZMHSQ.



Source: JAVE Construcciones S. A. de C.V. based on information from the XII General Population and Housing Census 2000, INEGI.

Breaking the employed population down into sectors; the most numerous is the tertiary sector, covering the areas of services and commerce, including the offering of commerce and trade in public thoroughfares.

### II.1.1.5 Marginalization

Marginalization is a structural phenomenon of the development model that is expressed in the difficulty of propagating technical progress in the productive structure as a whole and in different regions in the country, as well as in the exclusion of social groups from the development process and from enjoying its benefits.

The processes that model marginalization form an unstable structure of social opportunities for citizens, their families and communities, who consider themselves exposed to social deprivation, risks and vulnerabilities that often escape the control of the person, family or community, and whose turnaround requires active participation from



public, private and social agents. Despite its multidimensional character, the intensity of marginalization can be approximated using synthetic measures. The urban marginalization index is a summary measure that allows one to differentiate between the urban AGEBs of the country according to the global impact of the shortages their resident populations suffer as a result of a lack of access to health and education, living in inadequate housing, being paid an insufficient income or gender inequalities.

To estimate the marginalization index, the II Population and Household Census 2005 was utilized as a source of information, from which the ten indicators selected for all the urban AGEBs in the country were calculated:

- Percentage of the population aged 6 – 14 that do not go to school
- Percentage of the population aged 15 and over that hasn't completed middle school
- Percentage of the population not entitled to health services
- Percentage of deceased children of 15 – 49 year old women
- Percentage of private housing without piped water
- Percentage of private housing without drainage connected to the public network or septic tank
- Percentage of private housing with lavatories that have no water supply
- Percentage of private housing with earth floors
- Percentage of private housing with some level of overcrowding
- Percentage of private housing without a refrigerator

Table II.10 shows the variables utilized in the urban marginalization index. It can be seen that approximately half of the AGEBs under study have a very low level of marginalization (12 out of 25, representing 48%), eleven areas present a low level of marginalization (44%), and only two areas present a medium level (8%).

10,272 inhabitants reside in the two AGEBs with a medium level of marginalization, which is 12.96% of the population of the study zone. This falling behind is mainly due to shortages related to housing: 21.65% of housing in the AGEB 026-7 (Lindavista), and 27.02% in AGEB 044-5 (San Francisquito) do not have lavatories with a water supply;



18.09% and 17.08% respectively have some level of overcrowding, around 15% of their homes do not have piped water, and 10.15% and 17.82% respectively do not have a refrigerator. On top of this, 40% of the population that resides in those areas is not entitled to health services.

Regarding education, we can see that 39.90% and 35.72% of their respective populations aged 15 or over have an unfinished middle school level of education at the most. Eleven AGEBs have a low level of marginalization, in which 35,531 inhabitants reside, representing 44.81% of the population of the study zone. We find those places that have better housing conditions in this group, as the percentage of homes with shortages is lower. Only in La Pastora (code 043-0) and the España District (025-2) is a higher proportion of housing observed with lavatories that have no water supply and some level of overcrowding. The indicator that shows the most falling behind is that of access to health services; the proportion that isn't entitled to it oscillates between 31.20% and 38.99%, meaning that approximately a third of inhabitants do not have this benefit.

33,482 inhabitants live at the level of marginalization considered as very low, representing 42.23% of the population of the Queretaro study area. These are people with better levels of education, and with housing that has acceptable characteristics, although the lack of access to health services persists at around 30%. As a consequence of all the above, the total study area has a low level of marginalization, where 79,285 inhabitants reside in 20,229 private homes.



**Table II.10 Total Population, Socioeconomic Indicators, Marginalization Index and Level of Marginalization in the Study Area**

Name	AGEB Code	Total Population	Total no. of inhabited private homes	% of 6 – 14 year olds that do not go to school	% of 15 year olds and over that hasn't completed middle school	% of the population not entitled to health services	% of deceased children of 15 – 49 year old women	% of private housing without piped water	% of private housing without drainage connected to the public network or septic tank	% of private housing with lavatories that have no water supply	% of private housing with earth floors	% of private housing with some level of overcrowding	% of private housing without a refrigerator	Urban Marginalization Index	Urban Marginalization Level
Lindavista	026-7	6,288	1,357	5.31	39.90	41.23	2.06	15.05	0.39	21.65	1.45	18.09	10.15	-0.45645	Medium
San Francisquito	044-5	3,984	896	5.48	35.72	39.69	3.00	14.29	0.13	27.02	0.75	17.08	17.82	-0.38312	Medium
Los Molinos	024-8	5,359	1,295	3.96	26.84	31.20	2.06	0.16	0.08	5.06	0.56	6.09	4.73	-0.91807	Low
Col. España	025-2	6,349	1,479	4.66	33.86	36.16	2.01	0.83	0.00	16.91	0.96	13.59	10.84	-0.66250	Low
Conj. Hab. Med 100	027-1	5,200	1,114	4.68	30.92	36.74	1.28	2.07	1.04	5.85	1.24	8.82	6.64	-0.82084	Low
Cedros	032-2	1,608	457	4.12	16.95	33.00	2.02	0.22	0.44	2.00	0.00	4.19	4.63	-1.00893	Low
Centro I	038-A	1,747	503	2.47	16.32	38.99	2.46	1.69	0.00	2.11	0.43	4.84	4.21	-0.98785	Low
Jardines de Queretaro	039-4	4,446	1,192	2.05	19.74	36.58	1.65	3.58	0.28	5.91	0.28	6.24	5.13	-0.98283	Low
La Pastora	043-0	3,798	877	2.25	32.42	38.43	1.91	6.26	0.37	20.00	0.37	11.38	10.50	-0.70736	Low
La Piedad	113-8	2,544	489	4.94	37.05	38.25	1.38	3.57	0.63	10.92	1.90	13.87	6.68	-0.68480	Low
Col. España	123-1	928	247	3.40	31.68	33.33	1.39	0.00	0.00	7.08	0.82	7.82	4.10	-0.89756	Low
Centro I	231-4	1,704	500	4.32	23.06	33.90	2.36	0.62	0.21	3.73	1.24	9.52	9.05	-0.84612	Low
Conj. Hab. San J. Montaña	232-9	1,848	497	6.62	30.01	37.86	2.06	0.00	0.00	6.13	0.41	10.41	11.36	-0.71266	Low
Viveros	030-3	5,487	1,519	1.42	17.46	27.85	2.10	1.58	0.76	4.74	0.34	4.19	4.25	-1.07245	Very Low
U. Hab. La Primavera	031-8	2,322	676	0.94	17.05	32.12	1.24	0.61	0.00	3.80	0.15	4.08	2.87	-1.12991	Very Low
Alamos 1 <sup>st</sup> Section	033-7	1,660	455	0.60	9.78	33.93	1.58	0.23	0.00	1.38	0.00	0.46	1.60	-1.21499	Very Low
Center I	036-0	4,293	1,225	0.48	16.48	30.07	1.39	0.27	0.09	1.33	0.18	3.02	4.52	-1.15763	Very Low
Center I	037-5	2,608	762	2.37	13.96	38.90	2.13	0.63	0.00	0.63	0.31	2.66	5.14	-1.04633	Very Low
El Carrizal	041-1	2,637	799	2.04	17.08	36.39	1.03	0.14	0.14	2.95	0.56	2.25	2.67	-1.10789	Very Low
Carretas	046-4	1,848	470	4.52	7.22	29.92	1.78	0.00	0.26	1.29	0.00	0.48	7.93	-1.10821	Very Low
El Porvenir	121-2	2,867	858	0.39	12.23	27.31	1.86	0.13	0.27	0.94	0.53	1.74	1.87	-1.20944	Very Low
Center I	131-6	1,881	516	3.38	17.31	31.31	0.25	0.44	0.00	1.55	0.66	1.30	2.17	-1.15716	Very Low
Las Peñas	179-7	2,169	561	1.32	14.58	26.31	1.46	1.02	0.61	4.68	0.20	2.86	1.43	-1.17011	Very Low
El Retablo	182-9	3,347	868	3.22	14.15	25.06	1.77	2.00	0.47	6.23	1.42	2.59	2.94	-1.08973	Very Low
Las Gemas	223-A	2,363	617	0.32	11.72	25.95	1.72	0.54	0.00	1.97	0.71	3.04	1.96	-1.21149	Very Low
<b>TOTAL</b>		<b>79,285</b>	<b>20,229</b>											<b>-0.94978</b>	<b>LOW</b>

Source: National Population Council estimates based on the II Population and Housing Census 2005.





### II.1.1.6 Decline

The processes of devaluation, decline, deterioration and degradation are independent concepts referring to specific phenomena that are intimately related in their operation, mutually binding and strengthening themselves.

- Devaluation is a drop in land value in an area of the city, taking into account the reduction in the expected benefits of working a piece of land in a given location in the city.
- Decline is the loss of population in an area. It is a demographic phenomenon, but it can extend to the loss of economic units and employment.
- Deterioration is the physical negative change that buildings and urban structures suffer.
- Degradation refers to the social decomposition that is usually produced as a result of the interaction and evolution of the three aforementioned phenomena.

The phenomenon is common in old, centrally located residential zones, where, at the same time as they stop being attractive to their occupants (above all functionally and socially), they become an opportunity for new commercial and service activities that are capable of adapting to them and making the most of the advantages of the recentralization processes that are fundamentally linked to commercial and tourism activities.

Since its origins, the urban structure of the Historic Center of the city of Santiago de Queretaro has been composed of a center and periphery scheme. The center, located in the ZMHQ, to the south of the River Queretaro, has the presence of formal housing with regular characteristics, the majority of which being very old. Embedded between the housing areas, there are service zones, whose reasons for being there are more historical and circumstantial than generic. Toward the periphery, housing is presented of a less formal origin; of a contextual character and linked to the establishment of the so-called traditional neighborhoods, the “*Otra Banda*” (the “Other



Side”) neighborhoods in particular, which are segregated from the center of the city by the River Queretaro and located on its north bank.

The urban problem on the banks of the river, which crosses the ZMHQ, is very diverse, and is generally independent of the presence of the river itself. In fact, as was made clear in the analysis of ground uses and the housing market, the centrality and periphery processes are clearly recognized. That is to say that a certain level of devaluation is given; in the measurement of separation from said center the typical phenomena of devaluation and deterioration of the inner city present themselves. The part adjacent to the River Queretaro up to the Historic Center does not in fact benefit as much from the nucleus of higher value, which would be toward the Plaza de Armas zone. This nucleus extends across the Buffer Zone between central appreciation and the start of devaluation in the periphery of the zone.

In accordance with land value dynamics, the existence of the river is neutral; in any case, it is a devaluation factor mainly as a consequence of image problems and connectivity problems between its banks.

In this sense, the determination of the causal relationships of these phenomena is dealt with from the perspective of urban deterioration, which in turn is linked to three kinds of relationships:

- A. Accessibility problems that contribute to a devaluation of the zone neighboring the River Queretaro with the consistent processes of physical deterioration. The main reason for the accessibility problem comes from the lack of connectivity caused by the River Queretaro itself, along with the rail tracks covering a good part of the route, causing a barrier, and the lack of a road connection in other parts.
- B. In a more or less obvious way, devaluation and deterioration are products of the lack of both public and private investment, but private investment is more



relevant, because it is the kind that responds to the conditions and expectations, whilst public investment can be directed.

At the same time, the lack of investment is a product of the lack of “natural” expectations of exploitation in the zone, which is very common in a model such as that which has been adopted in Queretaro, where the periphery is favored over the inner city; that is, the adoption of the extensive model of urban development.

The lack of investment can also be associated with very restrictive planning that limits development rights, canceling earning prospects and condemning the spaces where this presents itself to greater devaluation and deterioration.

- C. The third cause of devaluation is the lack of policies and projects for reusing the river and its banks.
- D. The last cause is the river not being socially appropriated. The River Queretaro doesn't form part of the imaginary urban collective of Queretaro society anymore; at least not as something of value to look after and enjoy. For older generations, it does represent a landmark, but one that is more anecdotal than real. The river is present in their thoughts, but as a memory and not, as was once said, as something valuable to protect and enjoy.

The origin of the process described above lies in the social depreciation of the housing and services models existing in the Historic Center of the city of Santiago de Queretaro. This in turn is the result of the positioning in the market of new options in the periphery of its metropolitan zone; a product of the process of promoting and incorporating rural land in urban development through new developments in the periphery being positioned in the market using a solid commercial image based on valuation processes (social overvaluation, because many of the arguments can hardly support themselves with empirical evidence). These social valuations include “co-existence with nature”, “exclusivity”, “tranquility” or any idea that society could



value positively at any given moment, particularly if this idea is intangible and promoted for commercial reasons. In short, it emerges as the best new thing.

The rest of the real-estate products on the market can be functional and enjoy an excellent location; however they can sometimes be seen to be subjected to the phenomenon of psychological obsolescence, which is applied to residential developments as much as it is to commercial and office developments.

Said psychological obsolescence gives rise to the phenomenon of the social depreciation of pre-existing urban spaces. In reality, the economic mechanism is stimulated from the sphere of cultural and psychological values, which surprisingly works and convinces almost all sectors of society. The next step is declination; that is, the displacement of residents or economic units with a greater capacity to pay for it toward the new population nuclei.

A relationship of interdependence between building and neighborhood presents itself in the case of the traditional neighborhoods, given that the possibilities of exploiting a building come from its location and its environment more than its characteristics; they no doubt have an influence, but the potential is given because of its location, in such a way that all buildings in a given place will try to make the most of this potential. This explains why buildings in a neighborhood tend to be similar, except when the neighborhood is in a phase of transformation. Because of this, a building will only be capable of optimally generating profits if its characteristics and the activities it accommodates correspond to the potential that the location offers. There must be a certain level of consistency between location, building and activity. If the buildings are no longer capable of taking advantage of the opportunities that the location offers because they have depreciated, the neighborhood depreciates too.

The interdependence between neighborhood and building is also due to appreciation or devaluation effect that a building has with respect to its neighbors; in this sense, a devalued building will put pressure on the values of neighboring buildings to fall, and a productive building will increase the expectations of adjacent buildings and those



close-by. Pressures to rise and fall are given in the land exploitation expectations, which determine the value of the land.

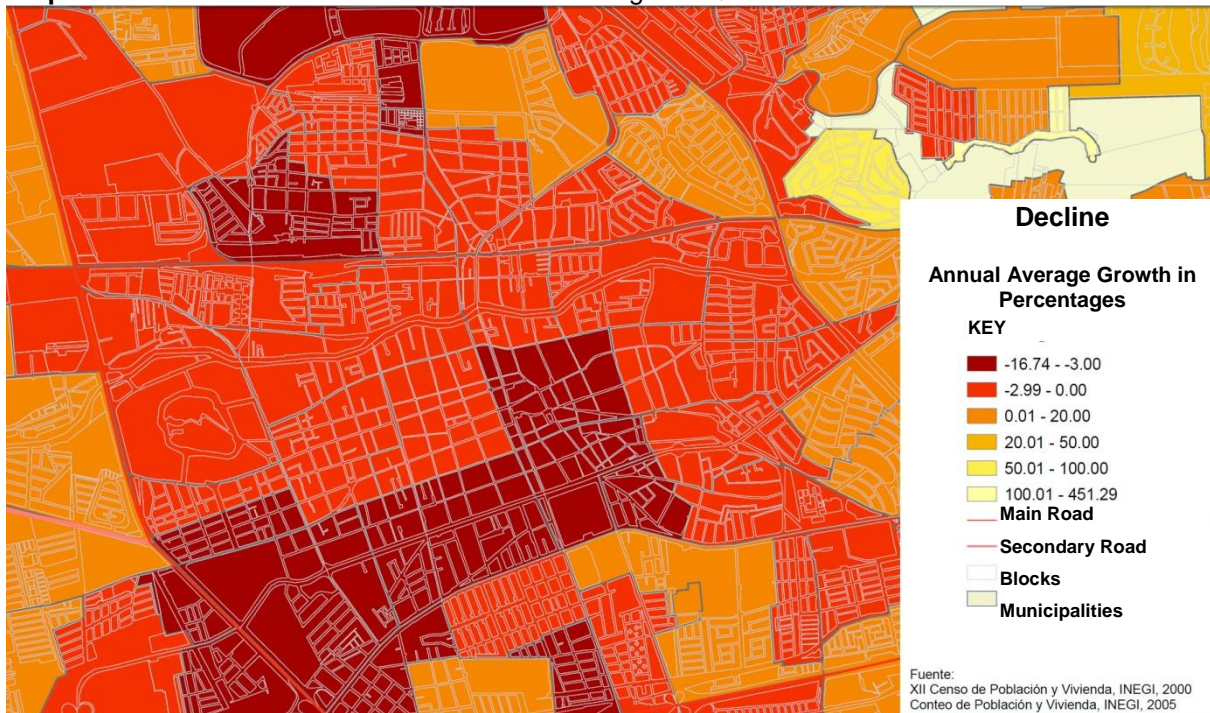
Over time, buildings and neighborhoods are subjected to the three types of depreciation: physical, functional and social, which normally act simultaneously but not evenly, as one can accelerate or lag behind in certain circumstances; in any case, the effect is the decrease in value of the buildings and the spaces that accommodate them.

There are two important factors in the final evolution of the cycle of the neighborhood that somehow determine if it is necessary for the cycle to be restarted, or rather, if the area enters into a situation of profound devaluation and deterioration:

- The evolution of the location and environment conditions in the context of urban evolution and restructuring processes. If the relative location of the neighborhood in the urban structure is improved, profit expectations increase, along with the clarity of realizing these expectations, which is very important.
- The uncertainty that exists regarding reinvestment in real-estate. When there is little clarity on the new expectations of the neighborhood, there will be a lot of uncertainty between investors, allowing depreciation processes to continue advancing. This, in turn, reinforces devaluation further.



**Graphic II.10** Decline of the Historic Center of Santiago de Queretaro.



Source: XII Population and Housing Service, INEGI, 2005, Population and Housing Census, INEGI, 2005

Source: *Observatorio Urbano Metropolitano* (Urban Metropolitan Observatory), Agenda Local 2008, fragment of the map: Abandonment and Decline, composed by JAVE Constructions S.A. de C.V.

To counteract the phenomena generated by these factors, the development of some successful urban projects is required to reduce uncertainty and give rise to a widespread process of intense reinvestment that generally implies greater redevelopment and remodeling, allowing for the repositioning of the buildings and the neighborhood. There is a limit to this increase, beyond which users will prefer other buildings in other neighborhoods. These increases depend on setting an objective advantage in the neighborhood when its location is still valid, as is the case for the neighborhoods in the scope of the Plan.

At the end of the day, the neighborhoods have two possible fates; entering a downward spiral of devaluation and deterioration, or restarting the cycle with new appreciation through redevelopment.

\*Text from the image: Decline. Annual Average Growth in Percentages. Key. Main Road. Secondary Road. Blocks. Municipalities.





### **II.1.1.7. Real-Estate Market and Transformational Trends**

The real-estate market is by far the most appropriate and transparent indicator of the evolution of urban spaces; in this sense, an evaluation of the real-estate market and transformation trends in the study area is being done, emphasizing the context of the River Queretaro, as it is a zone subject to decline.

An abundant offer signals a transformation trend in the zone; absorption, on the other hand, indicates if this transformational trend is being made concrete or not. In the first case, a radical change in activities would be expected, but the deterioration of the zone could be given rise to in the second. Finally, the prices and the type of sequence of activities signal the direction of change, either positive, which is to say with appreciation, or negative, with devaluation.

The idea of the above is to recognize “natural” trends in the market as, for the proposals to be feasible, above all in the context of institutional weakness in Queretaro, they have to be reasonably compatible with those trends, otherwise, they would be going against the logic of the market, which, although it is not impossible and sometimes desirable, requires institutional strength and administration which they don't have.

All offers were registered for this analysis, and the following information was taken:

1. Telephone number and address (street, and which streets it's in-between)
2. The activity they are being directed to: housing, offices, commerce, workshops, industry etc.
3. The building type: houses, apartment blocks, office blocks, commercial premises in a plaza, independent commercial premises, industrial premises, warehouse etc.
4. The condition of the building: new, used and in a good state, used and deteriorated



Additionally, the sequences and blend of activities were considered in each area with the aim of having more elements. With these, 5 basic trends were determined for each unit of analysis:

1. Positive with a change in land use
2. Positive without a change in land use
3. Stable
4. Negative without a change in land use (deterioration)
5. Negative with a change in land use
- 6.

**Market and Transformation Trend Result**

The obtained results are clear and consistent. 97 real-estate offers were registered, 57% for houses and 11% for apartments, that is to say, 2/3 for housing, with 5% of the lots on offer for housing also. In total, 73% of the buildings on the market are housing, but only 67% is being negotiated for the purpose of using them for housing in the future, which means that 6% of the houses being sold are to be utilized for commerce or services. This is a low proportion. The proportion of buildings for commerce and services is 18%.

**Table II.11** Real-Estate Offer and Transformational Trends in the Canals Area

Type of Building	Number	%	Activity	Number	%
Apartment	11	11	Housing	65	67
House	55	57	Commerce	14	14
Lot	13	13	Services	4	4
Independent Premises	5	5	Industry	1	1
Premises in a Plaza	5	5	Other	13	13
Industrial Premises.	8	8			
<b>Totals</b>	<b>97</b>	<b>100</b>		<b>97</b>	<b>100</b>

Source: JAVE Constructions S. A. de C.V. from field survey

For the area that goes from 5 de Febrero Avenue to Bernardo Quintana Boulevard, the volume on offer drops to 56 units, of which 71% are houses yet only 61% are to be used for housing in the future, meaning that the proportion of buildings that are



being transformed from residential use to other uses increased by almost 10%. The proportion of buildings for commerce and services is increasing to 25%.

**Table II.12** Real-Estate Offers and Change Trends between 5 de Febrero Avenue and Bernardo Quintana Boulevard.

Type of Building	Number	%	Activity	Number	%
Apartment	11	20	Housing	34	61
House	28	50	Commerce	11	20
Lot	3	5	Services	3	5
Independent Premises	5	9	Industry	1	2
Premises in a Plaza	3	5	Other	7	13
Industrial Premises	6	11			
<b>Totals</b>	<b>56</b>	<b>100</b>		<b>56</b>	<b>100</b>

Source: JAVE Constructions S. A. de C.V. from field survey

This same exercise was carried out for the central district where 20 offers are exclusively located. 85% are houses but only 60% are being negotiated as such; that is to say, 25% of the offers are linked to a change in use, and of course, the proportion allocated to commerce and services reaches 40%.

**Table II.13** Real-Estate Offers and Change Trends in the Central Zone

Type of Building	Number	%	Activity	Number	%
Apartment	4	20	Housing	12	60
House	13	65	Commerce	5	25
Lot	0	0	Services	3	15
Independent Premises	2	10	Industry	0	0
Premises in a Plaza	1	5	Other	0	0
Industrial Premises	<b>20</b>	<b>100</b>		<b>20</b>	<b>100</b>

Source: JAVE Constructions S. A. de C.V. from field survey

From the above, it can be deduced that there is a clear, but very moderate trend toward tertiarization in the most central part of the study area, which is an area of appreciation. However, there is no further evidence of this appreciation reaching the northern limit, that is to say the traditional neighborhoods of the *Otra Banda*; rather there seems to be certain evidence of speculation. There is an offer that isn't being carried out and, despite houses being offered for commerce and services, this is an expectation of the proprietors that isn't being realized, because there aren't any



significant changes in activity on the river bank. The scope of those appreciation processes starts to thin from Morelos street.

It is important to bear these aspects in mind; high expectations from the proprietors and speculative strategies can greatly complicate the rescue plans and can lead to overvaluation that doesn't give a margin for resources for the implementation of the program.

The areas that appear to be in the process of devaluation are responding to a more general situation; in this case, we are considering the peripheries of the formative monument nucleus of the city of Santiago de Queretaro, which are trapped between the old zone of urban expansion, which can give rise to change of ground use processes, and the zone of the city center, which will always be an area with advantages that help it to maintain its value, and even more so in Santiago de Queretaro due to its great patrimonial richness. But these intermediate zones are made up of very old traditional neighborhoods which have been depreciating and proletarianized and do not have greater advantages for their recovery. The zones that attract attention in Queretaro are those that are located toward the north-west of the center, adjoining the industrial zone. Although they don't represent an advantage or an opportunity, they can be the pretext for intervention for the Historic Monuments Zone, in which these spaces are reused whilst the intervention takes effect on this zone. This has two advantages; they are strategic areas for the city in general and their low land prices offer a comparative advantage for obtaining the property and financing it.



## **II.1.2 Internal Context**

### **II.1.2.1 Social Organization**

It should be pointed out that civil society has had a particular interest in the Historic Center, its conservation, value enhancement and development through actions from many different cultural and social associations, business and professional institutions and the Universities. The social organization of the ZMHQ and traditional neighborhoods residents is fundamentally linked to religious activities and the traditional festivities of the neighborhoods. However, outside of this dynamic, it was identified that there isn't a lot of unity on questions of collective interest, such as improving their environment. We need to enclose that within the results of the identification of those people who are leaders, an average of seven out of ten people did not recognize any person with important representation.

One topic that turns out to be significant within the social organization inside the Neighborhoods is the lack of leadership seeing as, included in the results of the survey carried out, when asked for the definition of citizen participation, the people that inhabit these areas do not recognize any relevant leadership in the majority of them. They don't recognize people that are working or doing something to maintain and conserve the monuments and areas of the Historic Center either. However, in neighborhoods such as Santa Rosa, the Central District and San Francisquito, they made reference to the participation of the government, authorities or representatives of these, despite the majority of people not recognizing any person that is working or doing something to maintain and conserve their neighborhood. The people most mentioned were the priests or friars of the Temples, the INAH (the National Institute of Anthropology and History), Public Works or municipal government departments, and so denoting the lack of social leadership inside the traditional neighborhoods of the city of Queretaro.

Forms of social participation that exist in the scope of the Plan are fundamentally institutionalized; autonomous participation is practically non-existent. In this sense,



the main institutions linked to organized civil society and related to conserving and managing the Historic Center are:

**System of Municipal Public Participation Panels:** the System of Municipal Public Participation Panels is an instrument through which the municipal authority furthers social planning and participation in government administration, for which they create spaces for citizen participation for members of organizations, civil associations and interested citizens.

**ICOMOS Queretaro (International Council on Monuments and Sites):** The Queretaro Committee of the Mexican ICOMOS, A.C. has the objective of rescuing, protecting and conserving cultural heritage in the country, with the aim of carrying out the same functions and activities in our country as those that the ICOMOS carries out at an international level.

**The Historic Center of Queretaro Council**

**Chartered bodies of professionals:** The chartered associations that bring together professionals in architecture, civil engineering, appraisers and sociologists in the state of Queretaro, called the following:

- Queretaro State Architects Association
- Queretaro State Civil Engineers Association
- Association and Mexican Institute of Appraisers in Queretaro
- Queretaro Sociologists Association

The above are legally established civil associations that form part of the national federations of their respective associations, along with other similar chartered organizations that bring together respective professionals who possess legally issued and registered degrees and have the respective professional license.





### **II.1.2.2 Institutional Organization**

#### National Institute of Anthropology and History, INAH

The regional delegation of the INAH has 3 architects that specialize in the conservation of monuments to attend to the ZMHQ. The Head of the Department of Legal Affairs (a lawyer), the Technical Assistant Director and the Director of the INAH Center, Queretaro complete the staff that attends to the ZMHQ. In total, 4 full-time architects, a lawyer, the director and the assistant director, these last two being dedicated to attending to the whole state.

The work of protecting and conserving heritage buildings in the Historic Center in the charge of the 3 specialist architects concentrates its efforts on the issuing of permits for the work carried out inside the ZMHQ, free assessments to the public when applied for, supervising work and attending reports. The staff that attends to these functions is clearly surpassed by the dynamic of the Historic Center itself, given that, according to the INAH's own information, only around 10% of the work carried out within the Historic Center has been licensed by this institution.

#### Queretaro City Council

Within the municipal administration there are 6 departments that manage the Historic Center: the Department of Municipal Services, the Department of Municipal Public Security, the Department of Municipal Public Works, the Historic Center Delegation, the Department of Sustainable Development and the Municipal Planning Institute (IMPLAN).

- Department of Municipal Public Services Has the objective of optimizing resources and providing public lighting, cleaning and maintenance to the region's infrastructure in an efficient, timely, and high quality way, as well as conserving green areas.



- Department of Sustainable Development Is in charge of formulating projects that stimulate commercial, craftwork and tourism activity in the region through promotion and broadcasting programs, and programs of administrating encouragement, with the aim of achieving economic growth in these areas. It prepares and carries out plans, programs and declarations. It applies standards for the adequate use of land, constructions and infrastructure, determining the characteristics, densities and use of the land. Finally, it identifies, declares and conserves zones, buildings or elements of historical, cultural and/or environmental value.
- The Historic Center Delegation Office The first link with citizens and different administrative functions and in connection with departments of the three levels of government, private companies and citizens in general, to carry out programs to be developed in the monuments zone.
- Department of Municipal Public Works Plans and constructs works related to the corrective and preventative maintenance of storm drainage, roads and housing, regulating urban growth in the region.
- Municipal Planning Institute The Institute has the objective of developing regional planning; taking economic, environmental and social factors into consideration, proposing plans and programs for the regional whose aim is to create an adequate environment for the harmonic development of its inhabitants, securing long-term public planning policies.
- Civil Protection Within the Municipal Civil Protection Programs special attention is paid to community property declared as historic and artistic monuments, and all those considered as World Heritage, in coordination with the INAH.



**Table II.14.** Aforementioned Departments Indicating Assigned Staff and Available Means of Performing their Functions in the Regional Administration

DEPARTMENT	STAFF	COMPUTING EQUIPMENT			DIGITAL EQUIPMENT (cameras)	COMMUNICATION EQUIPMENT (radios/telephones)	MEASURING EQUIPMENT	TRANSPORT EQUIPMENT						
		pc/laptop	printer	USB sticks				garbage carts	commercial trucks	pick-up trucks	cars	motorbikes	tow trucks	
Department of Local Public Services	administrative	619	38	6		84		113	28	27	5		4	
	operative													
Department of Sustainable Development	administrative	16	36	6	6	2	2				4			
	operative	12												
Historic Center Delegation Office	administrative	4	30	14	12	8	20	1	4		11	8		
	operative	44												
Department of Local Public Works	administrative	4	4	3			1				2			
Local Planning Institute	administrative	6	6	7	5	5	3	6			2			
Civil Protection	incidental		2	2		2	3	2						
TOTALS		705	116	38	23	17	110	12	113	32	27	24	8	4

Source: IMPLAN

**Note:**

1. Operative and administrative staff assigned to the Historic Center, do not necessarily work full-time for it.
2. The work zone of these offices includes all the Historic Center Delegation as well as the ZMHQ.

Social participation is carried out before the government organizations through the following mechanisms:

Public Hearing: It is recommended that the head of the Historic Center Delegation call Public Hearings where the majority of the residents of the local areas that make up the delegation participate.

In the same way, the following can also call for a public hearing when necessary: representatives voted for by popular election and representatives of associations that exist in the applied zone of the Action Plan. For this motive, the head of the Historic Center Delegation will be responsible for listening to the citizens' petitions and must respond to established and requested matters.



Public Broadcasting: Forms of communication should be consolidated, through which the competent authorities can inform neighbors on public works and matters of interest to the community.

Citizen Collaboration: The participation of citizens with the competent authorities of the Historic Center Delegation should be encouraged in the execution and offering of a service.

Local Consultation: Promoting the participation of the inhabitants of the Monuments Zone and traditional neighborhoods of Santiago de Queretaro, service providers and local groups through local consultation forums in order to gather their opinions, proposals and approaches to their needs and interests. This will be organized by the Historic Center Representative.

Complaints and Reports: It is also necessary to encourage citizens to continue expressing their disagreements regarding the providing of services or irregularities of public servants' conduct.

Periodic Trips made by the Representative: The head of the delegation will travel around the region of the field of performance of the Action Plan, in order to verify the public services in the different districts. It is advisable to do one trip a month so that the inhabitants can let them know about their problems through direct contact.

On the other hand citizen participation can be carried out through the local Representative Bodies per district block, or Housing Unit.

Government participation as a works constructor is ever decreasing as they assume the role of urban development regulator and counselor. In this sense, the participation of the social and private sectors is fundamental for achieving proposed objectives regarding sustainable urban development, supported by the creation of specific instruments that allow urban projects and housing to be carried out.



The organized community in the local area is at once the agent and the beneficiary of the Plan, as unstated needs will be detected with their active participation, identifying the possible alternative solutions for executing corresponding actions according to their aspirations of common wellbeing and in keeping with their urban environment, the contribution of material and economic resources, labor and the securing of credit and incentives.

### **II.1.2.3 Financial Organization**

The instruments required for gaining the economic resources and financial stimuli needed for the planning and execution of the actions proposed in this Action Plan are:

- Queretaro State Expenditure Budget
- Municipality of Queretaro Expenditure Budget
- Resources from International Organizations that support Conservation
  - European Union: URB-AL Program
  - Inter-American Development Bank: Financing Programs
- Federal resources from the SEDESOL programs.
- Habitat Program in its General and Historic Centers aspect in the following forms:
  - Social and communal development
  - Improvement of the urban environment
  - Promotion of urban development
- Temporary Employment Program (PET)
- FONAEVI/FONHAPO programs, through the following types of financing:
  - Improved Housing
  - Progressive Housing
  - Finished Housing
  - Your House Program (“Tu Casa”)
  - FONAVIR



- APAZU Federal Resources
  - Drinking water and Sewerage in Urban Zones Program
- Credit Resources of Financial Organizations such as:
  - BANOBRAS
  - Federal Mortgage Society (SHF)
  - Private Banking
  - BANSEFI
  - SOFOLES
  - Savings Banks

## **II.2 MAPPING OF THE STAKEHOLDERS INVOLVED IN THE MONUMENT ZONE MANAGEMENT**

### **II.2.1 External Stakeholders**

- Private Chambers
  - CANACO (National Chamber of Commerce)
  - CANACOPE (National Chamber of Small-Scale Commerce)
  - CANIRAC (National Chamber of the Restaurant Industry and Seasoned Food)
  - AMHM (Mexican Association of Hotels and Motels)
  - AMPI (Mexican Association of Real-Estate Professionals)
  - National Chamber of Consulting Firms
  - Historic Center Association of Boutique Hotels
  
- Academic Institutions
  - UAQ (Autonomous University of Queretaro):
    - Faculty of Civil Engineering
    - Faculty of Law
    - Faculty of Political and Social Sciences
  - ITQ (Technical Institute of Queretaro), Architecture Course





- ITESM (Monterrey Institute of Technology and Higher Education, Queretaro Campus), Architecture Course
  - UVM (University of the Valley of Mexico, Queretaro Campus), Architecture Course
  - LICEO University
  - LEÓN University, Architecture Course
  - Marista University, Architecture Course
- Local Associations
- ICOMOS (International Council on Monuments and Sites)
  - System of Municipal Public Participation Panels
  - Queretaro Historic Center Council
  - Queretaro State Architects Association
  - Queretaro State Civil Engineers Association
  - Association and Mexican Institute of Appraisers in Queretaro
  - Queretaro Sociologists Association
- Public Institutions
- INAH (National Institute of Anthropology and History)
  - SEDESOL (Ministry of Social Development)
  - State Government Secretariat
  - State Urban Development and Public Works Department
  - State Planning and Finance Department
  - Queretaro Institute of Culture and the Arts
  - Citizen Security Department
  - Ministry of Tourism, Queretaro State
  - Ministry of Tourism, Federal Government
  - Municipal Presidency
    - Municipal Delegation of the Historic Center
    - Municipal Culture Institute



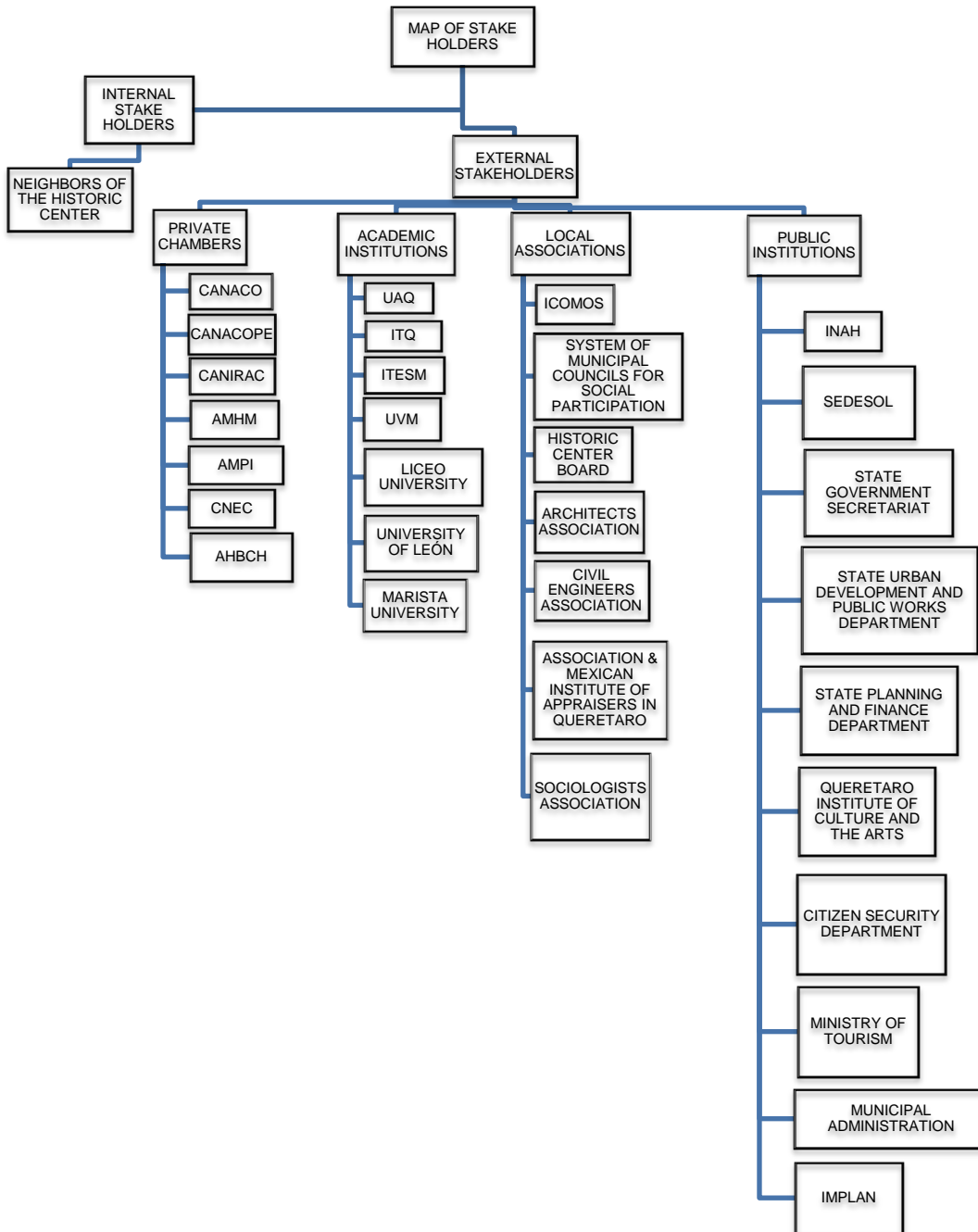
- Department of Sustainable Development
- Government Department
- Municipal Public Services Department
- Municipal Public Works Department
- CEP (Studies and Projects Center)
- Department of Economy and Finance in the Municipality
- Municipal Public Security and Transit Department
- Municipal Planning Institute

### **II.2.2 Internal Stakeholders**

- Local Associations
  - Legally Represented Neighbors of the Historic Center of Queretaro.



Figure II.1 Diagram of participants in the PMCZMHSQ



Source: JAVE Constructions S.A. de C.V.



### II.2.3. Map of Stakeholders (Leaders of opinion) in the Traditional Neighborhoods Zone

In order to identify actors in the neighborhoods zone, a survey was used, which was formulated using the following question:

Within this neighborhood, who do you consider to be person with most leadership or the most trusted person?

As the inhabitants mentioned various people, and according to the number of times cases were repeated, the following people were identified for their leadership, and the population defined them as their leader of opinion.

The map of actors for each one of the traditional neighborhoods is presented below.

#### Central District

Armando Valdés García (10)

	Frequency	Percentage
No-one	88	80.0
Government	6	5.5
Cecilia Maciel	2	1.8
Engineer (106 Escobedo)	1	0.9
Father Jorge Valencia	1	0.9
Dr. Carlos García Alcocer	1	0.9
Servín Muñoz Brothers, <i>estudiantina</i> (a traditional student band)	1	0.9
Prof. Darío Barrera	1	0.9
Juan Antonio Islas	1	0.9
A woman (who lives on 5 de Mayo in front of the parking lot)	1	0.9
Local Council	1	0.9
Engineer Lari	1	0.9
Me, Mrs. Norma Ofelia Leyva Torres	1	0.9
Luis Gobernador	1	0.9
City Council	1	0.9
Total	110	100.0



El Cerrito Neighborhood

Alejandrina Escobar Ballesteros (03)

	Frequency	Percentage
No-one	40	67.8
The Father	3	5.1
Everyone	3	5.1
Senior Citizens	2	3.4
"Tello" but he has left	1	1.7
Don Benito	1	1.7
Doña Jose	1	1.7
The Mayor	1	1.7
There haven't been any since Garrido	1	1.7
Father Sergio Corona	1	1.7
Mr. and Mrs. Moreno Mata	1	1.7
Mario Soria ( <i>maquiladora</i> owner)	1	1.7
Don Chava	1	1.7
Antonio Martínez	1	1.7
Total	59	100.0

El Retablo Neighborhood

Marcos Leonardo Vargas Osornio (11)

	Frequency	Percentage
No-one	26	92.9
Antonio Bautista	1	3.6
Lupita	1	3.6
Total	28	1000

El Tepetate Neighborhood (4)

Lindsey Mateo Torres Gómez (09)

	Frequency	Percentage
No-one	35	63.6
Nínive (Colonies President)	4	7.3
Teacher Marcela Montero	1	1.8
Don Agustín	1	1.8
Aunt Estela	1	1.8
Mr. Antonio Garza (SOLUTIONS program)	1	1.8
Mrs. María Morales (13 Pípila Street)	1	1.8
Antonio Garza (SOLUTIONS program)	1	1.8
Evangelina Ruiz (Encanto Street)	1	1.8
Uncle "el Veloz"	1	1.8
SOLUTIONS PROGRAM	1	1.8
María Elena	1	1.8
Teacher María del Carmen	1	1.8
Sárraga Family (9 Pípila Street)	1	1.8
Doña Gaby (23-b Pípila Street)	1	1.8



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	Jaime Díaz Morales (next to the Church)	1	1.8
	Colonies President	1	1.8
	"El Gitano"	1	1.8
	Total	55	100.0

### La Piedad Neighborhood (5)

Mario Jaime Montoya Hernández (05)

		Frequency	Percentage
	No-one	72	65.5
	Teresa Ovalle	16	14.5
	Father Anacleto Morales	5	4.5
	Everyone	3	2.7
	Josefina	1	0.9
	Juan Carlos	1	0.9
	The Parish butler	1	0.9
	Javier Malso Hernández	1	0.9
	Father of the el Retablo Church	1	0.9
	Juan Ramírez	1	0.9
	Rubén from the Parish	1	0.9
	The Colonies	1	0.9
	Fabiola Guzmán Ramírez	1	0.9
	President of the SEP	1	0.9
	Father of the San Agustín Church	1	0.9
	Patricia Pacheco	1	0.9
	Martín Bárcenas Pacheco	1	0.9
	Teresa Núñez	1	0.9
	Total	110	100.0

### La Trinidad Neighborhood (6)

Alejandrina Escobar Ballesteros (03)

		Frequency	Percentage
	No-one	38	74.5
	Everyone	2	3.9
	No-one in particular, everyone a little	1	2.0
	I can't think of anyone	1	2.0
	Everyone is important	1	2.0
	The Representative	1	2.0
	We are all important	1	2.0
	My husband	1	2.0
	Alicia Malagón (friend)	1	2.0
	Some sort of authority	1	2.0
	Senior Citizens	1	2.0
	Us, the adults	1	2.0
	Some sort of political representative	1	2.0
	Total	51	100.0





San Francisquito Neighborhood (7)  
Saira Liliana Balderas Enríquez (01)

	Frequency	Percentage
No-one	62	56.9
The Father	10	9.2
Father Alfonso Trejo	3	2.8
Father	3	2.8
Father Alberto from the Congregation	3	2.8
Rosa, Colonies Representative	3	2.8
Father Alberto	3	2.8
Pepe Calzada	2	1.8
We are all important	2	1.8
Pancho Domínguez	2	1.8
Enrique from the Dirama Store	2	1.8
Father de la Cruz	1	0.9
The Bishop	1	0.9
Everyone is a leader and they respect each other	1	0.9
Father Alfonso	1	0.9
The Franciscans	1	0.9
Doña Chelo (41 Manuel Acuña)	1	0.9
Father Morales	1	0.9
The Head of the Colonies	1	0.9
Bishop Mario de Gasperín	1	0.9
The Governor	1	0.9
Father Alonso	1	0.9
The Colonies Representatives (Rosa and Enrique)	1	0.9
The father of San Francisquito	1	0.9
The Colonies Representatives	1	0.9
Total	109	100.0

San Gregorio Neighborhood  
Aidé Jaqueline Castillo Rivera (02)

	Frequency	Percentage
No-one	69	62.7
Armando	3	2.7
Mrs. Teresa	2	1.8
Mrs. Catalina Camacho	2	1.8
Mrs. Nohemí	2	1.8
The lady on the corner	2	1.8
Nohemí Ledesma	2	1.8
The lady from the beauty salon	1	0.9
Mr. César	1	0.9
Their Mother	1	0.9
Maribel Vargas	1	0.9
Doña Meche	1	0.9
Mrs. Eva	1	0.9



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The man next door	1	0.9
Mrs. Carmelita Aguilar	1	0.9
Antonia Feregrino	1	0.9
Ricardo	1	0.9
Berta (but there already is a committee)	1	0.9
Doña Amalia	1	0.9
Luisa Nohemí Ledesma	1	0.9
Lady (from #66 Topacio)	1	0.9
Mrs. Luisa G. Leyva	1	0.9
Mrs. Correa	1	0.9
Don Jesús Meléndez	1	0.9
Carmen	1	0.9
Armando Arvizu	1	0.9
Diana Rosa León	1	0.9
Doña Teresa	1	0.9
Mr. Sosa	1	0.9
Armando Rodea Rodríguez	1	0.9
The neighbor at # 102	1	0.9
Mrs. Luisa	1	0.9
Antonio Munguía	1	0.9
Mrs. Pueblito	1	0.9
Mr. Guardado	1	0.9
Total	110	100.0

### San Roque Neighborhood (9) Lindsey Mateo Torres Gómez (09)

	Frequency	Percentage
No-one	45	81.8
The neighborhood coordinator	1	1.8
Severino Pantoja	1	1.8
The Colonies President	1	1.8
Pedro Juárez, BA	1	1.8
Rosa Gómez Carrillo, BA	1	1.8
Salvador	1	1.8
Teresa Jiménez.(Coordinator of Celebrations and Traditions)	1	1.8
SOLUTIONS Program	1	1.8
The people of Metralla Street	1	1.8
Mr. José Luis Medino	1	1.8
Total	55	100.0

### San Sebastián Neighborhood (10) María Fernanda Ortiz Ibarra (08)

	Frequency	Percentage
No-one	96	87.3
Prof. Ignacio Pérez	6	5.5



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

Javier Verdi	2	1.8
Roberto Servín	1	0.9
The Father of San Sebastián	1	0.9
Mrs. Martha	1	0.9
The Father of San Sebastián Church	1	0.9
María Luisa Alcocer Granados	1	0.9
Esteban Cruz López	1	0.9
<b>Total</b>	<b>110</b>	<b>100.0</b>

### Santa Ana Neighborhood (11)

#### Marcos Leonardo Vargas Osornio (11).

	<b>Frequency</b>	<b>Percentage</b>
No-one	33	60.0
Father Morales	10	18.2
Tolita	4	7.3
Estela	2	3.6
Javier Aguilar Sánchez	1	1.8
Elvia Ortiz	1	1.8
Mr. Uriel	1	1.8
Esperanza	1	1.8
Genaro Zacarías	1	1.8
Me, Estela	1	1.8
<b>Total</b>	<b>55</b>	<b>100.0</b>

### Santa Catarina Neighborhood (12)

#### Francisco Javier Leal Cisneros (04) and Nohemí Alicia Olvera Terrones (07)

	<b>Frequency</b>	<b>Percentage</b>
No-one	88	80.0
Severiano	6	5.5
Teresa Carrasco	4	3.6
Carmelita	2	1.8
Severiano Pantoja	1	0.9
Clemencia Ruíz Araujo	1	0.9
The Representative	1	0.9
Mary	1	0.9
Gloria Muñoz	1	0.9
Everyone plays their part	1	0.9
Mayor	1	0.9
Meche	1	0.9
Liliana Castro Parra	1	0.9
Carmen Aguilar	1	0.9
<b>Total</b>	<b>110</b>	<b>100.0</b>



Santa Cruz Neighborhood (13)

Celia Asenet Valdez Martínez (12)

	Frequency	Percentage
No-one	58	72.5
The Fathers of the Church	2	2.5
Mrs. Aurora Torres	1	1.3
Public Works	1	1.3
Salvador Martínez (mota house)	1	1.3
Mr. Juan Carlos Mosqueda	1	1.3
Norma	1	1.3
Parish Priest	1	1.3
The lady on the corner	1	1.3
Me: Maria Lourdes Herrera Martinez.	1	1.3
Mr. Ernesto Galván	1	1.3
Mr. Fernando	1	1.3
The Friars	1	1.3
Mrs. Teresita (on the corner of 16 Sep. and Damián Carmona)	1	1.3
INAH	1	1.3
Everyone who lives in the neighborhood	1	1.3
Toño the Veterinarian	1	1.3
Mrs. Rosario (Business in the small square)	1	1.3
Mr. Fidel Soto	1	1.3
Mr. Beto	1	1.3
The Bárcenas Family	1	1.3
Edgar Moreno	1	1.3
Total	80	100.0

Santa Rosa Neighborhood (14)

María Concepción Mora Hernández (06)

	Frequency	Percentage
No-one	70	63.6
Professor Aurelio Olvera Montaña	6	5.5
The Municipal President	3	2.7
The Governor Pepe Calzada	3	2.7
Pancha, Chona and Coco	2	1.8
Mr. Fernando Montes	1	0.9
Don Francisco Luna	1	0.9
The lady Catechists from 120 Madero Street	1	0.9
Mrs. Andrade from the Pharmacy	1	0.9
Patricia Rivera, the lawyer	1	0.9
Miss Arana	1	0.9
Mr. Burgos, the lawyer	1	0.9
Mr. Arturo Vera	1	0.9
Mr. Jorge from 229	1	0.9
Beto the City Chronicler	1	0.9
Luis Martínez the Bird Breeder	1	0.9
Mr. Olmos Yáñez	1	0.9



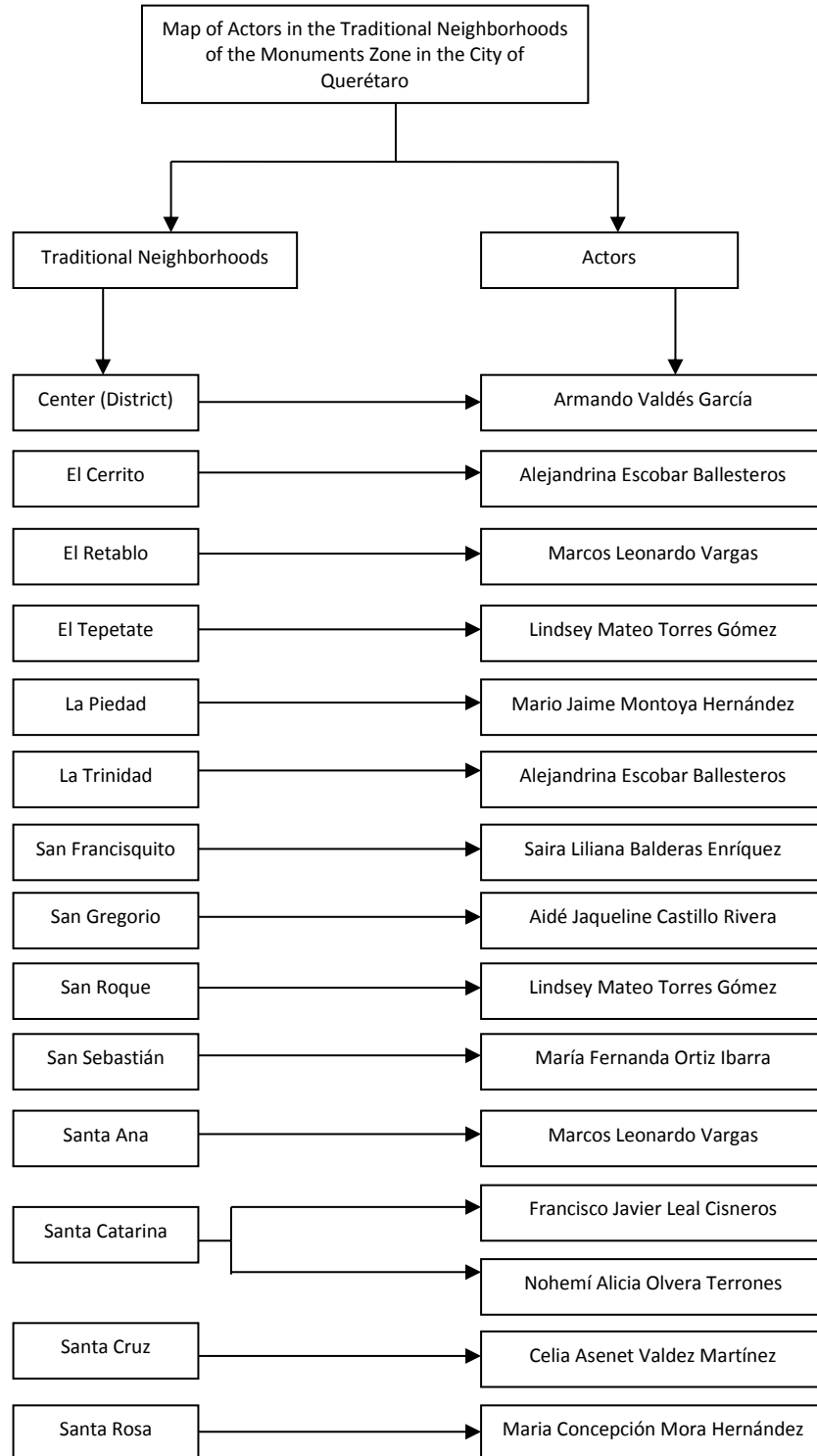
## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

Neighbor Miguel Trejo	1	0.9
Mrs. Carmelita Vega	1	0.9
Mrs. Mireya Álamos	1	0.9
Rafael Velázquez, Neighborhood Representative	1	0.9
Pepe Calzada	1	0.9
The Historic Center Representative	1	0.9
Professor Páramo	1	0.9
Mrs. Mendoza, wife of Gil Mendoza	1	0.9
Mrs. Gloria Martínez	1	0.9
The Parish Priest	1	0.9
Representative Gil Mendoza Pichardo	1	0.9
Mrs. Raquelito Muñoz	1	0.9
The man next door, Juan	1	0.9
The Parish Priest Guillermo Landeros	1	0.9
Total	110	100.0

Source: Face-to-face survey in the traditional neighborhoods, Jave Constructions, S. A. de C.V.



Figure II.2 Summary of the Map of Stakeholders



Source: Face-to-face survey in the traditional neighborhoods, Jave Constructions, S. A. de C.V.





## II.3 SWOT ANALYSIS

### II.3.1 SWOT MATRIX

In this section, the resulting conditions that presented themselves according to workshops, consultation forums and surveys conducted to inhabitants of the traditional neighborhoods and Historic Center users at three different times and places are presented.

Two times, 2006 and 2010 are defined with the participation of inhabitants and users of the Historic Center and traditional neighborhoods in:

- A participatory workshop in the planning of the Partial Urban Development Plan for the Monuments and Traditional Neighborhoods Zone (PPDUZMBQ by its Spanish acronym.)
- A questionnaire for the citizens of the traditional neighborhoods to participate in carried out in the months of November and December 2010.

Based on the results of the workshop the citizens participated in, problems were detected that were identified by the inhabitants and users of the monuments zone and traditional neighborhoods as being “main problems”, which are identified as the following:

- Organized crime, drug addiction
- The threat of losing the monument zone’s registration on the list of World Heritage
- The loss of identity caused by the media
- The corruption of government employees
- Not having the economic reserves necessary for facing conservation needs; federal budget in danger of disappearing
- Political instability



- Accelerated growth in the periphery of the city
- Excessive exploitation of the aquifer
- Environmental pollution
- Unequal opportunities
- Not keeping certification as heritage of humanity and with it the opportunity for economic support.

The above results that defined the main threats perceived by the inhabitants and users of the Historic Center and traditional neighborhoods confirm the problems derived from the analysis carried out in this document which are presented in the following SWOT matrix (see table II.15).

For the case of the traditional neighborhoods, the results of the analysis of the application of surveys carried out on the inhabitants of these traditional areas, and the results derived from the perceptions of those interviewed were combined into topics that allow us to define the conditions of tangible and intangible cultural heritage, along with the sense of ownership that the population of these zones has for the Historic Center, particularly for the monuments area registered on the World Heritage list.

The SWOT analyses presented below are based on the following dimensions of analysis: Intangible Heritage, Tangible Heritage, Socioeconomic Heritage, Infrastructure and Public Services.



**Table II.15** Results of the SWOT analysis of the Partial Development Plan for Urban Development in the Monuments Zone and Traditional Neighborhoods (2006)

Field	Strengths	Weaknesses	Opportunities	Threats
Land Use and Living Conditions	Existence of cultural heritage	Land use that is incompatible with the historic monuments and habitat,	UNESCO Declaration of its being World Heritage	Organized crime
	Population identity	Excess of traffic and lack of parking	Favorable economic setting	Exhaustion of aquifers
	Good services	Lack of attention from the authorities	Geographical location of the site	Loss of monument zone being appointed World Heritage
	Authorities being interested in improvement	Infrastructure and services in a poor state of conservation	Declaration of Historic Monuments Zone	Loss of identity caused by the media
	Existence of parks and gardens	Great deterioration of urban image	Excellent road links	Corruption of government workers
Economic Development and Tourism	Defined Monuments Zone with a controlled image	Congestion on the roads	UNESCO Declaration of being Heritage of Humanity	Excessive growth in the city
	A lively center that citizens still visit	Infrastructure and equipment in a poor state	Unbeatable historical and geographical location	National political instability
	Being an extremely important tourist zone	Incompatible land use	Being part of a modern and industrialized city	Growth in organized crime
	Overcoming low economic level	Deterioration of monuments due to their age	Good climate	Low salary level in zone "C" ( <i>Querétaro belongs to geographical zone C, whose minimum daily salary is 59.08 pesos in 2012</i> )
	Clean and tidy city	Insecurity problems		Gastronomic traditions not being spread across the state
Historical Heritage	Cultural heritage and traditions	Gradual destruction of sites and monuments	Protected federal zone	Not having economic reserves for conservation
	Cleanliness	Real-estate speculation	Geographical location	Organized crime and drug addiction
	Spreading culture	Saturation of vehicular traffic	Excellent climate	Political instability
	Spaces for family life	Poor visual image		Accelerated growth in the periphery of the city
	Safety	Lack of legal instruments for cultural protection		Excessive exploitation of aquifers
				Natural risks (earthquakes, floods)



**Table II.15** Results of the SWOT analysis of the Partial Development Plan for Urban Development in the Monuments Zone and Traditional Neighborhoods (2006) (continued)

Field	Strengths	Weaknesses	Opportunities	Threats
Infrastructure and Services	Having historic monuments	Infrastructure and equipment in a poor state	Strategic location in the scope of economic, social and strategic development	Unequal opportunities
	Adequate and sufficient services for the maintenance and security of the monument zone	Saturation and collapse of the road system	Heritage of humanity	Not keeping certification as heritage of humanity
	Application of resources due to being heritage of humanity	Breaching the architecture established in the Historic Center upon authorizing land use changes	Favorable climate for landscaped areas and vegetation	Organized crime
	Good public security	Pollution		
	Profitable activities that allow for the improvement and restoration of power supplies and services	Public insecurity		
	Consolidated zone without physical growth	Deterioration of heritage		
Roads and Transport	The cross-section of roads is sufficient for handling transport and vehicles	Parking space conflicts	City's location as a national transit zone	Environmental pollution
	Accessibility and quality of public transport	Deficiency of traffic lights and signs	Making the most of the declaration of cultural heritage to obtain institutional support to improve transport in the zone	
	Flat and squared Historic Center (parallel avenues)	Excessive concentration of equipment	Firm ground for making underground paths	
	Well-maintained avenues	Deficiency of roads	The city lends itself to constructing ring roads	
	Being close to cultural monuments, arches, tank, making the most of foreign tourism	Excessive flow of transport in some streets of the Historic Center		

Source: JAVE Constructions, S.A de C.V. from the results of Public Consultation Forum



**SWOT MATRIX FOR THE CENTRAL DISTRICT**

➤ **Intangible Heritage**

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	<p>The majority of the population has roots in the neighborhood.</p> <p>The perception of tranquility and a low level of insecurity predominate. .</p>	<p>Its geographical location</p> <p>The climate</p> <p>Low rate of catastrophic natural disasters</p>	<p>Ageing population</p> <p>Decrease in the native population</p> <p>Lack of unity between neighbors</p>	<p>Immigration</p> <p>Insecurity in the country</p> <p>The national economic crisis</p>	
<b>Intangible Cultural Values</b>	<p>Broad recognition of historical-cultural heritage</p> <p>Significant appropriation of public spaces</p>	<p>Registration on the World Heritage list</p>	<p>Lack of civility, culture and education</p>		
<b>Cultural Identity</b>	<p>Total sense of belonging in the Historic Center</p>	<p>Registration on the World Heritage list</p>		<p>High levels of immigration generate the loss of cultural identity</p>	
<b>Traditions and Festivities</b>	<p>High level of recognition of religious and holiday season festivities</p> <p>Presence of government actions and programs that reinforce the traditions and customs of the neighborhood</p>	<p>Registration on the World Heritage list</p>	<p>Limited taste for and participation in the celebration of traditions and customs on the part of the residents.</p> <p>Minimal recognition of festivities related to the commemoration of the founding of Querétaro</p> <p>Low level of citizen leadership</p>		



➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Important recognition of public buildings.</p> <p>Positive assessment of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p>	Registration on the World Heritage list	<p>Increase in commercial activity in historic buildings</p> <p>Insufficient parking areas</p>		
<b>Urban Image</b>	Prominent image of a clean Historic Center	Registration on the World Heritage list	<p>Buildings in ruins and abandoned automobiles</p> <p>Presence of homeless people and addicts</p> <p>Increase in nightclubs and places that generate visual and noise pollution</p>		

➤ Socioeconomic

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>The high level of purchasing power predominates in the population</p> <p>A high level of education predominates (higher and upper-intermediate education)</p>		<p>Ageing population</p> <p>Decrease of native population</p> <p>Definition of land use for housing</p>	The increase in immigration	
<b>Citizen Participation</b>	Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood		<p>Lack of unity between neighbors</p> <p>Lack of citizen leadership</p>		





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<b>Commerce</b>	Main economic activity and source of work  Offering of traditional products from the region and tourism services	Increase in national and international tourism	Definition of land use for commerce. Increase in hawkers. Insufficient parking.		
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➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	Underground cabling. Renovation of private and commercial facades, and those of public use	UNESCO Resources	Inadequate supply of drinking water, public lighting and sewerage. Age of pipes and drainage Deterioration of paving stones in plazas and streets		
<b>Transport</b>	The majority of this neighborhood does not need public transport		The size of public transport units that enter the first quarter through two of the perimeter streets		
<b>Public Security</b>	Significant appreciation of calmness and little insecurity  Permanent presence of security elements		Significant rate of vehicle thefts in the center neighborhood	Air of insecurity in many states in the Republic	

SWOT ANALYSIS FOR THE EL CERRITO NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the population has roots in the neighborhood  The population feels calm in their district	Its geographical location  The climate  Low rate of catastrophic natural disasters	Ageing population  Decrease of native population  Lack of unity between neighbors  Insecurity  Alcoholism  Drug addiction	Immigration  Insecurity in the country  The national economic crisis	
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage  Significant appropriation of public spaces	Registration on the World Heritage list			



➤ Intangible Heritage (continued).

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Cultural Identity</b>	Their feeling of belonging to the Historic Center prevails in the majority of cases	Registration on the World Heritage list		High levels of immigration generates the loss of cultural identity	
<b>Traditions and Festivities</b>	High level of recognition of and participation in religious and traditional festivities	Registration on the World Heritage list	A significant minority that doesn't participate in festivities and traditions  Minimal recognition of festivities related to the commemoration of the founding of Querétaro		

➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	High value due to historic buildings. Important recognition of public buildings.  Positive interpretation of the state of conservation of public buildings.  Taking pleasure in, use and enjoyment of public spaces	Registration on the World Heritage list	Lack of cultural promotion		
<b>Urban Image</b>	Minimal presence of abandoned buildings  The population considers the neighborhood to be clean	Registration on the World Heritage list.	The abandoned buildings are of housing type  Presence of insecurity and alcoholism  Increase in places that sell alcohol		



			Presence of parked buses Visual and noise pollution		
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➤ Socioeconomic

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>An important sector of the population having upper-intermediate and higher education</p> <p>Low levels of unemployment</p> <p>Self-recognition of the population that resides in the neighborhood</p>		<p>Decrease in the native population</p>	<p>The increase in immigration</p>	
<b>Citizen Participation</b>	<p>Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood</p> <p>Recognition of the priest as a moral authority</p>		<p>Lack of unity between neighbors</p> <p>Absence of citizen leaders</p>		
<b>Commerce</b>	<p>Commerce is the main economic activity</p>		<p>Stores increase their prices</p>		
<b>Heritage Security</b>	<p>The population feels calm in their neighborhood</p>		<p>Lack of surveillance in the neighborhood</p> <p>Alcoholism</p> <p>Drug addiction</p> <p>Vandalism</p>	<p>Air of insecurity in many states in the republic</p>	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	<p>Well connected</p>	<p>UNESCO Resources</p>	<p>Streets in a poor state (paving).</p>		



<b>Transport</b>	The majority from this neighborhood doesn't use public transport  It has sufficient coverage of public transport routes that connect different zones in the city		Parked buses (Insufficient number of bus stops for public transport)		
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➤ Public Services (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Public Security</b>	The population feels calm in the neighborhood.		Lack of surveillance in the neighborhood Lack of control over the sale of alcohol Alcoholism Drug addiction Vandalism		
<b>Urban Equipment</b>	It has plazas and gardens. It has educational services		Lack of sports centers Insufficient offer of education		
<b>Cleaning Service</b>	A good level of cleanliness is noted in the neighborhood.	International recognition National and international tourism	The garbage collection service needs to be improved.		

SWOT ANALYSIS FOR THE EL RETABLO NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the native population has roots in the neighborhood and the Historic Center. The perception of calmness predominates.	Its geographical location The climate Low rate of catastrophic natural disasters	Decrease in the native population Ageing population Tertiarization of ground use Lack of unity between neighbors	Immigration Insecurity in the country The national economic crisis	
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage Significant appropriation of	Registration on the World Heritage list	Lack of civility, culture and education		



	public spaces				
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	

➤ Intangible Heritage (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Traditions and Festivities</b>	High level of recognition of religious festivities	Registration on the World Heritage list	Limited participation of residents in the celebration of traditions and customs in the Historic Center  Minimal recognition of festivities related to commemorating the founding of Querétaro		

➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	Historic education and culture given high value in the Z.M.H. (Historic Monument Zone)  Important recognition of public buildings in the Historic Center  Positive interpretation of the state of conservation of public buildings	Registration on the World Heritage list	Tertiarization of land use  Ignorance to old buildings in the neighborhood  Significant ignorance to the state of conservation of buildings in the Historic Center  Pollution of the river		



	Taking pleasure in, use and enjoyment of public spaces in the Historic Center				
<b>Urban image</b>	Minimal presence of abandoned old buildings Prominent image of a clean Historic Center	Registration on the World Heritage list	Congestion on the roads Informal trade Presence of drug addicts Minimal disposition to participate in conserving their neighborhood		



➤ Socio-Economic

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>Low levels of unemployment</p> <p>More than half of the population has upper-intermediate and higher levels of education</p>		<p>Ageing population and a significant sector is retired and pensioned</p> <p>Decrease of native population</p> <p>Tertiarization of land use</p>	<p>The increase in immigration</p>	
<b>Citizen Participation</b>			<p>Lack of unity between neighbors</p> <p>Limited disposition to participate in conserving the neighborhood</p> <p>Low level of citizen leadership</p>		
<b>Commerce and Services</b>	<p>Predominant economic activity the generates sources of work</p>		<p>Tertiarization of land use</p> <p>Presence of informal trade</p>		
<b>Heritage Security</b>	<p>The perception of calmness predominates.</p>			<p>Air of insecurity in many states in the republic</p>	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>		<p>UNESCO resources</p>	<p>Pollution of the river</p>		
<b>Transport</b>	<p>The majority of this neighborhood doesn't need public transport.</p> <p>Sufficient offer of public transport</p>				
<b>Public Security</b>	<p>Significant appreciation of calmness</p>		<p>Insufficient presence of police forces and</p>		



			crime prevention forces		
<b>Urban Equipment</b>	It has educational services		Insufficient urban equipment Insufficient green areas		
<b>Cleaning Service</b>	A high level of cleanliness is noted in the neighborhood	International recognition National and international tourism	Lack of civic culture to keep the area clean		

### SWOT ANALYSIS FOR THE TEPETATE NEIGHBORHOOD

#### ➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the population has roots in the neighborhood.  The perception of calmness predominates.  Well linked	Its geographical location  The climate  Low rate of catastrophic natural disasters	Ageing population A significant sector is retired and pensioned. Decrease of native population Lack of crime prevention elements and police forces Lack of attention paid to alcoholism, drug addiction and drug dealing	Immigration  Insecurity in the country  The national economic crisis	
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage  Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civility, culture and education		
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	
<b>Traditions and Festivities</b>	Broad recognition of and participation in religious festivities and the holiday season  Presence and recognition of colonies representatives	Registration on the World Heritage list	Minimal recognition of festivities related to the commemoration of the founding of Querétaro		



➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings</p> <p>Important recognition of the old buildings in their neighborhood</p> <p>Positive interpretation of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p> <p>Prominent disposition to participate in the conservation and improvement of the neighborhood.</p>	<p>Registration on the World Heritage list</p>	<p>Increase in commercial activity</p> <p>Congestion on roads</p> <p>Lack of government action</p> <p>Lack of control over the sale of alcohol</p>		
<b>Urban Image</b>	<p>Minimal presence of abandoned buildings</p> <p>Prominent image of a clean Historic Center</p>	<p>Registration on the World Heritage list</p>	<p>Insufficient garbage collection service</p> <p>People that throw trash in the street</p> <p>Informal trade</p> <p>The neighborhood has a bad reputation for insecurity, drug addiction and alcoholism.</p>		

➤ Socioeconomic

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>Younger generations increase the average level of education.</p> <p>Low level of unemployment</p>		<p>Ageing population</p> <p>Significant presence of retired and pensioned people</p> <p>Decrease of native population</p>	<p>The increase in immigration</p>	



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

<b>Commerce</b>	Main economic activity and source of work		Definition of land use for commerce  Increase in street vendors		
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➤ Socioeconomic (continued).

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Citizen Participation</b>	<p>Significant recognition of colonies representatives.</p> <p>Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.</p>				
<b>Heritage Security</b>	The perception of calmness predominates.		The neighborhood has a bad reputation for insecurity, drug addiction and alcoholism.	Air of insecurity in many states in the republic	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	<p>Well linked</p> <p>Good perception of public services for drinking water, drainage and electric energy.</p>	UNESCO Resources	Deficiency in the service of public lighting.		
<b>Transport</b>	Sufficient offer of public transport that provides links to different zones		Large public transport units that enter narrow streets in the neighborhood.		
<b>Public Security</b>	Significant interpretation of calmness between residents		Insecurity, alcoholism and drug dealing generate a negative perception of the neighborhood for outsiders.	Air of insecurity in many states in the republic.	
<b>Urban Equipment</b>	There is a market and a sufficient offer of basic provisions.		<p>Insufficient urban equipment</p> <p>Lack of green and recreational areas.</p>		
<b>Cleaning Service</b>		<p>International recognition</p> <p>National and international tourism</p>	Streets with trash and an inadequate garbage collection service are noticed.		



## SWOT ANALYSIS FOR THE LA PIEDAD NEIGHBORHOOD

### ➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	<p>The majority of the population has roots in the neighborhood.</p> <p>The perception of calmness predominates.</p>	<p>Its geographical location</p> <p>The climate</p> <p>Low rate of catastrophic natural disasters</p>	<p>Ageing population</p> <p>Decrease of native population</p> <p>Lack of unity between neighbors</p> <p>Insecurity, alcoholism, drug addiction and prostitution affect the neighborhood's image.</p>	<p>Immigration</p> <p>Insecurity in the country</p> <p>The national economic crisis</p>	
<b>Intangible Cultural Values</b>	<p>Recognition of historic-cultural heritage</p> <p>Significant appropriation of public spaces</p>	<p>Registration on the World Heritage list</p>	<p>A significant minority doesn't recognize the cultural and patrimonial importance of the Historic Center.</p>		
<b>Cultural Identity</b>	<p>Significant sense of belonging to the Historic Center.</p>	<p>Registration on the World Heritage list</p>	<p>A significant minority doesn't consider itself part of the Historic Center.</p>	<p>High levels of immigration generating the loss of cultural identity.</p>	
<b>Traditions and Festivities</b>	<p>High level of recognition of religious and holiday season festivities in the neighborhood.</p>	<p>Registration on the World Heritage list</p>	<p>Limited pleasure and participation in the traditions and customs of the Historic Center on the part of the residents.</p> <p>Minimal recognition of festivities related to the commemoration of the founding of Querétaro</p> <p>Lack of government action and action from the authorities.</p>		



➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Positive interpretation of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p> <p>Citizen disposition to improve or conserve the neighborhood.</p>	<p>Registration on the World Heritage list</p>	<p>Limited recognition of old buildings in the neighborhood.</p> <p>Ignorance to the importance of conserving buildings</p>		Broadcasting
<b>Urban Image</b>	<p>Minimal presence of abandoned housing constructions.</p>	<p>Registration on the World Heritage list</p>	<p>Presence of trash on the streets.</p> <p>Presence of nightclubs and places that promote alcoholism, drug addiction and prostitution.</p>		

➤ Socioeconomic

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>The majority of the population has roots in the neighborhood.</p> <p>Younger generations have increased their level of education.</p>		<p>Ageing population</p> <p>Decrease of native population</p> <p>A significant minority doesn't identify itself with the neighborhood or the Historic Center.</p>	<p>The increase in immigration</p>	



<b>Citizen Participation</b>	<p>Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.</p> <p>Significant presence of leadership.</p>		<p>Lack of unity between neighbors</p> <p>Lack of civic culture</p>		
<b>Unemployment</b>			Significant level of unemployment		

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	Positive response to water and electricity services.	UNESCO Resources	<p>Inadequate public lighting and sewerage</p> <p>Deterioration of paving on streets</p>		
<b>Transport</b>	Sufficient offer of public transport		Public transport service timetable (they stop running early)		
<b>Public Security</b>	The perception of calmness predominates.		Presence of nightclubs and places that promote alcoholism, drug addiction and prostitution.	Air of insecurity in many states in the republic.	
<b>Urban Equipment</b>	It has spaces that offer educational services.		Lack of green and sports areas.		
<b>Cleaning Service</b>		<p>International recognition</p> <p>National and international tourism</p>	Presence of trash on public thoroughfares.		



**SWOT ANALYSIS OF THE LA TRINIDAD NEIGHBORHOOD**

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	<p>The majority of the population has roots in the neighborhood.</p> <p>Predominance of the native population</p> <p>Unity between neighbors</p> <p>The use of land for housing prevails.</p>	<p>Its geographical location</p> <p>The climate</p> <p>Low rate of catastrophic natural disasters</p>	<p>Ageing population</p> <p>A significant minority is upset about the neighborhood it lives in.</p> <p>A significant minority is apathetic about participating in improving or conserving their neighborhood.</p> <p>Predominance of the perception of insecurity and alcoholism</p>	<p>Immigration</p> <p>Insecurity in the country</p> <p>The national economic crisis</p>	
<b>Intangible Cultural Values</b>	<p>Broad recognition of historical-cultural heritage.</p> <p>Significant appropriation of public spaces</p>	<p>Registration on the World Heritage list</p>			



➤ Intangible Heritage (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	
<b>Traditions and Festivities</b>	High level of recognition and acceptance of, and participation in festivities and traditions.	Registration on the World Heritage list	Minimal recognition of festivities related to the commemoration of the founding of Querétaro		

➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	High value due to historic buildings.  Important recognition of public buildings  Positive interpretation of the state of conservation of public buildings  Taking pleasure in, use and enjoyment of public spaces	Registration on the World Heritage list	Congestion on roads  A significant minority declared itself in favor of reconstructing old buildings.		
<b>Urban Image</b>	Prominent image of a safe, clean and cultural Historic Center	Registration on the World Heritage list	Minimal presence of abandoned houses.  The presence of alcoholism.		

➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	The younger generations are increasing their level of education.  Predominance of the native population  Unity between neighbors		Ageing population  People with a university education move to other districts.	The increase in immigration	
<b>Citizen Participation</b>	Unity between neighbors		A significant minority is apathetic		



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

	Disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.		about participating in improving their district.  Absence of citizen leaders		
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### ➤ Socioeconomic (continued).

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
Heritage Security			Predominance of the perception of insecurity and alcoholism	Air of insecurity in many states in the republic.	

### ➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
Urban Infrastructure	Positive recognition of public services	UNESCO Resources	Lack of paving on the streets		
Transport	A sufficient offer of public transport circulates on adjoining roads, providing links to different districts.				
Public Security			Predominance of the perception of insecurity and alcoholism	Air of insecurity in many states in the republic.	
Urban Equipment			Lack of infrastructure for public buildings  Lack of green areas		
Cleaning Service	A good garbage collection service and clean streets are observed.	International recognition  National and international tourism			





**SWOT ANALYSIS OF THE SAN FRANCISQUITO NEIGHBORHOOD**

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	<p>The majority of the population has roots in the neighborhood.</p> <p>Perception of calmness</p> <p>Land use for housing predominates.</p>	<p>Its geographical location</p> <p>The climate</p> <p>Low rate of catastrophic natural disasters</p>	<p>Ageing population</p> <p>Decrease of native population</p> <p>Lack of unity between neighbors</p> <p>Insecurity, drug addiction, drug dealing and homeless people</p>	<p>Immigration</p> <p>Insecurity in the country</p> <p>The national economic crisis</p>	
<b>Intangible Cultural Values</b>	<p>Broad recognition of historical-cultural heritage.</p> <p>Significant appropriation of public spaces</p>	<p>Registration on the World Heritage list</p>	<p>Lack of civility, culture and education</p>		



➤ Intangible Heritage (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list	Decrease of native population	High levels of immigration can generate the loss of cultural identity.	
<b>Traditions and Festivities</b>	<p>Prominent participation of residents in celebrating traditions and customs</p> <p>Recognition of the religious authorities if the neighborhood and the Historic Center</p> <p>Presence of government programs and actions that fortify the traditions and customs of the neighborhood.</p>	Registration on the World Heritage list	Minimal recognition of festivities related to the commemoration of the founding of Querétaro		

➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Important recognition of public buildings</p> <p>Positive interpretation of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p>	Registration on the World Heritage list	An important sector declared itself in favor of reconstructing old buildings because of the risk, their age, or their unsightliness		
<b>Urban Image</b>	Prominent image of a clean Historic Center	Registration on the World Heritage list	<p>Abandoned old housing or commercial buildings.</p> <p>Parked buses</p> <p>Graffiti on buildings</p> <p>Insecurity, alcoholism, drug addiction, drug dealing and homeless</p>		



			<p>people</p> <p>Presence of stray dogs</p> <p>An increase in nightclubs and places that generate visual and noise pollution.</p>		
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➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>			<p>Ageing population</p> <p>Senior citizens without families</p> <p>High levels of illiteracy</p> <p>Decrease of native population</p>	<p>The increase in immigration</p>	
<b>Citizen Participation</b>	<p>Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.</p> <p>Recognition of religious leaders, government authorities and colonies representatives.</p>		<p>Lack of unity between neighbors</p>		
<b>Employment</b>	<p>The population has jobs in the municipality of Querétaro.</p> <p>Low level of unemployment</p>				
<b>Heritage Security</b>	<p>The perception of calmness predominates.</p>		<p>Presence of insecurity, alcoholism, drug addiction and drug dealing</p>	<p>Air of insecurity in many states in the republic.</p>	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	<p>General acceptance of public services</p>	<p>UNESCO Resources</p>	<p>Insufficient supply of drinking water, public lighting and sewerage</p>		



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<b>Transport</b>	The majority of the residents of this neighborhood don't use public transport.  The offer of public transport routes that provide links to different districts		Public transport timetables		
<b>Public Security</b>	Significant interpretation of calmness		Insecurity, drug addiction, drug dealing and homeless people	Air of insecurity in many states in the republic.	



➤ Public Services (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
Urban Equipment			Lack of educational infrastructure, health centers, green areas and sports areas.  Government presence is lacking.		
Cleaning Service	A high level of cleanliness is noted in the neighborhood.	International recognition  National and international tourism	People that throw trash in the street		

SWOT ANALYSIS OF THE SAN GREGORIO NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
Living Conditions	The perception of calmness predominates.	Its geographical location  The climate  Low rate of catastrophic natural disasters	Half the population doesn't identify with the neighborhood.  Ageing population  Decrease of native population  Lack of unity between neighbors  Considerable interpretation of insecurity	Immigration  Insecurity in the country  The national economic crisis	
Intangible Cultural Values	Broad recognition of historical-cultural heritage.  Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civic education		
Cultural Identity	The majority has a sense of belonging to the Historic Center.	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	
Traditions and Festivities	High level of recognition of neighborhood festivities and traditions	Registration on the World Heritage list	Minimal recognition of festivities related to the commemoration of the founding of Querétaro		



	Prominent level of resident participation in celebrating traditions and customs				
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➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Important recognition of public buildings</p> <p>Identification and positive interpretation of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p> <p>Minimal presence of abandoned old buildings</p> <p>Prominent disposition to participate in the improvement and conservation of the neighborhood</p>	<p>Registration on the World Heritage list</p>			
<b>Urban Image</b>	<p>Prominent image of a calm and clean Historic Center</p>	<p>Registration on the World Heritage list</p>	<p>The state of the roads needs to be improved.</p> <p>Congestion on roads</p> <p>People that throw trash in the street in the street</p>		



➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	Significant presence of housewives (shapers of values and traditions)		Ageing population  Decrease of native population  The average level of education is basic, with high levels of illiteracy, especially in senior citizens.	The increase in immigration from other municipalities and federal states	
<b>Citizen Participation</b>	Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.		Lack of unity between neighbors		
<b>Employment</b>	Minimal level of unemployment	Increase in national and international tourism			
<b>Heritage Security</b>	The perception of calmness predominates.			Air of insecurity in many states in the republic.	





➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	New street paving and public lighting in what makes up the España and las Peñas districts.	UNESCO Resources	Inadequate public lighting in the southern zone of the neighborhood.  Lack of street paving		
<b>Transport</b>	Sufficient transport routes pass through the streets adjoining the neighborhood.		Poor transport service  Transport system timetable (it stops running early)		
<b>Public Security</b>	The perception of calmness predominates.		Considerable interpretation of insecurity	Air of insecurity in many states in the republic.	
<b>Urban Equipment</b>	It has public spaces.				
<b>Cleaning Service</b>	A good level of cleanliness is noted in the neighborhood.	International recognition  National and international tourism	People that throw trash in the street in the street		

SWOT ANALYSIS OF THE SAN ROQUE NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the population has roots in the neighborhood.  The native populations of the neighborhood or another neighborhood in the Historic Center predominate.  The neighbors' disposition to participate in the conservation or improvement of the neighborhood prevails,  The perception of calmness	Its geographical location  The climate  Low rate of catastrophic natural disasters	Ageing population  Lack of unity between neighbors  Presence of insecurity, drug addiction and alcoholism	Immigration  Insecurity in the country  The national economic crisis	



	predominates.				
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➤ Intangible Heritage (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage.  Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civility, culture and education		
<b>Cultural Identity</b>	Important sense of belonging to the neighborhood and the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	
<b>Traditions and Festivities</b>	High level of recognition of festivities and traditions.  Prominent participation of residents in celebrating traditions and customs  Recognition of citizens coordinating festivities and traditions in the neighborhood	Registration on the World Heritage list	Minimal recognition of, and participation in festivities related to the commemoration of the founding of Querétaro		

➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	High value due to historic buildings.  Important recognition of public buildings  Positive interpretation of the state of conservation of public buildings  Taking pleasure in, use and enjoyment of public spaces	Registration on the World Heritage list	Presence of abandoned old residential buildings  Lack of control or regulation in the construction of their housing		
<b>Urban Image</b>	Prominent image of a clean Historic Center	Registration on the World Heritage list	Image of insecurity, alcoholism and drug addiction  Lack of control over the sale of alcohol Presence of informal trade		



➤ Socioeconomic

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	Predominately native population		Ageing population  High levels of illiteracy and therefore low levels of education	The increase in immigration	
<b>Citizen Participation</b>	Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.  The existence of a festivities and traditions committee in the neighborhood		Lack of unity between neighbors.		
<b>Employment</b>		Increase in national and international tourism	Significant level of unemployment  Considerable sector of retired and pensioned people  Presence of informal trade		
<b>Heritage Security</b>	The perception of calmness predominates.		Insecurity, alcoholism and drug addiction	Air of insecurity in many states in the republic.	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	The quality of public services goes unquestioned	UNESCO Resources	Inadequate public lighting and sewerage  Deterioration of pavements and roads		
<b>Transport</b>	The majority of this neighborhood doesn't need public transport to travel to the Historic Center  Sufficient offer of public transport routes that provide links to other districts		Inadequate public transport service		



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

<b>Public Security</b>	Significant interpretation of calmness		Insecurity, alcoholism and drug addiction	Air of insecurity in many states in the republic.	
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➤ Public Services (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Equipment</b>	The quality of existing urban equipment goes unquestioned		Lack of urban equipment		
<b>Cleaning Service</b>		International recognition  National and international tourism	Lack of civic culture  People that throw trash in the street		

SWOT ANALYSIS OF THE SAN SEBASTIAN NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the population has roots in the neighborhood.  The perception of calmness predominates.  Significant disposition to participate in the improvement and conservation of their neighborhood	Its geographical location  The climate  Low rate of catastrophic natural disasters	Ageing population  Decrease of native population  Lack of unity between neighbors  Insecurity and alcoholism	Immigration  Insecurity in the country  The national economic crisis	
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage.  Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civility, culture and education		
<b>Cultural Identity</b>	The sense of belonging to the Historic Center predominates.	Registration on the World Heritage list	Significant minority that doesn't appreciate the neighborhood	High levels of immigration generating the loss of cultural identity.	
<b>Traditions and Festivities</b>	High level of recognition, taste for, and participation in religious festivities and the holiday season on the part	Registration on the World Heritage list	Minimal recognition of festivities related to the commemoration of the founding of Querétaro		



	of the neighbors.  Significant participation in artistic, cultural, civic and religious events		Low level of citizen leadership		
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➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	High value due to historic buildings. Important recognition of public buildings  Positive interpretation of the state of conservation of public buildings  Taking pleasure in, use and enjoyment of public spaces  Significant level of disposition to improve or conserve their neighborhood	Registration on the World Heritage list	Their housing isn't considered as important ancient constructions.  Significant minority has a negative opinion of the Historic Center and declares itself in favor of reconstructing old buildings in their neighborhood.		Reinforcing the importance of their homes as ancient buildings
<b>Urban Image</b>	Prominent image of a clean Historic Center	Registration on the World Heritage list	Presence of abandoned and vacant buildings  Presence of stray dogs		

➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	A high level of education predominates (higher and upper-intermediate education)		Ageing population  Decrease of native population	The increase in immigration	





## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

<b>Citizen Participation</b>	Recognition of the father of San Sebastián's leadership  Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.		Lack of unity between neighbors  Low level of citizen leadership		
<b>Employment</b>	Low levels of unemployment	Increase in national and international tourism			
<b>Heritage Security</b>	The perception of calmness predominates.		Insecurity and alcoholism	Air of insecurity in many states in the republic.	



➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	The majority of neighbors don't question the quality of public services.	UNESCO Resources	Inadequate public lighting Deterioration of street paving Lack of footbridge		
<b>Transport</b>	The majority of this neighborhood doesn't need public transport to travel to the first quarter in the city.  Sufficient offer of public transport service that provides links with other districts in the city				
<b>Public Security</b>	Significant interpretation of calmness		Insecurity and alcoholism	Air of insecurity in many states in the republic.	
<b>Urban Equipment</b>	It has plazas, gardens and other public spaces.  It has hospital education services (providing education for children in hospital)		Lack of urban planning  Presence of vacant lots		
<b>Cleaning Service</b>	A good level of cleanliness is noted in the neighborhood.	International recognition  National and international tourism	Lack of civic culture  People that throw trash in the street		

SWOT ANALYSIS FOR THE SANTA ANA NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the population has roots in the neighborhood.  The perception of calmness and fondness for their neighborhood	Its geographical location  The climate  Low rate of catastrophic natural disasters	Ageing population  Decrease of native population  Significant minority ruled out participating in	Immigration  Insecurity in the country  The national economic crisis	



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

	predominates from the people.		improving or conserving their neighborhood.		
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage. Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civility, culture and education		

### ➤ Intangible Heritage (continued).

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	
<b>Traditions and Festivities</b>	High level of recognition of religious and sporting festivities, and the holiday season.  Prominent level of recognition of festivities related to the commemoration of the founding of Querétaro.  Disposition to conserve traditions	Registration on the World Heritage list	Limited taste for, and participation in the celebration of traditions and customs on the part of the residents.  Low level of citizen leadership after the death of Father Morales		

### ➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	High value due to historic buildings.  Important recognition of public and religious buildings  Prevalence of declarations in favor of conserving ancient buildings  Positive interpretation of the state of conservation of public buildings	Registration on the World Heritage list	Minimal recognition of their housing as important ancient buildings.  Lack of control or regulation in the construction of their housing.		



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

	Taking pleasure in, use and enjoyment of public spaces				
<b>Urban Image</b>	Prominent image of a clean Historic Center	Registration on the World Heritage list	Abandoned buildings, mainly for housing or commercial use  Parked buses  Pollution of the river  Presence of informal trade  An increase in nightclubs and places that generate visual and noise pollution.		



➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>High levels of purchasing predominate in the population.</p> <p>A high level of education predominates (higher and upper-intermediate education)</p>		<p>Ageing population</p> <p>Decrease of native population</p>	<p>The increase in immigration</p>	
<b>Citizen Participation</b>	<p>There is a disposition to participate in improving or conserving the neighborhood.</p>		<p>Significant minority ruled out participating in improving or conserving their neighborhood.</p> <p>Low level of citizen leadership after the death of Father Morales</p>		
<b>Employment</b>	<p>Minimal presence of unemployment</p>	<p>Increase in national and international tourism</p>	<p>High presence of the retired and pensioned population</p> <p>Informal trade</p>		
<b>Heritage Security</b>	<p>The perception of calmness predominates.</p> <p>Low levels of insecurity</p>				

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>	<p>The quality of public services goes unquestioned.</p>	<p>UNESCO Resources</p>	<p>Inadequate public lighting and sewerage</p> <p>Deterioration of cobble stones or paving in some streets</p>		



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

<b>Transport</b>	<p>The majority of residents in this neighborhood don't use public transport to travel to the main plazas and gardens in the center.</p> <p>Sufficient offer of public transport routes that provide links to different districts in the city</p>		<p>Circulation of large public transport vehicles in narrow streets</p>		
<b>Public Security</b>	<p>Significant interpretation of calmness and low crime rates.</p>		<p>Perception of insecurity</p>	<p>Air of insecurity in many states in the republic.</p>	

### ➤ Public Services (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Equipment</b>	<p>Although urban equipment isn't questioned in the neighborhood, they do point out that urban equipment is lacking in the Historic Center.</p>				
<b>Cleaning Service</b>	<p>A high level of cleanliness is noted in the neighborhood.</p>	<p>International recognition</p> <p>National and international tourism</p>	<p>Lack of civic culture</p> <p>People that throw trash in the streets</p>		

## SWOT ANALYSIS FOR THE SANTA CATARINA NEIGHBORHOOD

### ➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	<p>The majority of the population has roots in the neighborhood.</p> <p>The perception of calmness predominates.</p>	<p>Its geographical location</p> <p>The climate</p> <p>Low rate of catastrophic natural disasters</p>	<p>Ageing population</p> <p>A significant sector doesn't recognize the neighborhood they live in.</p> <p>Decrease of native population</p> <p>Lack of unity between neighbors</p> <p>Significant minority that doesn't like the</p>	<p>Immigration</p> <p>Insecurity in the country</p> <p>The national economic crisis</p>	



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

			neighborhood they live in.		
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage.  Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civility, culture and education		
<b>Cultural Identity</b>	A majority of the population has the sense of belonging to the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	





➤ Intangible Heritage (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Traditions and Festivities</b>	<p>High level of recognition of religious and holiday season festivities in the neighborhood.</p> <p>A taste for, and participation in the celebration of traditions and customs of the center on the part of the residents.</p> <p>There is the presence of local leaders and considerable disposition to participate in improving or conserving the neighborhood.</p>	<p>Registration on the World Heritage list</p>	<p>No recognition of, and participation in festivities related to the commemoration of the founding of Querétaro.</p>		

➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Important recognition of ancient public and religious buildings and</p> <p>Taking pleasure in, use and enjoyment of public spaces</p>	<p>Registration on the World Heritage list</p>	<p>A 'so-so' interpretation of the state of conservation of ancient buildings in the center prevails.</p> <p>Minimal recognition of ancient buildings used for housing</p> <p>Significant minority declaring itself in favor reconstructing old buildings (due to risk, being old, or being ugly)</p>		
<b>Urban Image</b>	<p>Excellent image of a clean Historic Center</p>	<p>Registration on the World Heritage list</p>	<p>Abandoned housing constructions</p> <p>Existence of vacant lots</p> <p>People that throw trash in the street</p> <p>Presence of stray dogs</p>		



			Congestion on roads		
			Insecurity and alcoholism		

➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	Considerable esteem held between its people and religion		Ageing population Decrease of native population High level of illiteracy and those who have only basic education predominate. Lack of civic culture Main definition of land use for housing	The increase in immigration	
<b>Citizen Participation</b>	Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood. Identification of citizen leaders		Lack of unity between neighbors		
<b>Employment</b>	Diversification of jobs		High level of retired and pensioned people Considerable level of unemployment		
<b>Heritage Security</b>	The perception of calmness predominates.		Insecurity and alcoholism	Air of insecurity in many states in the republic.	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>		UNESCO Resources	Inadequate public lighting Deterioration of streets Lack of government action.		



<b>Transport</b>	The majority of residents in this neighborhood use public transport.  Sufficient offer of public transport routes that provide links to other districts in the city.		Public transport route timetables		
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➤ Public Services (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Public Security</b>	Significant interpretation of calmness		Presence of insecurity and alcoholism	Air of insecurity in many states in the republic.	
<b>Urban Equipment</b>	There is a supply of health and sports equipment in adjoining neighborhoods		Lack of green and sports areas  Inadequate educational infrastructure		
<b>Cleaning Service</b>	A high level of cleanliness is noted in the neighborhood.	International recognition  National and international tourism	People that throw trash in the street  Insufficient garbage collection service		

SWOT ANALYSIS FOR THE CRUZ NEIGHBORHOOD

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The majority of the population has roots in the neighborhood.  The perception of calmness predominates.	Its geographical location  The climate  Low rate of catastrophic natural disasters	Ageing population  Decrease of native population  Lack of unity between neighbors	Immigration  Insecurity in the country  The national economic crisis	
<b>Intangible Cultural Values</b>	Broad recognition of historical-cultural heritage.  Significant appropriation of public spaces	Registration on the World Heritage list	Lack of civility, culture and education		
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list		High levels of immigration generating the loss of cultural identity.	



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Querétaro

<b>Traditions and Festivities</b>	High level of recognition of religious and holiday season festivities.  Recognition of priests  Recognition of INAH actions.  A taste for and participation in the celebration of traditions and customs on the part of the residents	Registration on the World Heritage list	Minimal recognition of festivities related to the commemoration of the founding of Querétaro		
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➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Important recognition of public buildings</p> <p>Positive interpretation of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p>	<p>Registration on the World Heritage list</p>	<p>Increasing commercial activity in historic buildings</p> <p>Humidity in buildings due to inadequate drainage system</p> <p>Insufficient parking areas</p>		
<b>Urban Image</b>	<p>Prominent image of a clean Historic Center</p>	<p>Registration on the World Heritage list</p>	<p>Abandoned buildings</p> <p>Parked trailers or buses</p> <p>Informal trade</p> <p>Congestion on roads</p> <p>Graffiti</p> <p>Prostitution</p> <p>An increase in nightclubs and places that generate visual and noise pollution.</p>		

➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>High levels of purchasing predominate in the population.</p> <p>A high level of education predominates (upper-intermediate and higher education)</p>		<p>Ageing population</p> <p>Decrease of native population</p> <p>Definition of land use for housing</p>	<p>The increase in immigration</p>	
<b>Citizen Participation</b>	<p>Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.</p> <p>Influence of religious leaders</p> <p>Recognition of</p>		<p>Lack of unity between neighbors</p> <p>Significant minority that isn't willing to participate in improving the neighborhood</p>		



# Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

	government authority actions (INAH, public works, the representative)				
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➤ Socioeconomic (continued)

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Commerce</b>	Main economic activity and source of work	Increase in national and international tourism	Definition of land use for commerce Increase in street vendors Shortage of parking		
<b>Heritage Security</b>	The perception of calmness predominates.		Insecurity, alcoholism, drug addiction and prostitution	Air of insecurity in different states in the country	

➤ Public Services

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Urban Infrastructure</b>		UNESCO Resources	Inadequate public lighting and sewerage Age of piping and drainage Deterioration of paving in plazas and streets		
<b>Transport</b>	The majority of this neighborhood doesn't need public transport.		The size of public transport units that travel through the streets of the neighborhood Parked buses		
<b>Public Security</b>	Significant interpretation of calmness		Insecurity, alcoholism, drug addiction, graffiti and prostitution		
<b>Urban Equipment</b>	It has plazas, gardens and public spaces.  It has administration education services, amongst others.				
<b>Cleaning Service</b>	A high level of cleanliness is noted in the neighborhood.	International recognition  National and international tourism	People that throw trash in the street in the street		



**SWOT ANALYSIS OF THE SANTA ROSA NEIGHBORHOOD**

➤ Intangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Living Conditions</b>	The perception of calmness predominates.	<p>Its geographical location</p> <p>The climate</p> <p>Low rate of catastrophic natural disasters</p>	<p>Ageing population</p> <p>The majority of the population doesn't have roots in the neighborhood.</p> <p>Decrease of native population</p> <p>Lack of unity between neighbors</p> <p>Significant minority unwilling to participate in the improvement of the neighborhood.</p>	<p>Immigration</p> <p>Insecurity in the country</p> <p>The national economic crisis</p>	
<b>Intangible Cultural Values</b>	<p>Broad recognition of historical-cultural heritage.</p> <p>Significant appropriation of public spaces</p>	Registration on the World Heritage list	Lack of civility, culture and education		
<b>Cultural Identity</b>	Total sense of belonging to the Historic Center	Registration on the World Heritage list	A significant minority doesn't have a sense of belonging to the Historic Center and doesn't recognize ancient buildings.	High levels of immigration generating the loss of cultural identity	
<b>Traditions and Festivities</b>	<p>Good level of recognition of religious festivities and the holiday season.</p> <p>Presence of government programs and actions that fortify the traditions and customs of the neighborhood.</p> <p>Recognition of festivities related to the commemoration of the founding of Querétaro</p>	Registration on the World Heritage list	<p>Significant minority doesn't recognize neighborhood festivities or traditions</p> <p>Limited taste for, and participation in the celebration of traditions and customs on the part of the residents.</p>		



	Recognized citizen leaders				
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➤ Tangible Heritage

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Tangible Cultural Values</b>	<p>High value due to historic buildings.</p> <p>Important recognition of public buildings</p> <p>Positive interpretation of the state of conservation of public buildings</p> <p>Taking pleasure in, use and enjoyment of public spaces</p>	<p>Registration on the World Heritage list</p>	<p>Significant minority that doesn't identify ancient buildings in the neighborhood, or their being important</p> <p>Increase in commercial activity in historic buildings</p> <p>Inadequate parking areas</p>		
<b>Urban Image</b>	<p>Prominent image of a clean and well conserved Historic Center</p>	<p>Registration on the World Heritage list</p>	<p>Abandoned housing constructions.</p> <p>Presence of homeless people</p> <p>Informal trade</p> <p>Insecurity, vandalism and alcoholism</p>		

➤ Socioeconomic.

DIMENSION OF ANALYSIS	SWOT				DIMENSION OF ACTION
	STRENGTHS	OPPORTUNITIES	WEAKNESSES	THREATS	
<b>Socio-Demographic</b>	<p>High levels of purchasing predominate in the population.</p> <p>A high level of education predominates (higher and upper-intermediate education).</p>		<p>Ageing population</p> <p>Decrease of native population</p> <p>Definition of land use for housing</p>	<p>The increase in immigration</p>	
<b>Citizen Participation</b>	<p>Significant disposition from citizens to participate and support in cash or in kind to conserve the neighborhood.</p> <p>Significant presence of citizen and political leaders</p>		<p>Lack of unity between neighbors</p>		



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro

<b>Employment</b>	Job diversity	Increase in national and international tourism	Informal trade High level of unemployment Significant sector is retired and pensioned		
<b>Heritage Security</b>	The perception of calmness predominates.		Insecurity, alcoholism and vandalism		



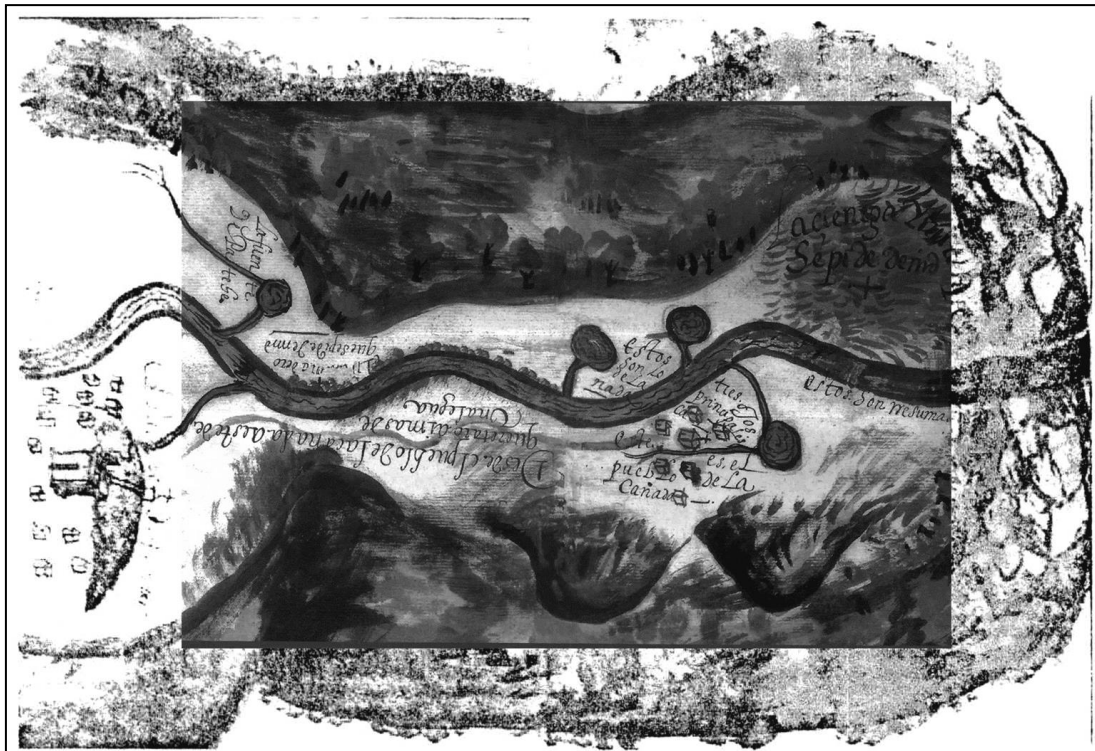
## II.4 HERITAGE

### II.4.1 Material Heritage

#### II.4.1.1 State of Conservation of the Historic Urban Layout

##### Sixteenth Century

**Figure II.3** Painting presented on the part of Doña María García, wife of Don Diego de Tapia, 1620. Historic Archive of the Franciscan Province of Michoacán



Source: Two street plans for Querétaro, State Government of Querétaro, Office of the Chief Administrative Officer, Historic Archive, Franciscan Province of San Pedro and San Pablo of Michoacán, Querétaro, 1999

The constitution of the original settlement of Tlachco, later named Querétaro, was not a random product, rather the consequence of the formation of different types of lasting relationships between different cultures and settlements. Limited to the Otomi kingdom of Xilotepeque and having a strong relationship with other important indigenous groups, as the *Chichimecas* and the *Tarascos* of Acámbaro and Apaseo who came to Tlachco to trade (relationships which would prove fundamental to Tlachco gaining autonomy upon the arrival of the Spanish), it formed a new entity as



a combination of all these cultures, which gave rise to a new city named Querétaro, whose re-founding took place toward the mid sixteenth century.

The established town plan in the re-founding of Santiago de Querétaro consisted of a rectangular grid of blocks, separated by streets measuring sixteen Castilian yards in width (13.20 m) and on two main urban roads; one going east-west, corresponding to the *Calle Real* (Royal Street - now Madero), whose most westerly point concluded at the Monastery of San Francisco, where *the Camino Real* (the Royal Road) to San Luis Potosí started, going north, and the *Camino Real* to Mexico City started, going east. This plan is apparently related to that of the majority of the cities founded in New Spain in the sixteenth century, although on closer inspection, it doesn't present the important space typical of this model; the Plaza Mayor (Main Plaza), which is substituted by the most important ceremonial component of the city - the Great Monastery of San Francisco, which occupies the center of the urban layout, where the two perpendicular urban motorways meet. The model is closer to the Pre-Hispanic one, with the Ceremonial Center as the nucleus of the crossing of the two perpendicular urban motorways that divide the whole into four zones around this Ceremonial Center. These urban motorways are coordinators of both the indigenous plan and the "Spanish" plan of a checkerboard layout.

Both plans are coordinated with a transition zone at the lowest part of the east slope of the Sangremal Hill, where the homes of the main chiefs were installed, as well as buildings and public spaces needed for the services of the common indigenous people, as is the case of the Monastery, the Mill, the Butcher's, the Plaza de Abajo (Lower Plaza, the San Francisco Plaza, now part of Zenea Garden) and the Plaza de Arriba (Upper Plaza, now Plaza de Armas), which we are sure was the street market. The main administrative institutions, the tavern and the Town Council House were established around this, as well as the houses of the chiefs and most important people. The symbolic space of the Otomi people is conserved at the top of the Sangremal Hill, represented by the Stone Cross sheltered in a place of worship that would later give rise to an important Religious Center linked to Church's

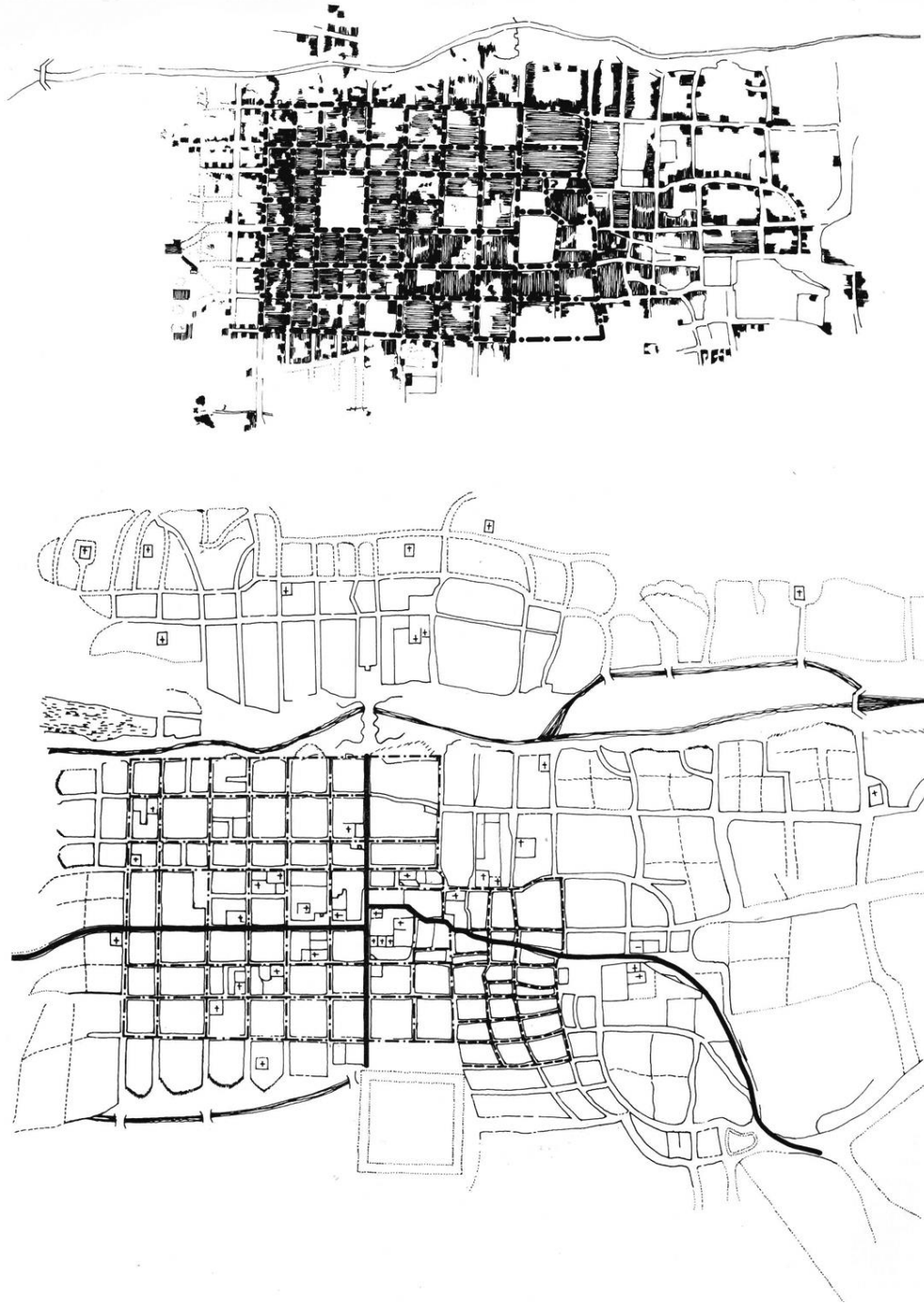


evangelization work. This religious-ceremonial center also had its own plaza which separated it from the indigenous settlement; this place was known as the Plaza de La Cruz (Plaza of the Cross).





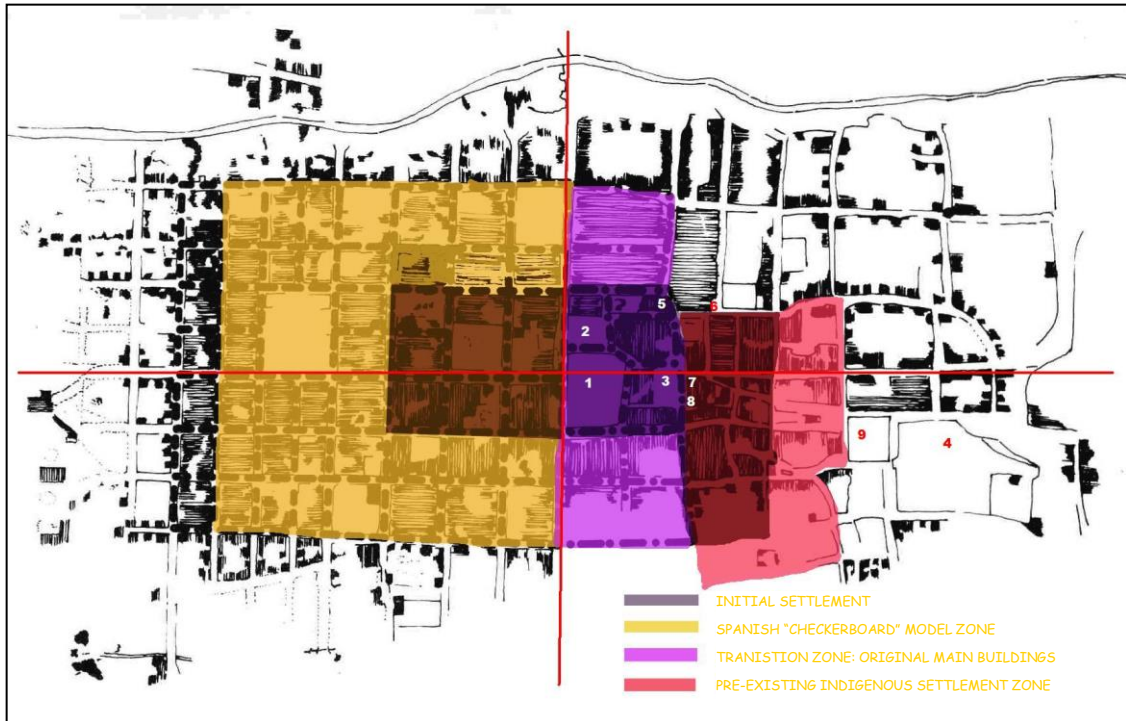
**Figure II.4** Reproduction of the topographical plan of the city of Querétaro finished by the notable Querétaro Architect Don Ignacio Mariano de las Casas in 1760.  
Below: Plan attached to “Las Glorias de Querétaro” by graduate Zelaá e Hidalgo (the original city plan is indicated by the dotted line)



Source: JAVE Constructions S.A. de C.V.

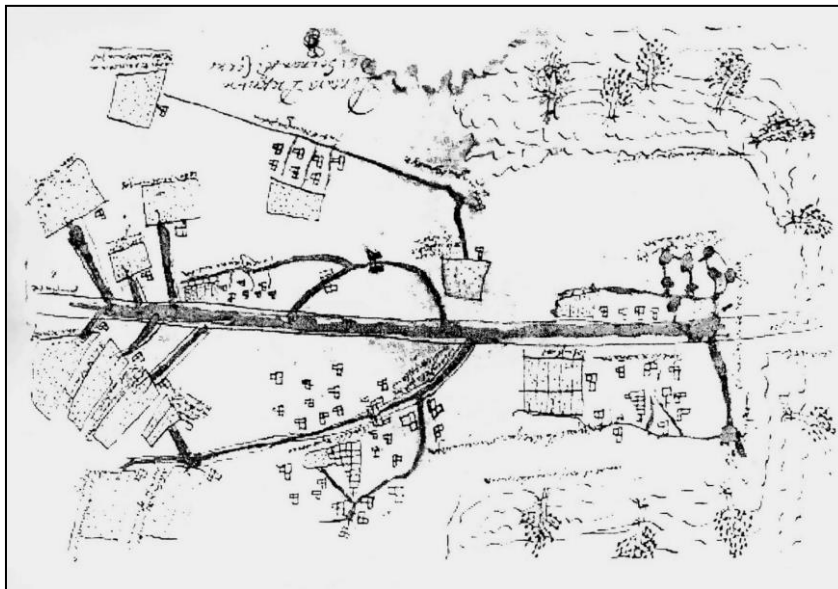


**Figure II.5** Possible initial settlement represented over the topographical plan of the City of Querétaro finished by the notable Querétaro architect Don Ignacio Mariano de las Casas in 1760, supported by the documented information represented in the plan attached to “The Glories of Querétaro” by graduate Zelaá e Hidalgo, where the original city plan is indicated by the dotted line.



Source: JAVE Constructions S.A. de C.V.

**Figure II.6** Painting presented by Hernán Sánchez Cortés, 1620, Historic Archive of the Franciscan Province of Michoacán.



Source: Two street plans for Querétaro, State Government of Querétaro, Office of the Chief Administrative Officer, Historic Archive, Franciscan Province of San Pedro and San Pablo of Michoacán, Querétaro, 1999.



Querétaro, with its successive settlement processes promoted by its Indigenous Town Council, managed to assemble an important population, centralizing the region's political, social, economic and religious functions under the hegemony of the first generation of the Tapia chiefs, agents of the urban layout or model of Querétaro that was finalized by that Otomi government before 1578, and so consolidated by the time this first dynasty of the Tapia disappeared. This provoked a power vacuum and a social crisis due to the devastation of the population caused by the plague of 1576 – 1577. When a specially designed sector for the Spanish and a Mayor's Office broke through, the town was consolidated and completely urbanized; the Spanish simply adapted to the infrastructure and urban layout that already existed at the time.

### Seventeenth Century

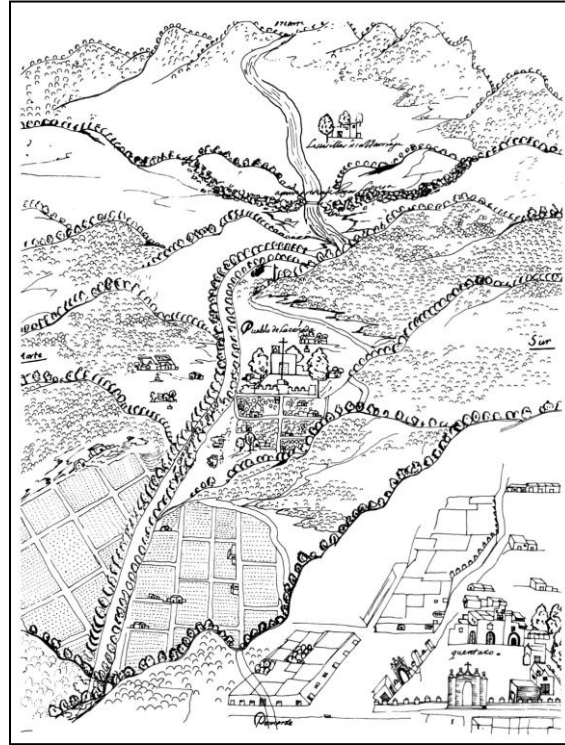
Alongside the economic and political aspects that determined the development of the city in the seventeenth century existed another factor that was very important in the physical transformation of the city and its social life: the establishment of religious orders in the urban center, as well as the consolidation of the indigenous neighborhoods in the periphery, integrating their own centers of spiritual activity with the construction of "Amerindian Chapels", such as the *Espíritu Santo* (Holy Spirit) Chapel in the Santa Rosa neighborhood and others, such as San Gregorio, Santa Catarina, *La Cruz del Cerrito* and San Antoñito.

The horizontal urban profile that Querétaro had was modified by the presence of the towers of the temples that started to compete amongst themselves in height and design. The great volumes of the monasteries and convents distributed around the urban center were distinctive, whilst the houses around the main plazas were elevated to two floors.



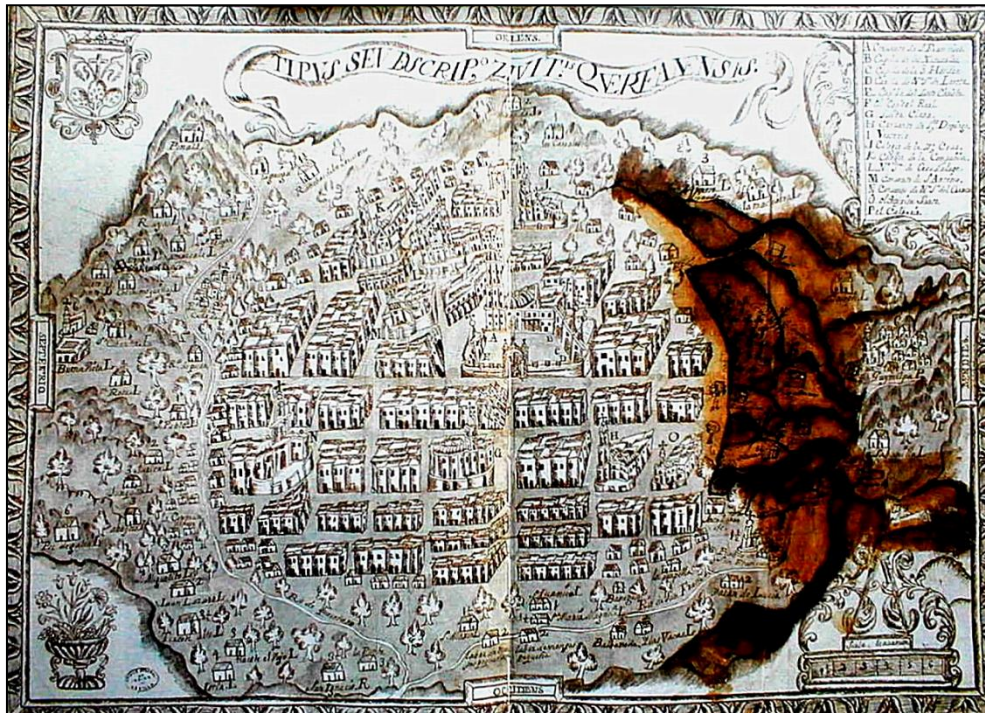


Figure II.7 The Gully and Querétaro (1620): Anonymous



Source: "Querétaro rescate patrimonial" ("Querétaro Heritage Rescue"), State Government of Querétaro, 1985

Figure II.8 Plan of the City of Querétaro (1712-1714)



Source: "Querétaro rescate patrimonial" ("Querétaro Heritage Rescue"), State Government of Querétaro, 1985



The urban consolidation of Querétaro took place in the seventeenth century; the tight union between the rural and urban economies allowed them to finance works of great importance, such as temples, monasteries, convents and various buildings that consolidated the city plan. The Monastery of San Francisco was reconstructed in this period, which was built in the middle of the previous century, and they continued with the foundation of the first great convent of the city for the sister order of the Franciscans, the sisters of the Order of Saint Clare, starting in 1606 and finishing in 1633. With this, they created two religious groups that were fundamental not only for city, but the region. The temple and monastery of San Antonio were founded in 1613, finished in 1629, and remodeled toward the end of the century. In 1625 the School of San Ignacio de Loyola was founded, which was extended and remodeled between 1670 and 1680. In 1685, the monastery and temple of El Carmen were built, which had been modestly founded in 1614. Between 1680 and 1690, the temple of Santiago and the Royal School of San Francisco Javier were built, along with the temple of *Nuestra Señora de Guadalupe* (Our Lady of Guadalupe), which was opened on May 12, 1680. The convent, which would be that of Santa Cruz, had been started as a collecting facility in 1640 under the title of San Buenaventura, and in 1683 it was converted into the first Apostolic School of the Propagation of the Faith in America.

From the urban point of view, the Santa Cruz School of the Propagation of the Faith, located at the top of the Sangremal hill, strengthened the *Camino Real* as the east-west urban road. It became a road link with urban character, incorporating the zone originally occupied by the indigenous people with city life in a more defined way, and bringing about the construction of housing to the north of the Great Monastery of San Francisco, and the consolidation of the Plaza de Arriba as the civic and commercial center of the city.

Toward the end of the century, drinking water resources became a grave problem; given the growth of the city, the supply of water from the river was mainly consumed



by the orchards that surrounded it. On top of this, the river presented high levels of pollution due to waste produced by the *Obrajes* (textile workshops), all of which created a highly difficult situation for the future feasibility of the city.

### Eighteenth Century

The most important urban building work was the construction of the aqueduct; work which started in 1726 and finished in 1735 and consisted of a collection tank (known as *la Alberca* – the Pool) two leagues from the city continuing to a walled conduit measuring two leagues in length, the last part of which being supported by 74 stonework arches for a length of 1,280 m in order to save the Carretas hollow. In 1733, the water reached the outskirts of the population, and two years later it reached the cistern in the small square of Santa Cruz, where the completion plaque was placed with the date of October 15, 1735, despite the work being considered as finished when the water reached the city's fountains on October 17, 1738. Other buildings that stand out from this century are: the temple of San Sebastián, finished in 1718, the temple and convent of Capuchin sisters, which were built between 1721 and 1771, and the temple of San Agustín, built between 1731 and 1736, finishing its new cloister in 1743.

The hospital that had been proposed since the sixteenth century, and which had been given various proposed locations, was in the charge of the Hipólitos brothers, and finally culminated in the construction of the Royal Convent Hospital of *la Limpia Concepción* (the clean conception) in 1775, which joined the service offered by the small Mercedarian hospital that had been finished 1736. In that same year, the construction of the sanctum of the Discalced Carmelites began. The convent and temple of Santa Rosa de Viterbo was remodeled and extended through work carried out between 1727 and 1752, and the convent of the Discalced Carmelites was also built between 1756 and 1759. Around that period, the chapel of El Rosario was built, adjoining Santo Domingo, built in 1760. At the end of the century, the Neoclassic style invaded San Felipe Neri, whose temple and cloister were made between 1756



and 1800, which is why it has both Baroque and Neoclassic characteristics, mixed to form a hybrid in the formal composition of the temple.

Across this entire period, the predominant style was Baroque, which had been captured in its splendid Querétaro development by local architects and craftsmen, of which the most brilliant example was the architect Ignacio Mariano de las Casas, and in the particular taste of the society, as revealed by some highly important stately homes such as the *Ecala* House, the *La Marquesa* House and the *Faldón* House etc. The urban image of Querétaro was formally invaded at the end of the eighteenth century by the stylistic tendencies of the Enlightenment; Neoclassicism seized new constructions without completely defeating the Baroque style.

At the end of the century, in his book “Las Glorias de Querétaro” (The Glories of Querétaro), in conjunction with the plan from the architect I. Mariano de las Casas, the graduate Zelaá e Hidalgo presents us with a detailed description of the city; with an orthogonal plan whose blocks were saturated, the indigenous neighborhoods to the east and north were integrated. Zelaá describes “This City has, according to the map at the end, five thousand two hundred and fifty Castilian yards (4,357 m) from east to west; that is, from around the Lodge on the Stream to the Lodge of Celaya, and three thousand one hundred and twenty five yards from north to south, that is, from the Bridge of the new Barracks to the Chapel of la Cruz in Cerrito. Its space is populated by houses, of which a great number are high and various are very sumptuous and magnificent. All streets leave the three plazas it has, in whose expanse do the four main winds cross; and although some streets are not very straight, they beautifully distribute and ease the turns of the neighborhoods. It is composed of more than one hundred and fifty-five squares or blocks, two hundred and seventy-two streets and alleys and six plazas or small plazas...”

Amongst the last building works that corresponded to the colonial administration, we can mention the future los Corregidores Palace in the *Plaza Mayor*, finished in 1770, and the sumptuous Alameda which was never finished.



Figure II.9 Plan of the City of Querétaro in 1770, National Library, Paris



Source: "Architecture and Society in Querétaro (eighteenth century)", Guillermo Boils Morales, Querétaro State Government, 1994.

### Nineteenth Century: The Republic

The War of Independence affected mining and agriculture, and it modified the urban system that had emerged during colonization, particularly the *Bajío* (the low-lying area) which had been favored in its last stage. The figure of 90,000 inhabitants which Ward refers to during his visit to Querétaro turned out to be unusual, as although the migration of the rural population could have increased, the War of Independence in the *Bajío* simultaneously produced the exit of the old urban elites, who abandoned the cities of the province (taking their resources with them). On the other hand, the

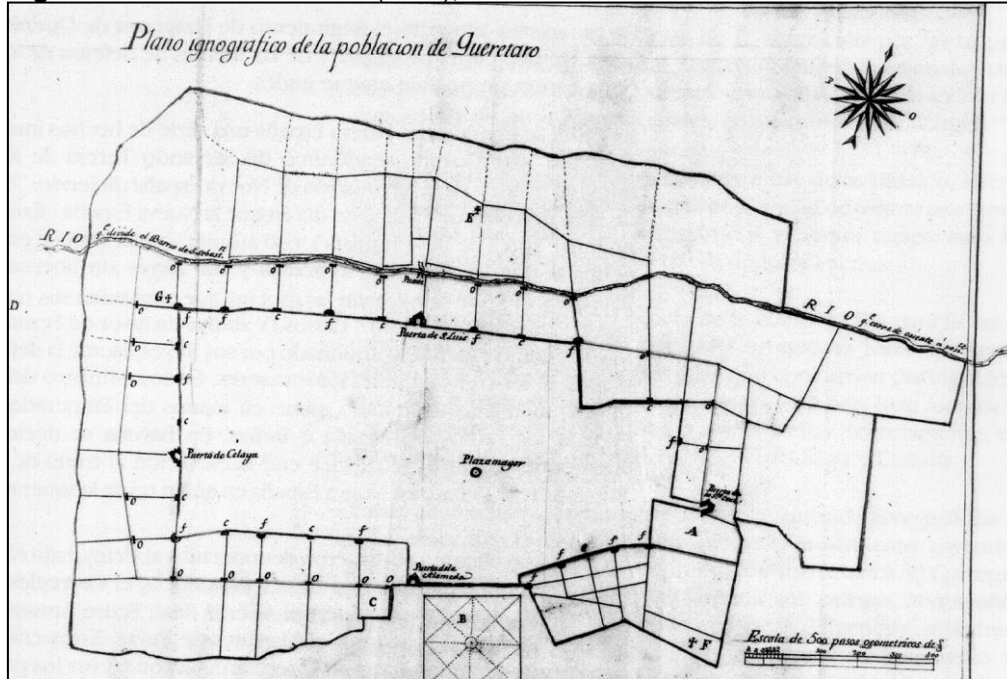




importation policy that allowed the introduction of foreign goods strongly affected the local textile industry.

Between 1829 and 1833, the industrialization of Querétaro began, with the Hércules Thread and Fabric Factory being installed, followed by the Bank of Querétaro in 1887, which was complemented by the La Purísima Factory.

Figure II.10 Plan of Querétaro (1818), José Mariano Oriñuela



Source: "Querétaro rescate patrimonial" ("Querétaro Heritage Rescue"), Querétaro State Government, 1985.

Figure II.11 Photograph of the Convent of La Cruz after the Siege, Aubert Collection, 1867





Source: Aubert Collection - Internet.

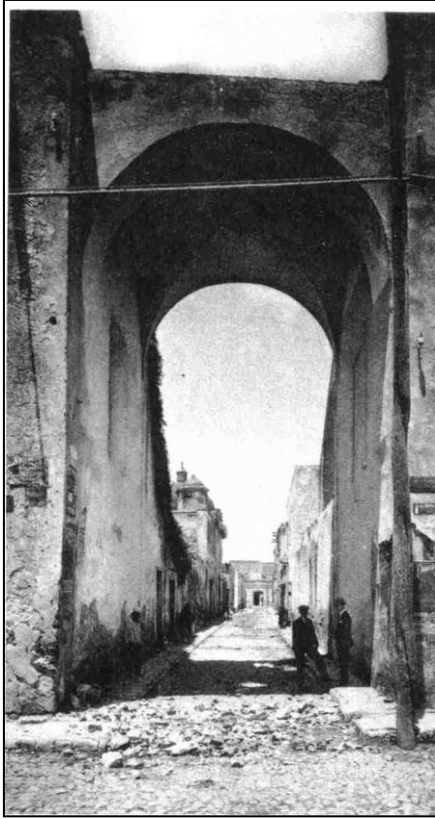
In 1838 the first textile industry of great importance was created, known as the *Consortio Industrial Casa Rubio* (Rubio House Industrial Consortium), whose monopolistic activities finished with the small textile producers of Querétaro.

At the peak phase of military actions in the fight between the imperialists and the republicans, some points in the city suffered grave damages; a situation which was to be repeated in 1867 because of the Siege of Querétaro. Some points in the city suffered destruction caused by artillery, but the city had started drastic urban transformations before this, during the times of the ephemeral liberal governments.

In 1861, Governor Arteaga, applying the laws of the Reform, started the urban alteration by ordering the demolition of the walls that surrounded the cemeteries and other spaces belonging to the monasteries of San Francisco and San Antonio and the convent of Santa Clara, action which destroyed invaluable buildings such as the seven chapels added to the monastery of San Francisco and the chapels of Loreto (1694), the Cristo de San Benito Monastery, the Cordón Sisterhood Convent (1594), the Santa Escala de Cristo Monastery (1765), the Third Order of the Señor de la Caída Monastery (1634) and the Señor de Villaseca. The destruction work lasted the entire month of January of that year, in which deplorable actions were provoked by the spite of the vying factions, such as the indiscriminate incineration of altarpieces and other valuable works of art. Additionally, the exclaustation of the sisters of the Order of Saint Clare, the Capuchin sisters and the sisters of Saint Therese was ordered, and then they immediately proceeded to divide the enormous convent of Santa Clara by opening a street that went from Locutorios (now Allende) to Capuchinas (now Guerrero), which they called the Alley of Santa Clara (now known as Matamoros), as can be seen in figure II.12.



**Figure II.12** Former Santa Clara Alley



Source: Brigham Young University.

**Figure II.13** Photograph of the Former Vegetable Garden of the Monastery of San Francisco, Jackson Collection, 1885



Source: Brigham Young University.



## The Porfiriato

In this period they continued with urban alterations to “make the most of” central lots, especially in the part known as the “Plaza de los Escombros” (“Rubble Plaza”), which was part of the monastery of San Francisco corresponding to the cemetery and demolished chapels; this zone spanned from the *Bellas Artes* school to the San Antonio market, located in one part of the vegetable garden of the monastery of San Antonio that had been acquired by Governor Francisco de Paula Meza in 1848. A civic center was planned to be built in this large space with the Plaza del Recreo (Recreation Plaza) as free space that would have the new Government Palace to the south, of which they only managed to build the façade due to financial problems. Faced with this problem, they also tried to acquire funds to build the Cathedral or a Hotel there. Finally, Mr. Cipriano Bueno acquires the lot, and finished the construction of what is currently known as the Gran Hotel by 1894, dividing this large space into two smaller urban spaces; the northern one becoming the Zenea Garden and the southern one remaining vacant.

Between 1914 and 1917 alterations of the roads were undertaken; amongst them the widening of what is now Juárez Street, which entailed the demolition of the Carmelites’ Portal, and additionally the attempt to extend the current Madero Street through the first cloister of the Monastery of San Francisco, which couldn’t be completed, allowing them to repair the damage caused to this Monastery through the reconstruction of some of the demolished sections. A great arch was opened in 1916 by order of Carranza.

The last part of the Porfiriato entailed the construction of various works, many of them carried out by private individuals, such as the Old People’s Home, the San Sebastián Hospital, the Catholic High School, the School of Arts and Trade, Boarding Schools for poor girls, the Colón Bullring etc. With regard to public works, the Teacher Training College Building (1904), the cobbled paving and the sidewalks in the first quarter (1905), and the monuments on Hidalgo, Juárez and La Corregidora (forcing





the relocation of the San Antonio Market to the lot located behind what is now the Gran Hotel) stand out, as well as the setting-up of the El Carmen and La Cruz markets.

**Figure II.14** The Carmelites' Portal before its Demolition, End of the Nineteenth Century



Source: Aubert Collection

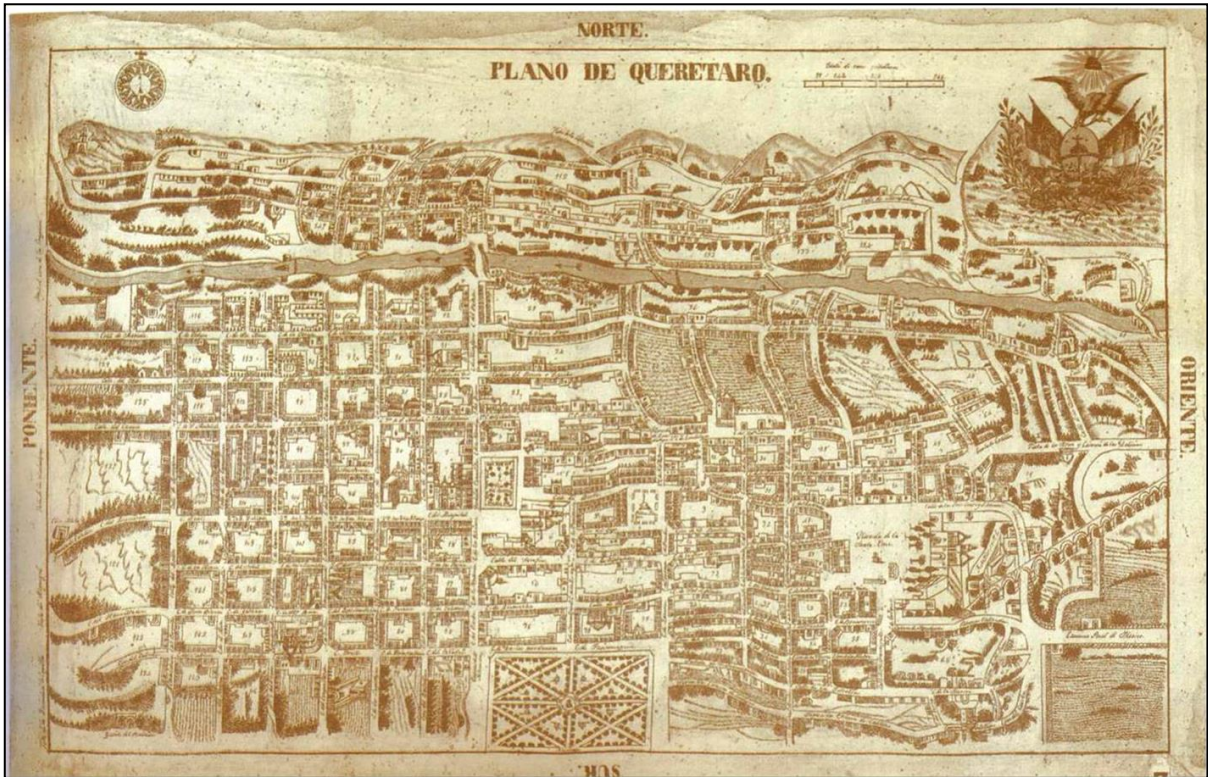
**Figure II.15** Demolition of the Carmelites' Portal, 1916





Source: "Querétaro rescate patrimonial" ("Querétaro Heritage Rescue"), Querétaro State Government, 1985

**Figure II.16** Plan drawn in pen and partially oil painted  
Very detailed and very interesting due to the transformations undergone by the city in this period (1862)



Source: Works of Manuel Septién y Septién, Cartography of Querétaro, Volume II, Querétaro State Government

**Figure II.17** Photograph of the Market (now Corregidora Garden), at the end of the Nineteenth Century



Source: Aubert Collection





## Twentieth Century

The period from 1911 to 1935 was a recessive one, without great impact on the evolution of the city, due in large part to the national political instability caused by the fall of Porfirio Díaz. During the government of Ramón Rodríguez Familiar (1935 – 1939) urban equipment such as the Escobedo Market, the Goya Cinema and the Stadium (today the Municipal Stadium) was built and the creation of a new system of regional road links was started. During the following government of Noradino Rubio (1939 – 1943), the road link system was consolidated, completing the Mexico City – Querétaro link, which established the creation of the first industrial park with industries such as La Concordia, El Fénix and Carnation Mexico. In 1943 the Industrial Park was extended to the old lots of the former La Era estate, favoring the settlement of new industries through policies of industrial promotion, such as the case was for Kellogg's Mexico.

**Figure II.18** Former Escobedo Market at the Beginning of the Twentieth Century



Source: "Querétaro rescate patrimonial" ("Querétaro Heritage Rescue"), Querétaro State Government, 1985  
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The process of new industrialization sparked the establishment of new stores and services, such as the El Marqués and the El Jacal hotels. Two theaters/cinemas were established; El Alameda and El Plaza, along with the first department store – *La Ciudad de México* - a branch of the National Bank of Mexico and the Bank of Commerce. The urban layout was modified in this period by the opening of 16 de Septiembre Street in its stretch between Juárez Avenue and I. Allende, demolishing the Goya Cinema and the back of the Convent of Santa Clara buildings. Zaragoza Avenue was also extended between Pasteur and Calzada de los Arcos (los Arcos Avenue) over the stretch of aqueduct wall that incorporates itself into the Convent of La Cruz, demolishing buildings in the San Francisquito neighborhood in order to consolidate the road named Calzada de los Arcos.

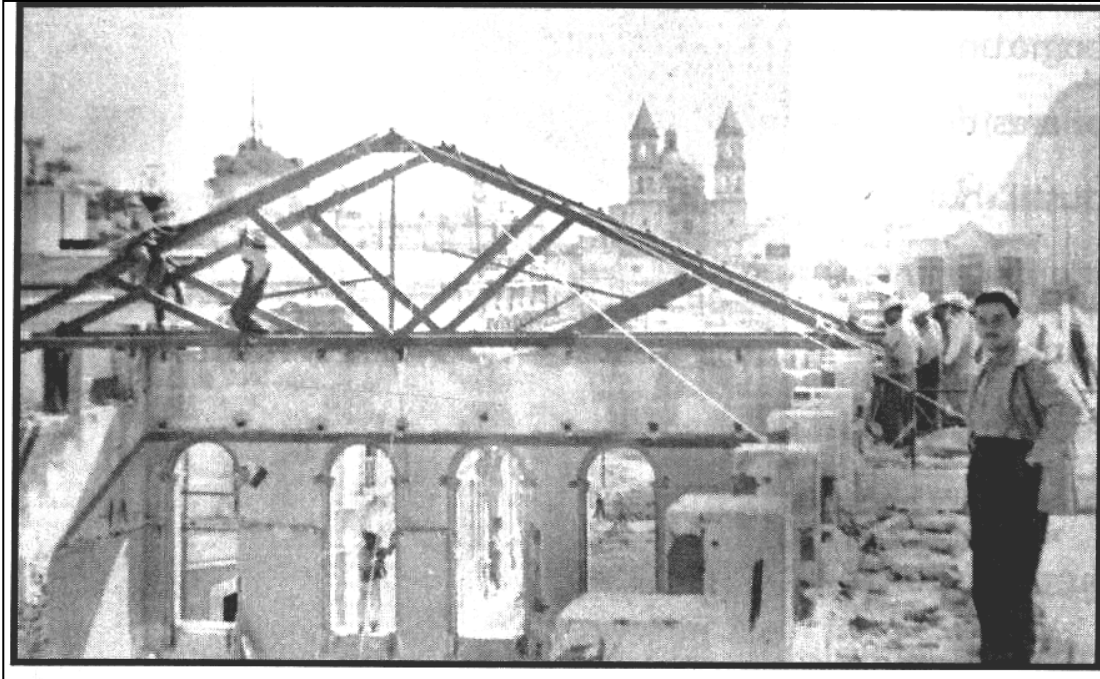
**Figure II.19** Photograph of the Former 16 de Septiembre Street and the Beginning of the Twentieth Century (before its extension)



Source: Aubert Collection



**Figure II.20** Photograph of the Demolition of the Goya Cinema for the Extension of 16 de Septiembre Street



Source: Esteban Galván Collection

At the beginning of the second half of the century, the University of Querétaro was established from the Civil School, which had been closed during the government of Saturnino Osornio. Urban expansion also began with the housing settlements of the Cimatario, Jardines de Querétaro (Querétaro Gardens) and Niños Héroes districts, as well as the Popular and Felipe Ángeles districts. With regard to educational equipment, two educational institutions were established; the Plancarte and the Queretano. Additionally, the Municipal Mausoleum was relocated from its location on Zaragoza Avenue (now Salesiano School) to the outskirts of the city, behind the Cimatario District.

Between 1955 and 1961 the toll highway to Mexico City was completed, and the first regional equipment was established with the IMSS (the Mexican Social Security Institute) hospital, and the Health Center and the Youth Center were likewise put into service.



In 1959, Engineer Bernardo Quintana, who had formed the construction group *Ingenieros Civiles Asociados* (Associated Civil Engineers - I.C.A.) in 1947, bought fractions I and II of the former La Laborcilla estate from the Rivera family. The estate was famous for the high level of productivity of its irrigated land. Two years later, he acquired the land of the Carretas estate along with other private lots and even State Government lots, establishing the development named *Unidad Parques Industriales* (Industrial Parks Unit), measuring an area of 862.56 hectares. The ICA Group carried out an enormous investment in part of these lots in order to establish their urbanization and adaptation for industrial use, introducing drinking water, drainage networks, electric energy and a railway line. The greatest alteration to the of the historic urban layout of the city was also carried out with the opening of the road parallel to Juárez Avenue, named Corregidora Avenue, in order connect the highway to Mexico City to the new development. This development was consolidated a few years later with the ICA Group's construction of a beltway that gave more adequate access to the Industrial Parks complex, which was recognized as the most modern and functional industrial complex in Latin America by 1963.

Government investment was on par with that of the ICA Group, given that they shared the idea of adapting the organization of the city into a development center that would receive the benefits of the federal government's industrial decentralization policy. To this effect, an urban policy was established whose actions were planned by a committee of technical experts on the matter. The transformation of the city was remarkable in those years.

Later, in the 60s, the Benito Juárez Industrial Park was established, measuring an area of more than 70 hectares and with natural gas and electric energy services and infrastructure, a railroad spur, access on foot to the highway, drinking water and a telephone service. The city's development was accelerating rapidly, exceeding the limits of the established regional roads. Population growth increased in the 70s, accelerating even more after the Mexico City earthquakes of 1985 due to the migration of Mexico City inhabitants to Querétaro. This generated the creation of



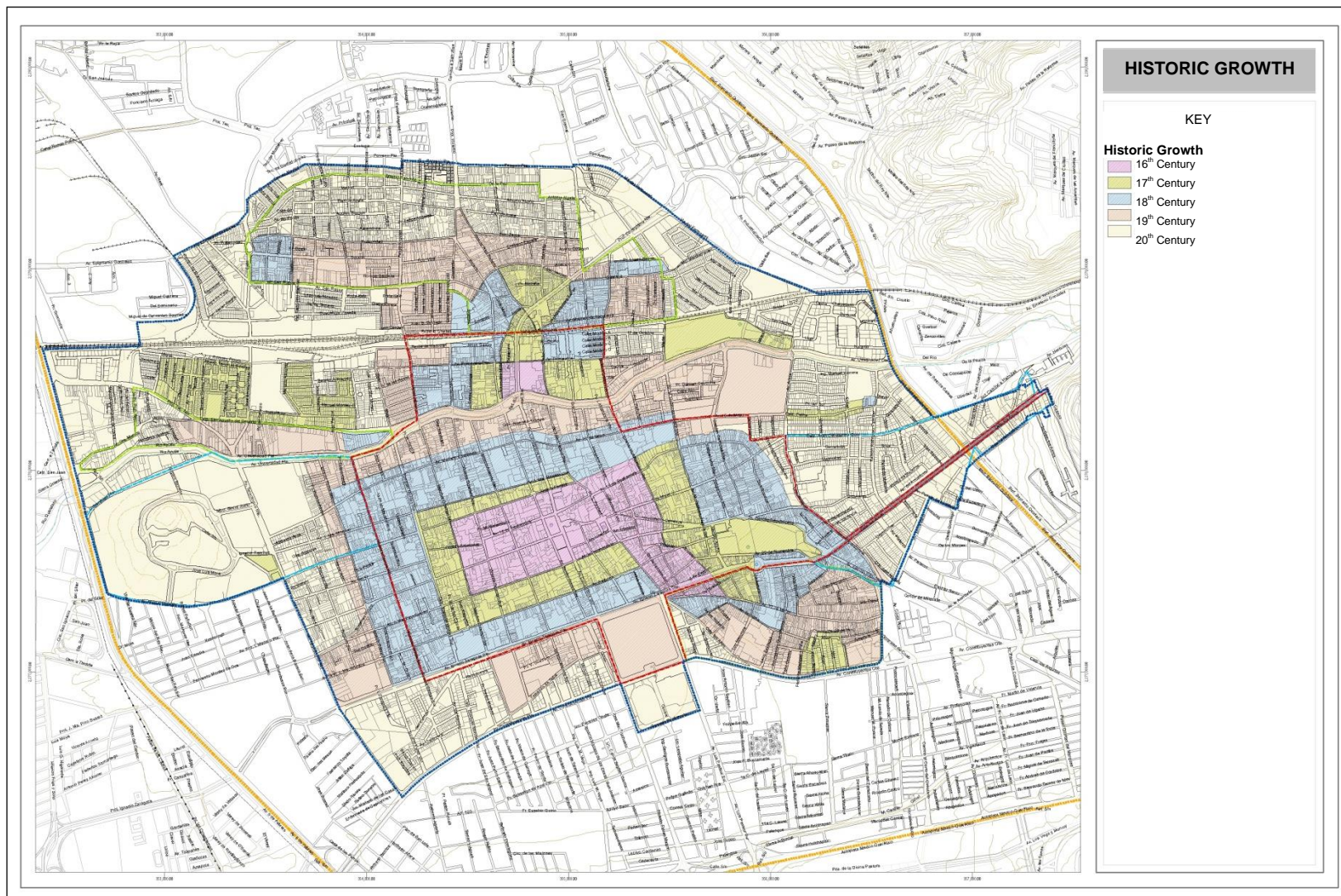
more specialized commerce and services, with big international franchises and corporate buildings that established new centers of economic activity in the periphery of the Historic Center.

Constitutional changes in the 90s, especially the reform of Article 27, the North American Free Trade Agreement, and the issue of the new Agricultural Law in 1992, generated new conditions in the speculative process of urban land on the periphery of the city's urban sprawl. This caused the accelerated expansion of urban sprawl without the adequate incorporation of the appropriate infrastructure, equipment and urban services or the creation of a new road system that would all support this expansive development, provoking the deterioration of natural resources and the environment.





Map II.3 Historic Evolution of Querétaro in the Field of performance of the PMCZMHSQ



Source: JAVE Constructions S.A. de C.V. from secondary documented information



### II.4.1.2 State of Conservation of the Historic Monument Buildings

The area that consists of the Querétaro Historic Monuments Zone has been legally protected since 1981 by presidential decree, based on the fact that original buildings that were the scenes of important events in national history have been preserved in the city. It has an area of approximately four square kilometers, which cover 203 blocks and approximately 1,400 monuments (DOF, 1981). This Zone was registered on the World Heritage List on December 7, 1996, due to the site being considered of exceptional universal value and an example of a colonial city whose urban layout symbolizes its multiethnic population, under criteria II and IV of the Convention on the Protection of the World Cultural and Natural Heritage (UNESCO, 1972).<sup>2</sup>

**Table II.16** Areas of the Historic Monuments Zone

Perimeter	Description	Area	
		Hectares	%
A	Perimeter "A" of the ZMHQ	260.76	66.15
B1	Perimeter "1" of the ZMHQ Buffer Zone	35.85	9.09
B2	Perimeter "2" of the ZMHQ Buffer Zone	17.53	4.45
B3	Perimeter "3" of the ZMHQ Buffer Zone	80.06	20.31
<b>TOTAL</b>		<b>394.2</b>	<b>100.00</b>

Source: JAVE Constructions S, A, de C. V

The great significant and strategic value of the "A" perimeter of the ZMHQ is based on its historic charge and the integrity and homogeneity of its urban layout which is regrettably in a gradual process of alteration and destruction due to the breaking down of buildings into parts owned by different people, and the underutilization of its subsequent components, towards the centers of the blocks.

This is manifested in an analysis regarding the buildings catalogued by the INAH in 1990 and 2000, as well as the field survey of 2006 to determine the incidence of spatial alterations and losses of historic monuments in these time periods, with the criterion that a fundamental factor of the spatial alteration of buildings, especially in

<sup>2</sup> II) Exhibiting an important exchange of human values within a time period or a cultural area of the world, in architectural or technological development, monumental arts, urban planning or landscaping

IV) Being an exceptional example of a type of building, architectural or technological ensemble or landscape that illustrates a significant period or periods of the history of humanity.



their architecture, is their subdivision as a reflection of this process of the tertiarization of the Historic Center of the city of Santiago de Querétaro.

In this respect, from the 953 buildings catalogued in 1990, there was an increase by 2010 of 223 buildings due to subdivision, indicating that 23.4% of the catalogued historic monuments were subdivided between 1990 and 2006, with an annual rate of subdivision of 2.34%. However, using the 2000 catalogue as a base, in which 1,759 catalogued historic buildings were established, the increase due to subdivision of these buildings from 2000 to 2006 was of 276, that is to say 15.70%, which defines a rate of 2.62% per year considering the 6 year time period. This tells us that there was an increase in the annual rate of spatial alteration due to subdivision of 0.28% over the last six years, compared to the ten years before.

**Table II.17** Analysis of Monument Alterations based on the INAH Catalogue of 1990

	Monuments Lost from 1990-2000	Monuments Catalogued by the INAH in 1990	Increase in Monuments due to Subdivision
Quantity	2	953	223
%	0.21	100.00	123.40

Total number of premises including the subdivision of historic monuments with respect to the INAH Catalogue of 1990	1,176
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Average number of Monuments lost during the period of 1990 - 2000	1 Monument/every 5 years
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Source: JAVE Constructions, S, A, de C. V.

**Table II.18** Analysis of Monument Alterations based on the INAH Catalogue of 2000

	Monuments Lost from 2000-2006	Monuments Catalogued by the INAH in 2000	Increase in Monuments due to Subdivision
Quantity	14	1,759	276
%	0.80	100.00	115.69

Total number of premises including the subdivision of historic monuments with respect to the INAH Catalogue of 2000	2,035
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Average number of Monuments lost during the period of 2000 - 2006	2.3 Monuments/year
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Source: JAVE Constructions S, A, de C. V.





A factor of even more concern is the increase in the rate of definitive losses of catalogued buildings; although there was a loss of 2 buildings in the first 10 years, starting from 1990, indicating a rate of 0.2 catalogued buildings lost per year, 14 buildings were lost in the subsequent 6 years, with rate of 2.33 catalogued historic buildings lost per year – an increase of 2.13 buildings per year compared to the previous rate. This figure is ten times greater, demonstrating a very unfavorable trend for the conservation of the monumental heritage of the city of Santiago de Querétaro.

Some examples are shown below:



**Figure II.21** On the left, a historic monument located at 177 Invierno Street in 1999. On the right, the current state of this premises



Source: JAVE Constructions, S.A. de C.V.

**Figure II.22** On the left, the state of the Historic Monument located at 38 Manuel Acuña Street in 1999. On the right, the building that has replaced it



Source: JAVE Constructions, S.A. de C.V.



**Figure II.23** On the left, the historic monument located at 33 – 37, 21 de Marzo Street in 1999. On the right, its current state



Source: JAVE Constructions, S.A. de C.V.

**Figure II.24** The building located at 171 Invierno is in the same situation



Source: JAVE Constructions S.A. de C.V.

The level of conservation of the buildings catalogued by the INAH and the processes of subdivision that they were subjected to between 1990 and 2006, (achieving a total of 1,176 properties as a result) has behaved in the following way according to the existing reports and values in the Catalogues of Historic Monuments of 1990 and 2000:



**Table II.19** Analysis of the State of Conservation of Grade A Buildings (Historic Monuments) derived from Subdivisions from 1990 to 2006

State of Conservation	Good		Fair		Poor		No Data		
	Year	Quantity	%	Quantity	%	Quantity	%	Quantity	%
1990		516	43.88	595	50.60	65	5.53	0	0
2000		422	35.88	631	53.66	59	5.02	64	5.44

Source: INAH Catalogue (1990 and 2000)

Regarding the above, the majority of the historic monuments presented a fair level of conservation over the time period between the two Catalogues of Historic Monuments carried out by the INAH; around 50% were in a fair state, and 5% were in a poor state of conservation. On the other hand, using a wider evaluation criterion than the above on the level of conservation of the total of 2,124 grade “A” (Historic Monuments) buildings covered in the field survey of the field of performance of the Action Plan, the following conservation values were established.

**Table II.20** State of Conservation of the Grade A Buildings

State of Conservation	Quantity	%
Conserved	729	34.32
Degraded	964	45.39
Deteriorated	349	16.43
Ruined	82	3.86
<b>Total</b>	<b>2,124</b>	<b>100.00</b>

Source: INAH Catalogues (1990 and 2000) and data from a field investigation by JAVE Constructions JAVE S.A. de C.V.

According to this data, the ‘degraded’ level of conservation, equivalent to the ‘fair’ grade in the INAH catalogues, is presented in 45.39% of the historic monuments, whilst 16.43% are in a poor state and 3.86% are in a state of ruin. When we include grade “B” buildings (historic buildings that are not categorized as monuments), bringing the total up to 2,839, the level of conservation is very similar to that of the historic monuments analyzed separately, as demonstrated in the table below:

**Table II.21** State of Conservation of Grade A and B Buildings

State of Conservation	Quantity	%
Conserved	864	30.43
Degraded	1,362	47.97
Deteriorated	504	17.75
Ruined	109	3.84
<b>Total</b>	<b>2,839</b>	<b>100.00</b>



Source: INAH Catalogue (1990 and 2000) and data from a field investigation by JAVE Constructions JAVE S.A. de C.V.

With this data we can establish that more than 20% of the historic buildings predominately in perimeter “A” of the ZMHQ have a deteriorated or ruined state of conservation; a percentage greater than that established in the analysis referring exclusively to the catalogued historic monuments.

**Figure II.25** Examples of abandoned and ruined heritage buildings located at 55 Nicolás Campa South (left) and 20 Mariano Escobedo (right)



Source: JAVE Constructions, S.A. de C.V.

## II.4.2 Immaterial Heritage

### II.4.2.1 The Traditional Neighborhoods of Santiago de Querétaro

The word *barrio* (neighborhood) comes from the Arabic word “barrī”, which means “exterior”, yet in Mexico the Aztecs already used words for their territorial administration equivalent to “large house” or “country house”, as their inhabitants were generally united by family ties. A “barrio” or neighborhood is a concept that is clearly associated with family relationships, friendships and specific activities that



identified their inhabitants, and they were generally located in the periphery of the cities.

Querétaro is no exception, and there is an important testimony to their culture and their development in its traditional neighborhoods. Many still exist as they were and conserve their customs; others have been gradually absorbed by urbanization and only conserve some of their most significant festivities.

Many neighborhoods or *Calpullis* surrounded Querétaro and convents of the Capuchin nuns, the Carmelites, the St. Therese sisters, the Order of Saint Clare and the St. Rose sisters and the monasteries of the Franciscan, Dominican, Augustinian, Mercedarian, Carmelite, Dieguino and Jesuit Friars, and the Friars of St. Philip, all of which leaving their art inside them.

Alongside the old neighborhoods of La Cruz and San Francisquito, there are neighborhoods that have their own personalities and conserve their patron saints' days and customs. These neighborhoods include those of La Cruz, Santa Rosa, Santa Ana, San Agustín del Retablo, San Sebastián, San Roque and El Cerrito, but as we are talking about tradition, we should highlight the Railway Station. Each one has a story that we will tell and each one possesses beautiful and strange legends of ghosts, buried treasures, betrayal and love.

Another old indigenous neighborhood is the neighborhood of San Sebastián, the main neighborhood of "*La Otra Banda*", on the other side of river, where Priests such as Felipe M. Sevilla constructed the old people's home in 1907. Their fiesta is celebrated on January 20, which includes two music bands and fireworks between the streets of the seasons; Otoño (Fall), Primavera (Spring) and Invierno (Winter).

In the corner where the streets of Invierno, Luis Moya and Juan Álvarez meet starts the neighborhood of El Tepetate, which is divided up by *pulquerías* (bars serving *pulque*, a drink made of fermented cactus sap), such as El Cachete, El Maguey and





La Atómica. The Train Station is located here. There is music played by woodwind bands, and here we are reminded of the Barrack Guards, the cockerel on the dawn of September 15 and the streetlights that no longer exist apart from in the Platitos Garden, where the benches and ground are made of tile; an ideal place to hire a serenade. Under the bridge you can see the railroad workers, with a potato, cactus and shrimp taco in hand. Their holidays are on May 3 and September 1.

The dances and castle of the El Cerrito neighborhood greet the Virgin of Remedies on the first of September, and Santa Cruz is celebrated on May 3 with punch and *enchiladas* and the small plaza of Juana de Arco being covered in tissue paper.

Behind the El Cerrito neighborhood, you find the La Trinidad neighborhood, where bells and hand bells call people to mass. On the last Sunday of July, the day of the *Señor de las Maravillas* (the Lord of Wonders), this neighborhood is given its identity with offerings, a procession and greased pole games on the streets of Galeana, Rayón and Marte.

From La Tenería up to Felipe Ángeles Street, between Cambaya traders and lime ovens and behind the national road - the old path that pilgrims took on the way to Soriano - you find the neighborhood of San Roque, close to Espinazo Alley.

Far from the center, after the road and beyond San Roque is the Santa Catarina neighborhood, where they visit the *Virgen Chiquita* (the "Little Virgin") on February 2, who in the midst of her poverty never dressed in Cambaya.

In the San Gregorio neighborhood there are two chapels, each of them more than three hundred and fifty years old, with a stone containing the inscriptions, shield and scroll of José María, Bartolo and Hipólito Juárez, proving their age. Ignacio Pérez, La Candelaria and San Gregorio are the names of its streets which once belonged to ancient potters of the twelve families that populated the area and who, for a long time, paid the Toritos, the cascades of lights and the dances that came from Zacatecas,





jealously guarding their saints and their traditions. The valley is overlooked from here.

July 25 is the day of double tamales in Querétaro, first in the cathedral and then in Santa Ana, as the Canons say, who give luster to the patron saint's day fiestas with their presence on July 26.

From amongst the neighborhoods of Querétaro we can mention that of San Francisquito, which, according to historical data, was founded in 1796 and was delimited by the streets that were then called Diamante Alley, Desafío Street and Culebra, which are all now Altamirano Street, and Carrera de Callejas Street, which corresponds to the current Constituyentes Avenue.

This neighborhood had its public fountain in front of the Divina Pastora temple, which is a symbol of the greatest celebration carried out by its inhabitants. This celebration is conserved today as one of the many traditions of the capital of Querétaro: the Saint of the Divina Pastora.

A large part of its inhabitants worked in Don Cayetano Rubio's textile factory, called San José de la Montaña, which was located where the streets of las Artes and Constituyentes Avenue currently are.

La Cruz neighborhood starts where the Arches end; at Sangremal hill, where Querétaro was born. It is a place that is identified by *enchiladas*, *la Cruz de los Milagros* (the Cross of Miracles), the *Conchero* dancers, the dawn mass, the Convent – producer of crosses made from sticks – the inn of Friar Antonio de Margil and Friar Junípero Serra, the fortress, the prison, the tank that collected water from *La Cañada* (the gully) - the source of fountains and water tanks - street markets, ice-cream parlors, old houses, corridors filled with begonias and geraniums, balconies adorned with bows, women that go out at daybreak to “drop off the Virgin”, castanets, Apaches, *Mojigangas* (traditional, comical, carnival theater) and *Flachicos* (men who take part in popular religious festivals).



On the night of September 13 all the children of these neighborhoods come together with punch, turkey, *gorditas de migajas* (thick corn tortillas stuffed with minced meat crumbs), fritters, *atole* (a hot corn drink) and tamales to take part in the Santa Cruz celebration each year.

On Good Friday there is also a parade of Nazarenes, Christ, Our Lady of Sorrow, and Penitents, all in procession; mourning that goes down to the Grand Monastery of San Francisco.

### The Celebration of La Santa Cruz in Santiago de Querétaro

On the afternoon of September 12, a pilgrimage of the city's wax workers and bird-breeders takes place, taking a series of offerings to the Convent of La Cruz, both for the cross and its Franciscan guards. Through copal smoke and to the sound of mandolins, *teponaztles* (indigenous Mexican instruments that look like small drums) and marine snails, they enter the temple where a series of ceremonies takes place before delivering their gifts. Upon finishing, they leave walking backwards so as never to turn their back on the altar.

**Figure II.26** Pilgrim Bird-Breeders of the *Santa Cruz de Los Milagros*



Source: JAVE Constructions S, A, de C. V.



The main nucleus of this tradition is the *Concheros* dance. Old people say that the dance as we know it today, started being danced in 1531, when a fierce battle broke out on Sangremal hill between the Otomis that were allied with the Spanish army and the *Chichimecas*, a tribe that refused to be conquered. A solar eclipse took place at that very moment, and with its effects and the dust that had lifted due to the fight, a great cross about four yards long was formed in the sky with Señor Santiago by its side. Upon seeing this, the Spanish knelt down in awe, followed by the Otomis and the *Chichimecas* shouting “He is God”. Because of this, this “word” of battle is so important in the *Conchero* community. The *Chichimecas* started to dance to show their respect and worship. The dance was not carried out for many years, and according to Captain Heladio Aguillón, it became valid again in approximately 1820, when it was carried out again.

The dancers have the obligation of presenting themselves at the wake of the night before the fiesta, given that the order says that “he who does not stay away is not a *Conchero*”. Praise is sung during the night until the break of dawn and the captain delivers “the words” (assignments) to those who will be charged with the watch, the standards (which are made of little trees) and the *sahumadora* (a vase that burns perfume – he will be in charge of cleaning the space), and he who will be in charge of giving the word to those who will dance.

During the night, in the places where there is a “committee” in the charge of a specific captain in the neighborhoods of La Cruz and Francisquito, what they call “The Wake” is started, lasting all night with the objective of preparing everyone for the day ahead. As well as being covered in smoke from the *sahumadora* during the wake to be purified, they work together to make the *chimals*, offerings that they will take to the temple, and the insignias that they will bear during the parade of the September 13. This is also the time when the Franciscans come to bless the participants, accompanied by the “cockerels”, giant reed structures covered in white and blue tissue paper that come in a range of sizes from a few centimeters to a few meters tall.



As the cockerels come accompanied by a band, they start dancing at any given moment, along with whoever wants to join them.

During this whole time, punch, coffee, *atole* and bread, amongst other things, are shared out among the audience. During the day the Mexican *Concheros* arriving from the United States, who only come to dance, dance captains from various states in the republic, representatives of the Pueblo Indians from eastern South America and representatives of some Brazilian Indian groups integrate themselves with the group, turning this celebration into an inter-continental event.

The “parade” of hundreds of dancers is carried out during the afternoon of the 13<sup>th</sup>. Each committee is led by its cross, offerings, musicians, captain and then the members of the corresponding committee and guests. The majority of the participants are *Concheros*, but there are also Apaches and *Matachines* invited from Jalisco. The *Flachicos* go between the groups, having basically two objectives that at first sight could appear to contradict each other; one is to keep order and the other is to entertain - they dress as women, television personalities or different animals. Their attire is also defined by hierarchy; for example, the headdress worn by the captain consists of different feathers, each one of which he has had to earn over time through work and commitment to the dance. Here, having the resources to buy them (and they are expensive) is not enough, they are earned through merit.



Figure II.27 Captain of a Brotherhood



Source: JAVE Constructions S, A, de C. V.

The parade normally starts close to the water tank in the San Francisquito neighborhood (an ancient indigenous neighborhood of the city and where the captains come from), going down Zaragoza Street and Corregidora, going around the city's central plaza, stopping in front of the San Francisco temple and going up to the La Cruz temple again to continue dancing. Meanwhile a fête is carried out on the main streets, where those present buy snacks, listen to different bands or meet up with acquaintances.

In the morning they leave the captain's house dancing "The step of the way", headed by he who has the *sahumadora*, the *Malinches*, the captains and the standards. Once they reach the assembly point, each of the *Malinches* forms a circle with the others in their line, opposite the line next to them, simulating the snake of Quetzalcóatl, forming concentric circles with the musicians in the center, the standards in the circle closest to the center, and everyone else forming the circles needed. First, the word will be given to one of the captains, who salutes the four



points of the compass and then those who he is told to by the person who calls their names, roughly in order of hierarchy. They only rest for a few minutes to drink water, and then continue until the captain gives the order to return to “barracks” to eat, which is done in disciplined formation as they step along the way. The ritual is repeated in the same way to continue the dance in the afternoon and to finish it at night. At the end, those in charge of the words give them back, all the captains give thanks for the hospitality shown to them, and the general captain thanks them for their visit, with the promise of coming back the following year if the Holy Cross allows it.

On September 14 various groups assemble around the temple of La Cruz to continue dancing, as always in hierarchy: the captains and those with the *sahumadoras* are placed in the center of the group, and the soldiers, or rather, the dancers, are placed in the outside circle. The local captains and guests take it in turns to direct the dance.

On the morning of the 15<sup>th</sup> two activities take place. The first is that many people run the route from the tank to the temple on their knees, to make vows they had made upon receiving a miracle. This pilgrimage ends with a mass of thanksgiving. The second is that committee members start dancing again until midday has passed. To end the dance the members are given a part of last offering that was made in the morning of that same day – energy “food”, with which it seems Holy Communion is taken. Finally, dinner is prepared to thank everyone for their participation and renew ties of unity, membership and cooperation between all the committees and guests.

#### **II.4.2.2 Cultural Centers**

Cultural Center of the Casa de Faldón: The *Casa de Faldón* was erected in the San Sebastián neighborhood, in the *Otra Banda* (the other side) of the river. According to the tradition, the name of the house comes from an infamous fight that arose during a religious festival between a Spanish alderman and an Indian mayor over who would lead a procession. The Spaniard, jealous of the supremacy of the Indian mayor, pulled hard on the Indian’s jacket, ending up with the jacket’s coattails (*faldón*) in his





hand. The Spaniard was exiled from the city and condemned to live in the Other Side of the river, where he built this large house to live in.

Now a Cultural Center since 1991, the *Casa del Faldón* offers a wide range of cultural artistic activities which, through workshops on diverse disciplines, meet the demands of the population in these areas. It is located at 45 Primavera East, San Sebastián Neighborhood.

Art Museum: This was founded in September 1988 in the former monastery of San Agustín, one of the most important Baroque cloisters in America.

In the vice-regal city, the order of Agustín assigned this building to the accommodation of the House of Higher Education of the Province of San Nicolás de Tolentino of Michoacán, which it did for a century (1750 to 1850). In the second half of the eighteenth century it was a barrack, and then was left abandoned until General Porfirio Díaz decided to install the Federal Palace there in May 1889. Over another long century many departments of government ministries had their head offices there, amongst them the Post Office, the ministries of the Treasury Office and Commerce, and other federal departments.

The museum was opened on September 22 1988, with the purpose of presenting plastic artworks by artists from Querétaro, Mexico and abroad to the public, as well as organizing activities for the preservation of historical heritage and spreading culture and the arts.

It has eighteen exhibition rooms, where Mannerist, Baroque, Neoclassic and Modern works belonging to the Permanent Exhibit are shown, which has been formulating itself over the years starting from the artistic heritage created by Master Germán Patiño. The Museum also has the first collection of the twentieth century of art belonging to the people of Querétaro, with 380 works being donated to it by their creators, different public and private institutions, art lovers and particularly the



enthusiasm of the Museum Friends. It is located at 14 Allende Street South, almost on the corner of Pino Suárez, in the Historic Center.

Mathematics Museum: This museum exists for the intention of the knowledge exhibited it reaching a wider public in order to generate a mathematical culture. If you think people come to this space to learn Mathematics or demonstrate theorems, you are mistaken; it is about trying to interpret concepts and refute this science through attractive and intellectually honest presentation, using a minimal amount of technical apparatus. It is located in the Octavio S. Mondragón Building at 61, 16 de Septiembre Street.

Regional Museum of Querétaro: This museum is located in the former Grand Monastery of N. P. San Francisco. Founded in 1531, this was the first religious building constructed in this city until 1540, and it currently depends on the National Institute of Anthropology and History. Its primitive construction was in the charge of D. Fernando de Tapia (Conín).

The building, which has a main cloister, courtyards for the novices and a garden of orange trees and buttresses, is the most elegant building and that which has the tallest tower in the city.

It has a collection of paintings from the nineteenth century rescued by Master Patiño, which is extremely valuable due to including main themes such as nudes, landscapes, still lives and historic and religious themes, created by the best painters of the period. This is the basis of the splendid art gallery that the Museum currently has. It opened on November 16, 1936.

On the upper floor of the building you will find works by famous painters such as Echave, Páez, Vallejo, Ibarra, Clavé and Velásquez. It also has good pieces of gilded statues and embroidered religious ornaments. In the Magna Room, there are valuable closets of an exquisite size, a monumental door, a marquetry octagonal



table and benches, and in this large room you can also find the singular Guadalupe cross together with other notable paintings. The rooms on the ground floor are dedicated to the regional history of Querétaro, where documents, portraits, and personal objects of important personalities are exhibited. The museum is located at 3 Corregidora South, on the corner of 5 de Mayo corridor.

*Galería Libertad (Freedom Gallery)*: With the aim of spreading artistic and cultural values, and faced with the pressing need of having an infrastructure of cultural services that promotes and preserves art and its expression, the *Galería Libertad* opened its doors in 1987 in the spirit of serving the community.

The Expositions presented in this gallery are the result of the artists' personal creations; they are open works open in order to see and share the need of expression and communication.

The gallery is located at 56 Libertad Corridor, Historic Center, Santiago de Querétaro, Qro.

*Jardín del Arte*: The “Art Garden” (*Jardín del Arte*) proposes individually and collectively expanding spaces so that the people of Querétaro can participate in the socio-cultural sphere and with it elevate the growth, creation and enjoyment of their culture through the spreading, affirmation and enrichment of their regional and national identity.

The “Art Garden” opened its doors in an atmosphere of freedom to all common artists and criticism. It is located in Vergara Corridor, on the corner of Independencia, Historic Center, Santiago de Querétaro, Qro.

#### **II.4.2.3 Querétaro Festivities**

Around thirty festivities are celebrated in Querétaro, accompanied by gastronomic fairs, popular night festivals, *palenques* (festivals with cockfights and music), bullfights and cultural shows, however, the oldest two are: the Parade of Biblical



Floats, in which landscapes of the Bible are represented for celebrating Christmas, and the festivity dedicated to Santa Cruz in the month of September, as detailed above; *Concheros* dance for three consecutive days to the rhythm of guitars, mandolins, *huéhuetls*, *teponaztles* and *sonajas* (instruments of indigenous tradition), dressed in metallic cloths with large plumes of feathers, sandals and bells on their ankles. Holy Week, the Day of the Dead, the Mexican Independence and the anniversary of the Founding of the City on July 25 are also celebrated. Shows, concerts, plays, parades and tournaments are carried out in these celebrations.

The majority of the celebrations carried out in Querétaro started in the nineteenth century, of which the following stand out most:

The Cavalcade: Year after year the main streets of the Historic Center of the Capital of Querétaro are decorated, and the participation of artistic groups such as dancers, stilt-walkers and theater groups, amongst many others, is an important part of the celebrations of the night of December 23. Here we can see *mojigangas* (figures made of card and reed which are animated by people inside them) and the allegorical floats representing from historic facts, such as the founding of our city, to beliefs such as the arrival of the Wise Men narrated in the Bible.

The Inn Float: Little shepherds, little angels and Mulattos are the center of attention when the Inn Float parades amongst the spectators. This is another important element of the festivities of Querétaro and it doesn't stop in the Historic Center; year after year it also makes an appearance in the different districts of the municipality.

The Biblical Float: This is a traditional parade that started in 1826 with the representation of landscapes from the Bible on the night of Christmas Eve. This is the celebration that unites the different neighborhoods and social classes of the city of Querétaro. On December 24, decorated and eye-catching floats parade the streets of the Historic Center, representing landscapes from the Bible. Set design and actors come together to achieve magnificent results.



Semana Santa (Easter): Easter is commemorated with theatrical representations from the Stations of the Cross at various points in the municipality. During this time, the Silent Procession is also carried out along the main streets of the Historic Center.

The Silent Procession: It was on Good Friday in 1966 when, upon invitation from Father Ernesto Espitia, the faithful that assisted the spiritual exercises of the temple of La Cruz went out into the atrium and garden in procession for the purpose of giving testimony to their faith and inviting passers-by to silently meditate about the mystery of Redemption.

Santiago de Querétaro Festival: This is a multidisciplinary event where citizen participation gives way to diverse cultural and artistic activities, amongst them concerts, dances, parades, expositions of photographs and paintings, readings and cinema and gastronomic fairs. The Santiago de Querétaro Festival is celebrated during Easter week.

#### **II.4.2.4 Gastronomy**

Typical Dishes: There is a wide variety of typical dishes such as Lent and Christmas salads, Querétaro *mole*, Querétaro enchiladas, cold cuts, *niditos*, *cuitlacoche* (corn smut) soup, *carnitas* (barbecued pork), almond chicken, “orchard chicken” with pears, apples and peaches, stuffed tongue, corn soup, Querétaro soup, cactus on the stalk, *barbacoa* (slow cooked meat, traditionally wrapped in maguey leaves), beef crackling, *gorditas de migajas* (thick corn tortillas stuffed with minced meat crumbs) *guichepos* (a type of tamale), *huaraches* (pastry covered in refried beans and hot sauce), tamales *de muerto*, lime, sweet cheese, cheese and chili and sugar tamales, corn *mazamorra* and *atoles* which are a special delight, *pastel de nata* (a cake made with the skin of milk), ice-creams and buns of various flavors.



Typical Desserts: *Jericallas* (a custard dish), coated or crystallized fruit, Maundy Thursday hot cakes, *jamoncillo* (Mexican candy), *camote acicalado* (a sweet potato dish), brown sugar and cheese *gorditas*, fritters covered in brown sugar syrup, *calabaza en tachalos* (a pumpkin dish), sweet potato, *la capirotada* (Mexican bread pudding), buns, *trompaditas*, *embarradillas*, *acicalados*, baked fruits, sweet potato with honey, fritters, *biznaga* (a type of cactus), limes filled with coconut, custards and *dulces de leche*.

Typical Drinks: Mead *atole*, *mejengue* (a drink containing *pulque*, ground corn, pineapple, banana and brown sugar) and *prodigiosa* (a thick drink made with corn and fruit) stand out.

Some restaurants promote Querétaro gastronomy and host special weeks in which the cheeses, wines and other typical foods of various municipalities are offered in all their variety.

#### **II.4.2.5 Music**

Over almost five hundred years, Querétaro has been accumulating music for all activities, both civil and religious, which is executed during many events such as the Santa Cruz, the Virgin of el Pueblito, and San Antonio fiestas and the Anniversary of the City celebrations. Composers include from Friar Antonio Margil de Jesús, Friar Junípero Serra, father José Guadalupe Velázquez (whose name is also shared by the Conservatoire, with 110 years of continued choral tradition), to father Cirilo Conejo Roldán and civilians such as Agustín González and Eduardo Loarca Castillo.

Baroque pipe organs, such as the ones in Santa Rosa de Viterbo and the Temple of San Antonio have been restored, and every year there is a Cycle of Organ Music, which the most famous Mexican performers attend. Querétaro also has the only Violin School in Mexico, and Master Gastón La Fourcade Valdenegro's special harpsichord construction workshop.





#### **II.4.2.6 Craftwork**

Cross-stitch embroidery and bright and colorful ragdolls made by Otomi women stand out. Toys for children (rocking horses, toys of the dead of All Saints Day, little carts, masks and *mojigangas* for some parades and traditional celebrations) also stand out.

Gold and silver work which combine work on precious metals and precious and semiprecious stones such as the Querétaro opal, and other decorative objects made with other, non-precious stones are other important craftworks.

Wood carvings, pottery, ceramic adornments, embroidered and knitted table linens, stained-glass windows and other handcrafts are part of the activities that make up some of the Culture Houses of the Municipality and the Institute of Arts and Trade. All of this is on display and offered in shops in the Historic Center.

### **II.5 URBAN IMAGE**

#### **II.5.1 Urban Morphology**

##### **II.5.1.1 Urban Appearance**

We consider urban appearance to be made up of tangible and intangible elements generated by the activities and traditions of the inhabitants, who with their customs, historical evolution, culture and economic capacity, give each neighborhood of the applied zone of this plan an unmistakable character. When talking of “urban appearance” we are recognizing that there are important values to preserve and conserve in the field of performance of action. The first value is that of aesthetic quality; that is to say, the elements that together offer cultural identity, harmony and beauty should be preserved.

Regarding this aspect, we consider housing as the generational element of the historical urban fabric; an element whose organization and grouping based on



conditions established by the natural environment and cultural settlement patterns determine the characteristics of the urban layout. This is complimented by structural elements that are visible from many places and have a strong, meaningful character, which correspond to nodes of urban activity as they make up reference points in the legibility of the city (landmarks), and visual perspectives or groups characterized by constructed elements or highlighted by the topography of the land, such as run-offs and rivers.

#### Urban Appearance of Perimeter “A” of the ZMHQ

Through checking the typology of the historic monuments, the elements that have shaped the urban morphology of the area with the highest concentration of historic monuments, perimeter “A” of the ZMHQ can be analyzed, emphasizing one of the main factors of the morphological evolution and permanence of the urban layout in the determination of the historic housing typologies.

Its origin goes back to the sixteenth century, and it is the zone with the most significance and cultural identity for the city and state of Querétaro. It is the reason for the evolution of this city from an Indian village in the sixteenth century to the rank of Town in the seventeenth century, to city and now Urban Center of a significant Metropolitan Zone.

The blocks have a trapezoidal and triangular morphology of mid-sized plots between 500 m<sup>2</sup> and 2,000 m<sup>2</sup> in size. The building typology corresponds to buildings of one or two stories with the predominance of solid walls over openings and plain facades completed with stonework and/or lime mortar construction elements. All of this belongs to the Baroque or Neoclassic styles.

The conservation of the urban layout in public spaces is in an acceptable state, largely thanks the protection of the Federal Declaration on Historic Monument Zones,



but the conservation of the integrity of the buildings in the blocks is inadequate due to the under-utilization they are subjected to in tertiary uses and some housing uses.

### Urban Appearance of the Traditional Neighborhoods Zones

The Traditional Neighborhood Zones, which surround perimeter “A” of the ZMHQ, are very much connected to the evolution of the city, and were generated due to the settlement of various neighborhoods of indigenous origin, mainly Otomi. They make up culturally homogenous zones in themselves, differentiated by their own landmarks from religious buildings to nodes of commercial activities.

Contrary to popular belief that the urban layout of this type of settlement started with a plaza or religious center like in the rest of Indian settlements, the truth is that the plan was defined by the main communication paths, the Camino Real that communicated the neighborhoods and the city being amongst them. We can gather from this that plan is instead lineal along the length of these main streets. The urban structure is distinguished by the series of neighborhoods that uprooted along these streets, and the fact that there was no central plaza like in other settlements, but symbolic landmarks established by Indian chapels instead.

It should remain clear that the sense and location of the chapels and churches in these Traditional Neighborhood Zones, such as San Francisquito, San Sebastián, Santa Ana, San Antoñito, Espíritu Santo, El Calvario, La Cruz del Cerrito, La Trinidad, San Roque and San Gregorio wouldn't be right without their relationship with their urban context or vice versa. They also wouldn't make sense if community homogeneity is lost or broken down into parts. Because of this, we must look for or recover their identity through the homogenization of their urban images.

These zones have been going through a process of systematic deterioration these days, faced with the modification of housing under repair and being extended with “modern” construction systems and materials that take away the characteristics of homogeneity and integration that was given in these areas. This leads to



heterogeneous and scarcely integrated environments with noticeable alteration in their space and form organization system.

One especially significant spot suffering from this problem is the San Sebastián neighborhood which, under the colonial urban structure, was the main node of the “other side” neighborhoods, as all the settlements to the north of river Querétaro were called. Due to the presence of the defined rim of the train track barrier, this sector has now been divided and isolated, and with it has completely lost its great social importance and cultural identity; this node that was so important was seriously broken up, isolating the San Sebastián parish from the plaza and the Cerrito neighborhood, from which the Pathways of interaction between different indigenous neighborhoods had been generated.

Important deterioration of their urban image exists in the Traditional Neighborhood Zones as a result of economic deterioration, pollution and informal trade; all of which have altered popular constructed cultural heritage, but not intangible cultural heritage. That’s why it is important to recognize the value of the mixed layout urban structure that has presented spontaneous growth and also freely adapted itself to the topography of the land. At the same time, this acknowledgement involves the valuation of what we call “popular historic architecture”, which we identify as grade “B” buildings in the Plan; neither monumental buildings nor buildings that have relevant aesthetic values, but ones that do have contextual value that determines the urban layout and cultural identity of these Zones.

#### Urban Appearance of the ZMHQ Buffer Perimeter and the Transition Zone

The buffer perimeter (perimeter “B”) of the ZMHQ, and the Transition Zone defined in this Plan, are zones that developed themselves in the last fifty years, starting with the occupation of land originally used for agriculture which belonged to the smaller ranches that existed in this zone, such as the case was for the Carretas Ranch and the Callejas Ranch. From this modification, the concept of the environment was reconstructed and the perception of the colonial landmarks of the Historic Heart of the



city was modified, along with its functional interrelationship with the Traditional Neighborhoods Zone. New nodes of socio-cultural activity were created with the establishment of the “commerce corridors” influenced by large commercial centers developed in the vicinity such as the Las Américas Plaza and regional equipment such as the Social Security Hospital, the education complex of the Autonomous University of Querétaro and the Technological Institute of Querétaro, establishing a new scheme of Pathways and links outside the field of performance of the PMCZMHSQ that is delimited by the clear borders of the regional highways that surround this area.

The urban appearance of this zone is inadequate since it breaks up its modern characteristics with much heterogeneity between its nodes, Pathways and edges with the presence of much visual pollution generated by micro-industrial uses, automotive services and warehouses that are under-utilized or abandoned and are not being maintained, especially along Universidad Avenue, in the zone next to the railway line in the Industrial Parks zone, part of the San Agustín del Retablo zone and the Mill of El Fénix. A similar situation presents itself along I. Zaragoza Avenue, generating a very deteriorated and disjointed image from that which perimeter “A” of the ZMHQ presents, with which they have close contact.

To support the study, we start from the premise that the building typology, or rather the study of the types of building in a given city or neighborhood, characterizes the building fabric, as it is an efficient instrument for understanding urban form.

### **II.5.1.2 Historic Housing Typology**

Housing stands out amongst constructed elements in the aspects of the morphological interpretation of a city, as in percentage terms, it makes up the majority of the building typologies. It is through housing that the different identifiable spaces are organized in their own ways; the street, the plaza, the blocks, the neighborhood, the sector and the entire city. Housing is also one of the elements that most reflects the change process that a society is going through.



When speaking on the importance of housing for knowing about the different ways of life in a society, Chanfón Olmos says that housing, as an architectural fact “...represents the case in which the daily actions of society members are carried out”, commenting that it is “...efficient evidence for inferring objective facts about their way of living, which at the same time allows us to observe changes over time”.<sup>3</sup>

Concerning housing architecture, it is known that in the “Spanish” part, the construction materials and systems used were longwearing, as adobe and stone, coated in lime were used for the walls; as for the roofs, the majority are flat and based on wooden and brick beams, even though some look to have stone roofs. Meanwhile, in the indigenous neighborhoods buildings were small and opened straight out onto the streets, leaving sites empty of constructions towards the center to be used for livestock and subsistence farming; their roofs were slanted and sites were subdivided with vegetation and superimposed stone walls.

#### Types of Historic Housing in Perimeter “A” of the ZMHQ

The following categories have been identified for the Querétaro housing typologies in perimeter “A” of the ZMHQ, whose characteristics are related to the social levels of the population:

- TYPE 1: Two-story housing located in the first quarter of the city, which had a private vestibule on the ground floor, appropriate for the commercial activities carried out in the fittings located at the front of the building. At the back were the cellars and the pantries, as well as premises for servants, all of which were around the main courtyard. Some had backyards for beasts of burden and their trappings. On the top floor was the lounge, whose windows with balconies opened out onto the main façade, with the dining room opposite, and

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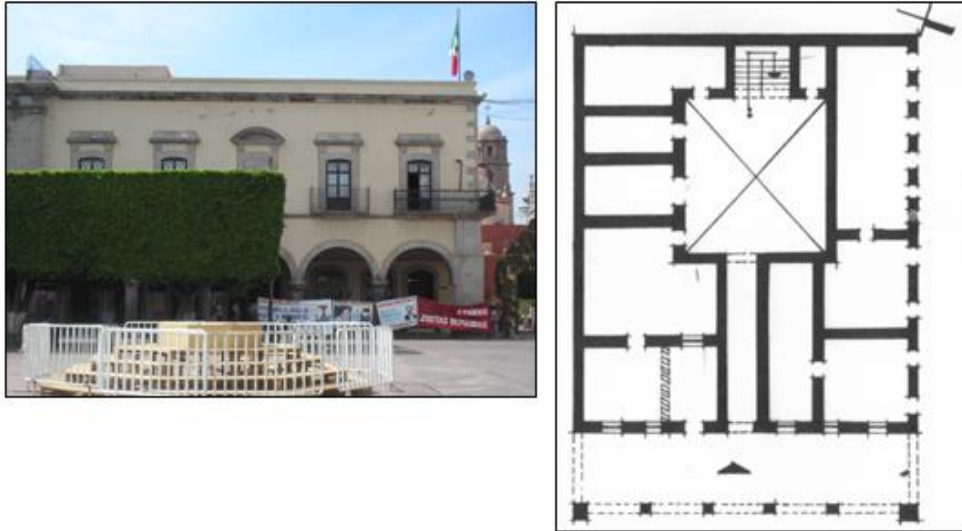
<sup>3</sup> Chanfón Olmos, Sixteenth Century Architecture, in Lucía Tello Peón's Approaching the comprehensive historic topic of growth and evolution in the city of Mérida during viceroyalty, Thesis to obtain a doctorate in Architecture, Mexico City, Post-Graduate Study Department, Architecture Faculty, UNAM, 2001, page 320





the bedrooms and praying altar to the sides. Without a doubt, this type of housing belonged to great merchants, Church dignitaries or wealthy people in the city.

**Figure II.28** Architectural Typology No. 1



Source: JAVE Constructions S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.

- TYPE 2: One-story housing with side access whose layout basically consists of two bays. The access, which can be on the left or right side, precedes the hallway that leads to the side courtyard, which may or may not have a fountain. The bedrooms are around the courtyard. The façade presents door and window framework, (jambes and lintel) made of stone and corncing in the door openings; said framework is plain in some cases. This type of housing belonged to people of the social middle class.



**Figure II.29** Architectural Typology No. 2



Source: JAVE Constructions S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.

- TYPE 3: One-story housing with central access. Its layout consists of three bays; the access is in the center and is preceded by the hallway that leads to the courtyard that may or may not be in the center. The bedrooms are found around this. The façade generally presents the building's access in the center, flanked by two window openings with railings. The frameworks are made of stone, although they too can be plain. These buildings also belonged to people of the social middle class.

**Figure II.30** Architectural Typology No. 3

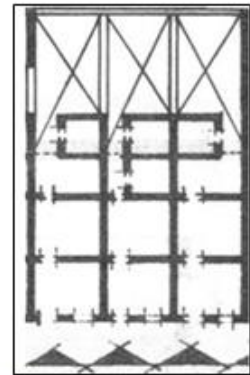


Source: JAVE Constructions S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.



- TYPE 4: All houses that have one bay and terraced houses belong to this typology. The floor plan consisted of two rooms in a row, preceded by the kitchen and bathroom with a patio at the back, or a patio preceded by the kitchen and bathroom. Regarding their size and the formal treatment of the façades, they tend to be modest, presenting two openings, that of the access which is framed in stone and finished off with a cornice, and that of the window which has a railing and a framework that is either plain or also made of stone.

**Figure II.31** Architectural Typology No. 4

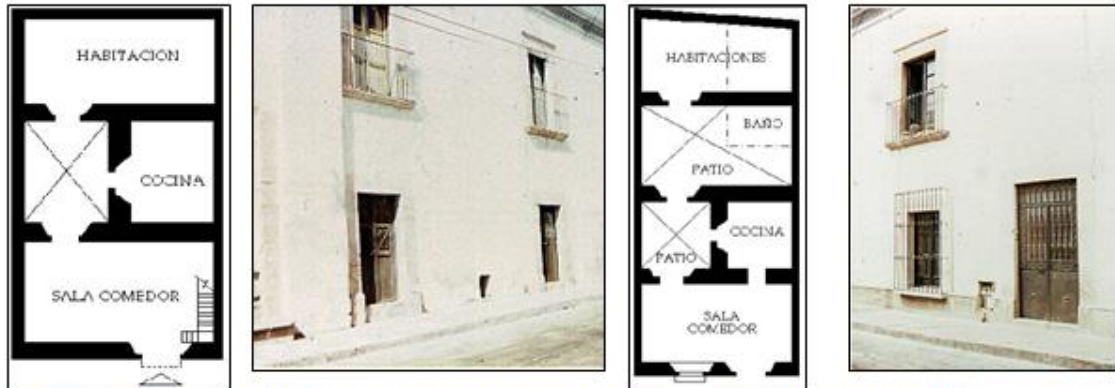


Source: JAVE Construcciones S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.

- TYPE 5: All housing with one bay but on two floors belongs to this typology. The floor plan consisted of two or more rooms in a row, generally the lounge, dining room, kitchen and bathroom. The staircase is located to one side of the main access, and the bedrooms are generally on the top floor. Regarding their size and the formal treatment of the façades, they tend to be modest and of two kinds. The first has two openings on the ground floor, that of the access which is framed in stone and finished off by a cornice and that of the window which has a railing and either a plain framework or one that is also made of stone, and a window with a small balcony on the top floor. The other type presents only the access opening on the ground floor and an opening with a balcony on the top floor.



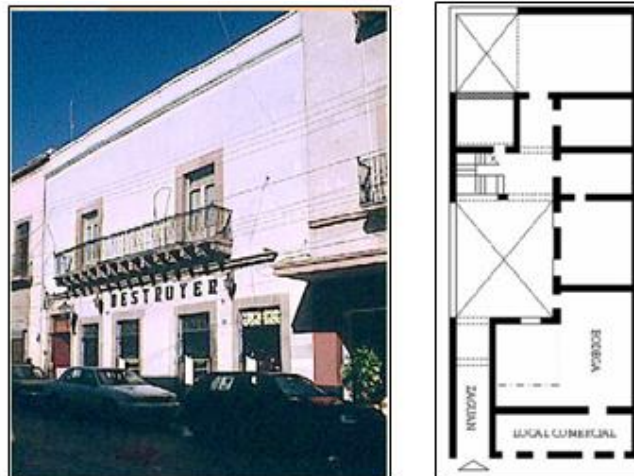
Figure II.32 Architectural Typology No. 5



Source: JAVE Constructions S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.

- TYPE 6: Two-story housing with two bays and side access; we generally find commercial premises at the front of the building on the ground floor, where we also find the side courtyard, the stairs, the lounge, dining room and the servants' quarters. Some houses had more than one courtyard. The bedrooms are on the top floor, whose windows had balconies and opened onto the main façade.

Figure II.33 Architectural Typology No. 6

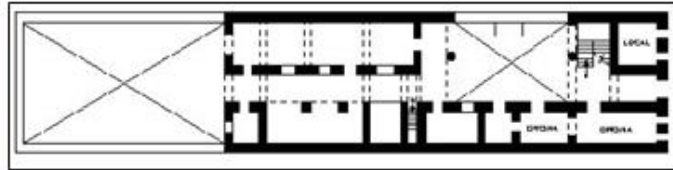


Source: JAVE Constructions S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.



- TYPE 7: Two-story housing with three bays and central access. We generally find commercial premises at the front of the building on the ground floor, where we also find the central courtyard, which may or may not have an arcade, the stairs, lounge, dining room and servants' quarters. They normally have one or two courtyards at the back of the house. The bedrooms are found on the top floor, whose windows have balconies and open out onto the main façade.

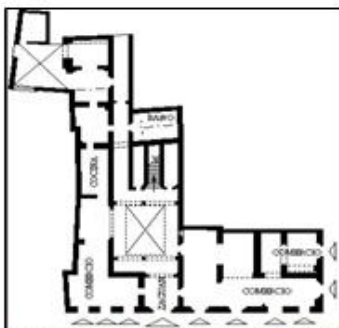
Figure II.34 Architectural Typology No. 7



Source: JAVE Construcciones S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.

- TYPE 8: In this section is all housing architectural plan presents special or different characteristics, and therefore cannot be included in any of the types above.

Figure II.35 Architectural Typology No. 8



Source: JAVE Construcciones S.A. de C.V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000.





As you can see, although the courtyard isn't the central element of Querétaro housing, it is the regulator of its architectural division, around which the other spaces related to rest, work and recreational activities are distributed. Another element present is the hallway, which defines the different types of housing according to their hierarchy as a reflection of the different social classes. The buildings largely belonged to the higher classes. To determine the characteristics of the intensity of ground use for these typologies, an average of their Ground Occupation and Ground Use Coefficients has been established, whose results are shown in the following tables:

**Table II.22** Average GOC and GUC per Architectural Typology

Typology	% of Housing with this Typology	GOC (average)	GUC (average)
1	0.57	0.66	1.46
2	39.97	0.80	0.80
3	19.74	0.80	0.80
4	10.66	0.80	0.80
5	0.95	0.70	1.25
6	1.83	0.83	1.17
7	1.77	0.91	0.82
8	10.09	---	----

Source: JAVE Constructions S, A, de C. V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000 versions.

**Table II.23** Of the Intensity of Average Uses

TYPE OF HOUSING	GOC (average)	GUC (average)	GAC (average)
One-storey housing	0.80	0.80	0.05
Two-storey housing	0.80	1.60	0.05

Source: JAVE Constructions S, A, de C. V. from the National Catalogue of Historic Monument Buildings of the State of Querétaro by the INAH, 1990 and 2000 versions.

In addition to the very significant Baroque architecture in qualitative terms, 80.6% of the monuments zone presents a high concentration of buildings constructed in the nineteenth century, and modified in the twentieth century according to the Catalogue of Historic Monument Buildings of the State (INAH, 2003). This establishes that the morphological style of the monuments zone of the city of Santiago de Querétaro corresponds to the Neoclassic style, in terms of its urban image, going from its early period with the combination of Baroque elements, to its finish with Art Nouveau interventions. In any case, on top of the spatial morphological characteristics presented in a fundamental component of the urban appearance of the field of



performance of PMCZMHSQ action, which housing is, the other urban components that make up its urban appearance will be determined below.

## **II.5.2 Pathways, Landmarks, Borders and Nodes**

### **II.5.2.1 Pathways**

When describing the urban image of a place, pathways correspond to paths that allow one to travel between nodes, generating scenic routes. In the field of performance, they are identified as a network of roads and corridors that coordinate or link the nodes that form part of the analysis area.

The evident pathways are:

Guerrero Garden – La Cruz Pathway: This constitutes from Guerrero Garden, down 16 de Septiembre, going through the Zenea Garden and 5 de Mayo up to the Plaza de Armas, and from there up Venustiano Carranza to the Convent of La Cruz.

This is the most important pathway of perimeter “A” of the ZMHQ because it links the city’s most important nodes.

Guerrero Garden – Zenea Garden Pathway: This constitutes from Guerrero Garden, down Madero Street up to Zenea Garden.

Plaza de Armas – San Sebastián Pathway: This constitutes from the Plaza de Armas, down Pasteur North, crossing the River Querétaro and up to San Sebastián Garden, going through Otoño Street.

Alameda – San Francisquito Pathway: This is a pathway that is established from Hidalgo Alameda, down 21 de Marzo Street up to the San Francisquito Parish.





## II.5.2.2 Landmarks

### Natural Landmarks

The natural landmarks are fundamentally defined by high places that have been points of, not just spatial, but cultural reference for the inhabitants of the area connected to them. In the case of the field of performance of this Plan, the natural landmarks are:

Cerro de las Campanas: This is a naturally high place to the west of the field of performance of the Plan and is linked to significant historic moments for Mexico. It currently has a lot of important equipment for the city, such as the commemorative chapel of the site of Maximiliano's execution, the monumental statue of Benito Juárez, the Autonomous University of Queretaro and the Cerro de las Campanas recreational park (with a museum of the siege of Querétaro).

Cerro de La Cruz: This was a fundamental site for the original settlement of the City of Santiago de Querétaro, when it was then called "Ynolotepeque" in Otomi, which means "hill heart". Since that period, in which the Otomis and the *Chichimecas*, founders of Tlachco – Querétaro – placed a shrine at the top of the hill with a cross, it has evolved to become a highly symbolic site with the building of the famous "Convent of La Cruz", as well as a point of access to the city because of the *Camino Real* which went over the highest part of this hill. To date it is a site of great importance for the intangible and tangible heritage of the city.

### Urban Landmarks

Urban landmarks are mainly constituted by visual elements that identify a given community. When regarding constructed elements, the most representative points are religious buildings located within the urban layout.

Primary landmarks of perimeter "A" of the ZMHQ are:



**\*Convent and Temple of La Cruz**

Original Use	Temple and convent
Current Use	Chaplain's office, museum and school
Time of Construction	Seventeenth, eighteenth and nineteenth centuries
Predominant Materials	Wood Masonry, leveled, beams and brick
State of Conservation	Good
Most Important Elements	Choir, narthex, attached chapel, water tank and fountain
Property Regime	Federal
Personal Property	Household items and easel painting
Observations	Architectural layout of temple in a Latin cross, dome with circular drum over spandrels with fresco paintings. The chapel was seized, opening access to the temple. Part of the convent works as a museum today.

**\* Ex Monastery and Temple of San Francisco**

Original Use	Temple and monastery
Current Use	Temple and history museum
Time of Construction	Sixteenth, seventeenth, eighteenth and nineteenth centuries
Predominant Materials	Stone masonry, leveled, beams and brick
State of Conservation	Good
Most Important Elements	Choir, attached chapels, sacristy, staircase and fountains
Property Regime	Federal
Personal Property	Pipe organ (C18th), pulpit, stalls, household items, easel paintings, sculptures etc.
Observations	Architectural layout of temple in a Latin cross, made up of a choir, a <i>sotocoro</i> (the area below the choir loft), drum dome on spandrels. Monastery on two levels, with four courtyards, the first of which is in a bad state due to longitudinal crack.

**\*Ex Convent and Temple of Santa Clara**

Original Use	Temple and convent
Current Use	Parish church, cinemas and garden
Time of Construction	Seventeenth and eighteenth centuries
Predominant Materials	Stone masonry and leveled
State of Conservation	Good
Most Important Elements	Choir, Baroque altarpieces and choir rail
Property Regime	Federal
Personal Property	Baroque altarpieces, organ and monstrance
Observations	The building is made up of a temple, sacristy, ossuary and side chapel. The nave has a longitudinal crack in the roof.

**\*Ex Convent and Temple of Santa Rosa de Viterbo**

Original Use	Temple and convent
Current Use	Chaplain's office and school
Time of Construction	Eighteenth century
Predominant Materials	Leveled, beams and brick
State of Conservation	Good
Most Important Elements	Clock tower, choir rail
Property Regime	Federal
Personal Property	Pipe organ, easel painting, golden altarpieces and wooden sculptures
Observations	The temple is made up of the upper and lower choir, golden altarpieces, the main altar, sacristy and annexes. The convent is made up of a lower cloister and an orchard.



**\*Monastery and Temple of El Carmen.**

Original Use	Temple and monastery
Current Use	Temple and monastery
Time of Construction	Seventeenth, eighteenth and nineteenth centuries
Predominant Materials	Stone masonry and leveled
State of Conservation	Good
Most Important Elements	Choir
Property Regime	Federal
Personal Property	Household items, sculptures, confessional booths and easel painting
Observations	The building is made up of the temple, atrium, attached chapel, lower and upper cloister, courtyard, backyard and office. The building has suffered alterations in most places.

**\*Ex Royal School of San Francisco Javier (Santiago)**

Original Use	Temple, school and seminary
Current Use	Parish Church and Autonomous University of Querétaro
Time of Construction	Seventeenth and eighteenth centuries
Predominant Materials	Stone masonry and leveled
State of Conservation	Good
Most Important Elements	Courtyard, fountains and sundials
Property Regime	Federal
Personal Property	Household items, sculptures, confessional booths and easel painting
Observations	The building is made up of the temple, chapel, sacristy, atrium and annexes. The school and seminary courtyards have suffered alterations.

**\*Temple of the Congregation**

Original Use	Temple and rectory
Current Use	Temple and rectory
Time of Construction	Seventeenth, eighteenth and nineteenth centuries
Predominant Materials	Stone masonry, leveled, beams and brick
State of Conservation	Good
Most Important Elements	Choir, rectory, atrium and chapel
Property Regime	Federal
Personal Property	Household items, easel paintings, pipe organ, sculptures, altarpieces and stained-glass windows
Observations	Architectural layout of the temple is in a Latin cross. It has one nave, a choir, a <i>sotocoro</i> , sacristy, chapel and rectory with access via the chapel and atrium.

**\*Ex Monastery and Temple of San Antonio**

Original Use	Monastery and temple
Current Use	Temple and rectory
Time of Construction	Seventeenth and eighteenth centuries
Predominant Materials	Leveled
State of Conservation	Good
Most Important Elements	Choir, rectory
Property Regime	Federal
Personal Property	Easel painting, candelabras, organ and household items
Observations	Architectural layout of temple in a Latin cross. It has one nave, a choir, a <i>sotocoro</i> , sacristy, baptistery and rectory, with access via the atrium. Currently the small plaza of San Antonio



**\*Ex Convent and Temple of San José de Gracia of the Poor Capuchin Nuns**

Original Use	Chapel and convent
Current Use	Chaplain's office and offices
Time of Construction	Eighteenth century
Predominant Materials	Leveled
State of Conservation	Good
Most Important Elements	Choir, monstrance, three fountains, staircase and sundials
Property Regime	Federal
Personal Property	Easel painting, candelabras, harmonium and household items
Observations	The temple was the chapel of the Convent of Capuchin nuns, and is made up of the choir and altar. The convent is made up of three courtyards, a backyard, what was once an orchard, hallways and bedrooms.

**\*Monastery and Temple of Santo Domingo de Guzmán and the Chapel of El Rosario.**

Original Use	Temple and monastery
Current Use	Temple and seminary
Time of Construction	Seventeenth and eighteenth centuries (Chapel 1760)
Predominant Materials	Stonework and leveled
State of Conservation	Good
Most Important Elements	<i>Cruz atrial</i> (cross sculpture made by mendicant friars located in the atrium) and atrium
Property Regime	Federal
Personal Property	Harmonium and household items
Observations	This monastery was administered by the Order of Preachers, and presents an austere cloister as well as the Church and the Chapel of the Virgin of the Rosary, whose work is attributed to the architect I. Mariano de las Casas.

**\*Monastery and Temple of San Agustín**

Original Use	Temple and monastery
Current Use	Temple and art museum
Time of Construction	Eighteenth century
Predominant Materials	Bare stone and leveled
State of Conservation	Good
Most Important Elements	Staircase and fountain
Property Regime	Federal
Personal Property	Harmonium and household items
Observations	On the upper floor, to the west, the second courtyard was covered, modifying the original division. This is currently one of the exhibition rooms of the art museum.

**\*Temple of San Felipe Neri (Cathedral)**

Original Use	Temple and monastery
Current Use	Cathedral and administrative offices
Time of Construction	Eighteenth and nineteenth centuries
Predominant Materials	Bare stone, leveled, beams and brick
State of Conservation	Good
Most Important Elements	Choir, altar and staircase
Property Regime	Federal
Personal Property	Pipe organ, household items and sculptures
Observations	The building is made up of the temple, baptistery chapel, sacristy, upper and lower cloister, courtyard, orchard, office and rest rooms. Its walls and roofs were recently inspected.

**\*Temple of Santa Teresa de Jesús**

Original Use	Temple and convent
Current Use	Temple, offices and music school



Time of Construction	Nineteenth century
Predominant Materials	Bare stone, beams and bricks
State of Conservation	Good
Most Important Elements	Choir, sacristy, staircase and fountain
Property Regime	Federal
Personal Property	Household items and easel painting
Observations	Temple with one nave only, made up of the choir, <i>sotocoro</i> , presbytery and sacristy. The building conserves its original divisions, although it was divided into five fractions.

**\*Aqueduct of Querétaro**

Original Use	Aqueduct
Current Use	Historic monument, road
Time of Construction	Eighteenth century
Predominant Materials	Stone and leveled remains
State of Conservation	Good
Most Important Elements	Series of arches
Property Regime	Municipal
Property	None
Observations	It has 74 original arches and one additional arch opened at the beginning of the twentieth century (1916, as ordered by President V. Carranza) for the opening of Calzada de los Arcos.

The following urban landmarks stand out for the traditional neighborhoods incorporated within Perimeter “A”:

**\* Parish of Santa Ana.**

Original Use	Temple
Current Use	Temple
Time of Construction	Nineteenth century
Predominant Materials	Leveled with stonework
State of Conservation	Fair
Most Important Elements	Central Tower
Property Regime	Federal
Personal Property	Household items
Observations	Set up as a Parish in 1805, its first Parish Priest was Dr. Félix Osoreo Sotomayor. The current building dates back to 1856.

**\* Parish of San Francisquito**

Original Use	Temple
Current Use	Temple
Time of Construction	Eighteenth century
Predominant Materials	Leveled with stonework
State of Conservation	Fair
Most Important Elements	Tower and facade
Property Regime	Federal
Personal Property	Household items
Observations	It originally had an image of San Francisco, because of which, and differing this temple from the Grand Monastery, it was called the Temple of San Francisquito. Currently the Divina Pastora is venerated.



**\* Parish of San Sebastián**

Original Use	Temple
Current Use	Temple
Time of Construction	Eighteenth century
Predominant Materials	Leveled with stonework
State of Conservation	Fair
Most Important Elements	Central belfry
Property Regime	Federal
Personal Property	Household items
Observations	The primitive construction was Auxiliary to that of Santiago Apóstol until 1720.

Secondary landmarks in the traditional neighborhood zone:

**\* Chapel of Santa Cruz del Cerrito**

Original Use	Chapel
Current Use	Chapel
Time of Construction	Seventeenth and eighteenth centuries
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Religious tradition
Property Regime	Federal
Personal Property	Household items
Observations	It was originally an Indian chapel.

**\*Chapel of San Roque**

Original Use	Chapel
Current Use	Chapel
Time of Construction	Seventeenth and eighteenth centuries
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Small tower
Property Regime	Federal
Personal Property	Household items
Observations	It was originally an Indian chapel.

**\*Chapel of Santa Catarina**

Original Use	Chapel
Current Use	Chapel
Time of Construction	Seventeenth and eighteenth centuries
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Belfry
Property Regime	Federal
Personal Property	Household items
Observations	It was originally an Indian chapel. Now it's dedicated to Santa Catarina Martyr.

**\*Temple and Chapel of San Gregorio**

Original Use	Chapel
Current Use	Temple
Time of Construction	Seventeenth, eighteenth and nineteenth centuries
Predominant Materials	Leveled with stonework details
State of Conservation	Fair





Most Important Elements	Dome
Property Regime	Federal
Personal Property	Household items
Observations	It was originally a chapel for an Indian congregation. It is dedicated to San Gregorio the Great

**\*Temple of La Trinidad.**

Original Use	Temple
Current Use	Temple
Time of Construction	Nineteenth century
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Tower
Property Regime	Federal
Personal Property	Household items
Observations	Dedicated to the veneration of the Holy Trinity

**\*Chapel of La Piedad**

Original Use	Chapel
Current Use	Chapel
Time of Construction	Eighteenth and nineteenth centuries
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Tower
Property Regime	Federal
Personal Property	Household items
Observations	Festivities the day after the celebration of the Ascension

**\*Temple of San Agustín del Retablo**

Original Use	Temple
Current Use	Temple
Time of Construction	Eighteenth and nineteenth centuries
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Ogival tower
Property Regime	Federal
Personal Property	Household items
Observations	Dedicated to San Agustín. It has a chapel dedicated to San Judas Tadeo.

In the Transition Zone, basically toward the northeast of the field of performance of the Plan, there are two significant landmarks that have the characteristics of primary landmarks due to their contextual relevance.

**\*Mill and Thread Factory of San Antonio.**

Original Use	Mill and textile factory
Current Use	Institution of higher education
Time of Construction	Nineteenth century
Predominant Materials	Bare stone with baked red brick details
State of Conservation	Fair
Most Important Elements	Chimney



Property Regime	Private
Personal Property	
Observations	A mill existed on this site from the end of the sixteenth century.

**\*Parish of San Isidro Labrador.**

Original Use	Chapel
Current Use	Temple
Time of Construction	Eighteenth century
Predominant Materials	Leveled with stonework details
State of Conservation	Fair
Most Important Elements	Tower and facade
Property Regime	Federal
Personal Property	Easel painting and household items
Observations	A chapel by the natives existed from the sixteenth century.

**II.5.2.3 Borders**

Borders are characterized by being natural and/or artificial elements that mark a barrier in the urban structure. Natural borders refer to channels, rivers etc, and artificial barriers are represented by expressways or railways that mark limits in the urban zone. To the north of the field of performance of action there are two consecutive borders, one natural and one artificial; the natural one is the River Querétaro, and the artificial one is the railway. To the south there are two artificial borders, one defined by Ignacio Zaragoza Avenue and Calzada de los Arcos, and the other by Constituyentes Avenue. To the east there is a border determined by Bernardo Quintana Boulevard, and to the west there is another one defined by 5 de Febrero Avenue. There is also another partial barrier, in the sense that it doesn't completely cross the field of performance of the Plan, as is the case of the previous borders; this border is defined by Prolongación Corregidora Avenue.



### II.5.2.4 Nodes

Urban nodes are essentially represented by plazas or urban space elements that allow for the congregation of people to carry out both social and civic activities, around which services and commerce develop, contributing to the reinforcement of said activities. Eventually, urban landmarks can take part in making up these nodes, especially those of religious buildings. In addition to these, built and cultural heritage form the framework in which society’s everyday life develops which, together with their local customs and traditions, make up the physical – spatial aspects fundamental to its identity.

With these characteristics, we can identify the following nodes and their main components:

La Cruz Node: Made up of the Convent of La Santa Cruz, its atrium, the Stations of the Cross Chapel, the main fountain of the Aqueduct, the Plaza de los Fundadores (the Founders’ Plaza) and the Mausoleum of the Distinguished People of Querétaro. This makes up one of the most representative ensembles of, and a fundamental landmark for the city of Santiago de Querétaro.

Plaza de Armas Node: Made up of a beautiful plaza surrounded by the headquarters of the three state powers and magnificent buildings from the seventeenth and eighteenth centuries, this is a fundamental node of public significance in the city. The most representative buildings that make it so are the following:

**\* Government Palace (La Corregidora Palace)**

Original Use	Royal houses and prison
Current Use	Government palace
Time of Construction	Eighteenth century
Predominant Materials	Stone masonry, leveled, beams and <i>tejamanil</i> (woven/overlapped thin pinewood accents decorating the ceiling)
State of Conservation	Good
Most Important Elements	Staircase and mezzanine
Property Regime	State
Personal Property	None
Observations	It conserves ironwork forged in the eighteenth century. It was inspected recently. The bell and the battlements were placed in 1960, and there are also inscriptions in



	its façade.
--	-------------

**\*Ecala House and Dolores Portal**

Original Use	Habitation and commerce
Current Use	Offices
Time of Construction	Eighteenth and nineteenth century
Predominant Materials	Bare stone, beams and brick
State of Conservation	Good
Most Important Elements	Staircase, fountain and portal
Property Regime	State
Personal Property	Easel painting
Observations	It conserves the original ironwork from the eighteenth century. Its multi-colored, black and gray bricks decorated with geometric figures, stand out.

Plaza de Abajo (Lower Plaza) Node: This is a symbolic gravitation center in the city due to the strong presence of the Grand Monastery of San Francisco and its former atrium, the Zenea Garden and its orchard, which today is the Plaza de la Constitución. The temple of San Antonio also forms part of this ensemble, along with the Corregidora garden, which in itself generates a secondary node linked to commercial and service activities that surround it.

Guerrero Garden Node: Formally part of the Convent of Santa Clara, this ensemble is made up of the Guerrero Garden itself, the building of the old Episcopal Palace - later the Municipal Palace – the Rosalío Solano cinema/theater, the Ex Convent of San José de Gracia of the poor Capuchin Nuns, and the Ex Convent of Santa Clara.

Santa Rosa Node: Created by the Ex Convent of Santa Rosa de Viterbo and the Ignacio Mariano de las Casas Plaza, this brings together the commerce and service buildings in its environment, as well as diverse cultural activities.

San Sebastián Node: Located in the center of the old San Sebastián Neighborhood, this is made up of the San Sebastián Parish, the Cultural Center of the Casa del Faldón and the educational equipment in their vicinity.



San Francisquito Node: This is made up of the San Francisquito Parish and the neighborhood’s typical stores that have been set up in its surroundings on 21 de Marzo Street.

La Alameda Node: This is established from the Hidalgo Alameda itself to the cultural and sports equipment buildings in its vicinity. Its main element is the Hidalgo Alameda itself, which has the following characteristics:

**\*Hidalgo Alameda.**

Original Use	Alameda
Current Use	Alameda
Time of Construction	Nineteenth century
Predominant Materials	Carved stone (at the entrances)
State of Conservation	Good
Most Important Elements	Commemorative monument
Property Regime	Municipal
Property	None
Observations	The green areas were restored in the 80s and Tuscan style pilasters with ironwork were also placed in the perimeter of the Alameda, which was reopened in 1989.

These nodes generate a system of routes (pathways or paths), finishing and perspectives that give the city an urban image with its own identity which is a highly significant product of its historic documentary value.

**II.5.3 Urban Furnishings**

Urban Furnishings are the series of elements that form part of the city landscape, having been added just as much at ground level as in the subsoil or overhead in the said space.

They are elements that serve for playing, sitting down, throwing away trash, lighting up the zone, informing the public, sheltering from the rain, waiting for the bus, sending a letter, making a telephone call, buying a newspaper, doing exercise or simply sitting down to have a drink in the open air.



In general, we are talking about elements that are installed in public spaces with a common purpose for citizens: to be USEFUL. In all cases, urban furnishings affect the order of cities, the comfort of their inhabitants and their quality of life.

Urban furnishings can be anchored into the ground itself, such as benches, litter bins, streetlamps etc. They can also take up space on the exterior surface of the pavement (dropped curbs, traffic signposting, speed bumps for reducing vehicle speeds, sewer grills, fire hydrants and water, electricity and telephone services etc.).

Another possibility is that they occupy space overhead, as is the case for posters, signs, telephone or electricity cables etc, or they occupy the subsoil, sticking out in some way (buried litter bins, air outlets etc.). They can be fixed or mobile.

#### **II.5.4 Visual Alterations**

Despite the existence of the Advertising Regulation for the Municipality of Querétaro and regulations on the matter from the INAH, the facades of buildings, including heritage ones, have been converted into screens for promoting commercial activities through signs printed on “non-permanent” vinyl sheets that are constantly renewed. These contaminate the city and exceed the allowed number of pictographic elements set so that passer-byes can translate the information, generating confusion and a chaotic image. Frames of reference are null and void and don't allow for a clear interpretation of the urban image of perimeter “A” of the ZMHQ and the Traditional Neighborhood Zones, especially on the urban motorways determined by the main urban arterial roads.

It's generally noticeable that there is an expressive competition for notoriety and presence in the visual space of the passer-by, becoming more aggressive the closer one gets to the main urban roads, which has negative repercussions on the urban appearance generated by the perception of the “unity” of the historic monuments.



But the problem of deterioration for the 2,124 cultural heritage buildings is not the only factor in the deterioration of the urban appearance of the Historic Monuments Zone; various factors of visual pollution exist, some of which are pre-existing, such as overhead cabling and traffic lights, and others that are linked to recent socioeconomic processes, as is the case of “graffiti”, billboards, advertising on walls and awnings. 32.63% of these buildings present visual contamination due to cited factors, as shown in the table below:

**Table II.24** Analysis of the Types of Visual Pollution Presented by Grade A Buildings

Type of Pollution	Grade A Buildings	
	Quantity	%
Graffiti	334	15.73
Billboards	20	0.94
Advertisements	288	13.56
Awnings	51	2.40
<b>TOTAL</b>	<b>693</b>	<b>32.63</b>

Source: JAVE Constructions S.A. de C.V. data obtained from field investigation

When we include the traditional neighborhoods zones, the visual pollution situation is similar to that of perimeter “A” of the ZMHQ, but with a greater presence of billboards. In any case, 32.21% of the 14,116 buildings that make up the traditional neighborhoods present visual pollution.

**Table II.25** Analysis of the Types of Visual Pollution Presented by Buildings in the ZMHQ and Traditional Neighborhoods of the City of Querétaro

Type of Pollution	Grade A Buildings	
	Quantity	%
Graffiti	2,254	15.97
Billboards	199	1.41
Advertisements	1,953	13.84
Awnings	110	0.78
Graffiti	30	0.21
<b>TOTAL</b>	<b>4,546</b>	<b>32.21</b>

Source: JAVE Constructions S.A. de C.V. data obtained from field investigation

This deterioration in urban appearance due to the presence of visual contamination is grouped into zones where pollution dominates in differentiating ways, establishing three zones with different levels of pollution within the combination of perimeter “A” of the ZMHQ and the Traditional Neighborhood Zones, which add up to 616.59 Ha. The following zones of differentiating visual pollution have been established in this area:





**Table II.26** Zones of Differentiated Visual Pollution in Perimeter “A” of the ZMHQ and Traditional Neighborhoods of the City of Querétaro

Type of Pollution	Ha.	%
Graffiti	195.34	31.68
Billboards	38.78	6.29
Advertisements	62.96	10.21

Source: JAVE Construccions S.A. de C.V. data obtained from field investigation

Another factor that has a negative bearing on urban appearance, especially in perimeter “A” of the ZMHQ, is the presence of overhead electric, telephone and internet cables which, on top of making it difficult for pedestrians to walk due to the presence of their supports on the narrow sidewalks in the area, they markedly hinder the perception of the urban profile and the lines of sight at the crossroads of roads that link important public spaces.

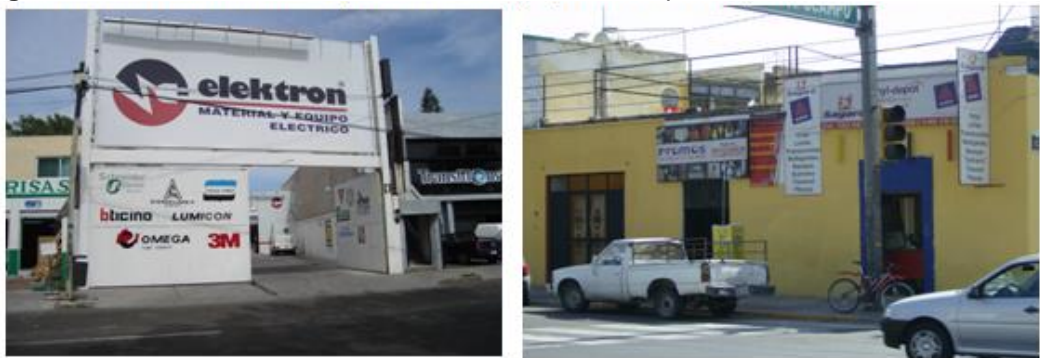
Below we present some examples of these cases of visual pollution:

**Figure II.36** Examples of Visual Pollution at 29 and 71 Universidad Avenue, respectively



Source: JAVE Construccions S.A. de C.V.

**Figure II.37** The corner of Universidad Avenue and Ocampo, and 78 Universidad Avenue, respectively



Source: JAVE Construccions S.A. de C.V.



**Figure II.38** Two examples of visual pollution at 41 B. Juárez Avenue South and 1 Prospero C. Vega



Source: JAVE Constructions S.A. de C.V.

## II.6 INFRASTRUCTURE AND EQUIPMENT

### II.6.1 Infrastructure

#### II.6.1.1 Drinking Water

According to the CEA (State Water Commission), in charge of the administration of the state drinking water system, the study zone has 99% coverage of the supply of drinking water, considering that only abandoned or ruined houses do not have the supply.

Distribution is carried out in pressure sectors and the field of performance of PMCZMHSQ action contemplates a total of 13 zones with 2, 2½, 3, 4, 6, 8, 10, 12, 14, 16, 18 and 20 inch piping, as can be seen in figure II.39. It is worthy to point out that, according to information from the CEA, the length of the drinking water network in perimeter “A” of the monuments zone is 74.86 km and in perimeter “B” it is 22.74 km.

According to this balance, the study zone doesn't have a deficit in its water supply; however the detected problem in this area refers to the ending of the useful life of the pipes in the primary distribution network.



According to information provided by the CEA, the piping is made of steel and has an average age of 30 years, and the districts that have been founded for the longest periods of time, namely those mainly located in perimeter “A”, are where we find piping which has been operating for the longest amounts of time.

This situation has caused risks regarding drinking water due to ruptures in the pipes and leaks that, in many circumstances, don't reach the surface and seep to the subsoil, causing the ground to become wet and the transmission of damp to buildings in the study zone. In map II.4 we can observe the characteristics of the drinking water distribution network, as well as its age in year 2010.

#### **II.6.1.2 Sewerage**

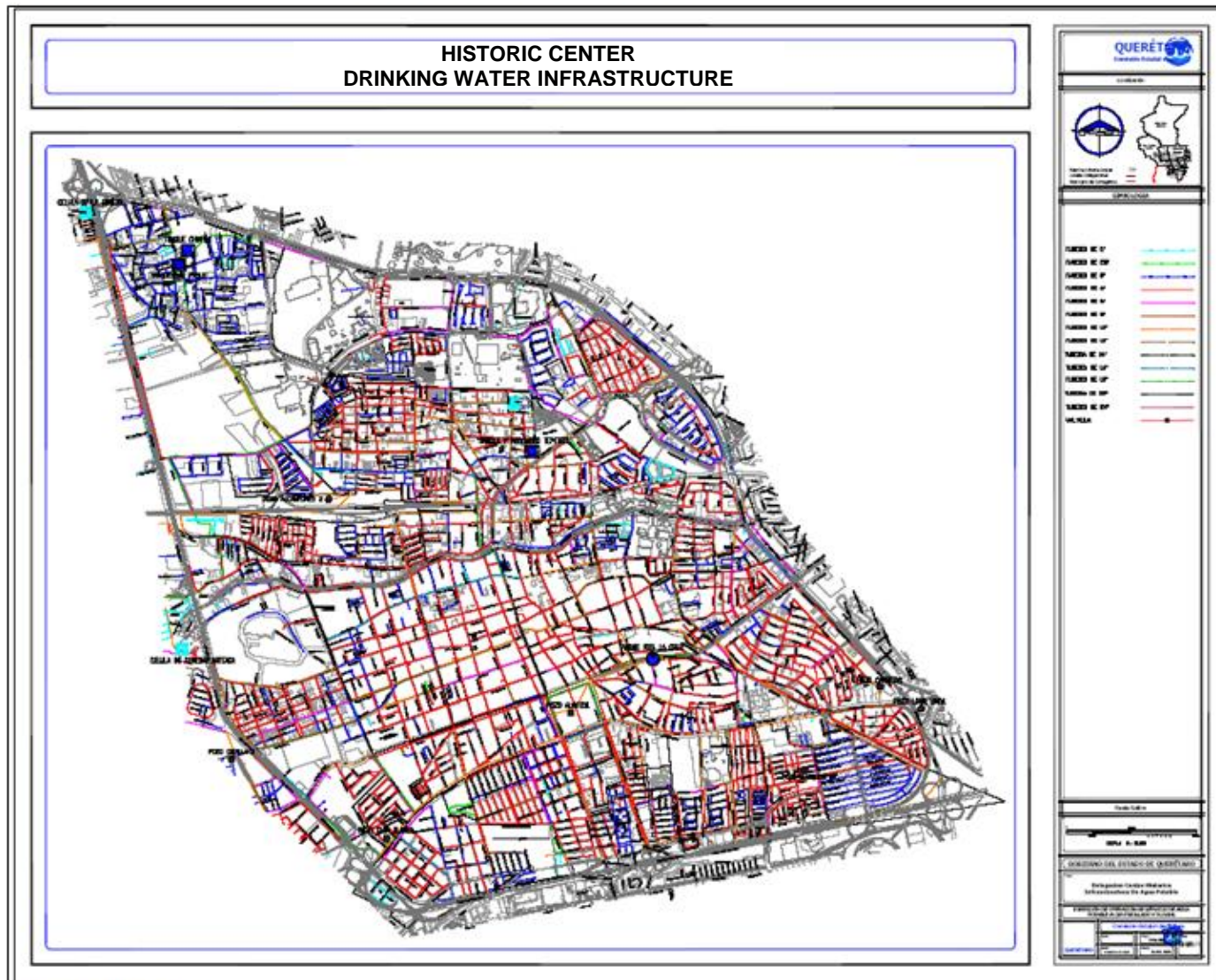
The removal of sewage water in the field of performance of PMCZMHSQ action is carried out via a network of sanitary sewers that carry sewage water to the treatment plants, located in the CEA facilities and the southern plant in the zone of the urban municipality of Corregidora.

As can be seen in the figure presented below, the sewers go from northeast to southwest, collecting sewage water from the districts located in the high parts of the central zone of the city, running down the central gutters of the streets in the urban structure due to gravity.

According to the CEA, the Monuments Zone has sanitary infrastructure with diameters of 20, 25, 30, 45, 61, 76 and 91 inches predominately made of cement. In figure II.39 we can see the distribution of piping in the Historic Center of the Municipality of Querétaro, where the field of performance of the PMCZMHSQ is located. In perimeter “A” of the monuments zone the network measures 44.48 km in length and in perimeter “B” of the same zone it measures 17.3 km.



Figure II.39 Drinking Water Infrastructure in the Historic Center

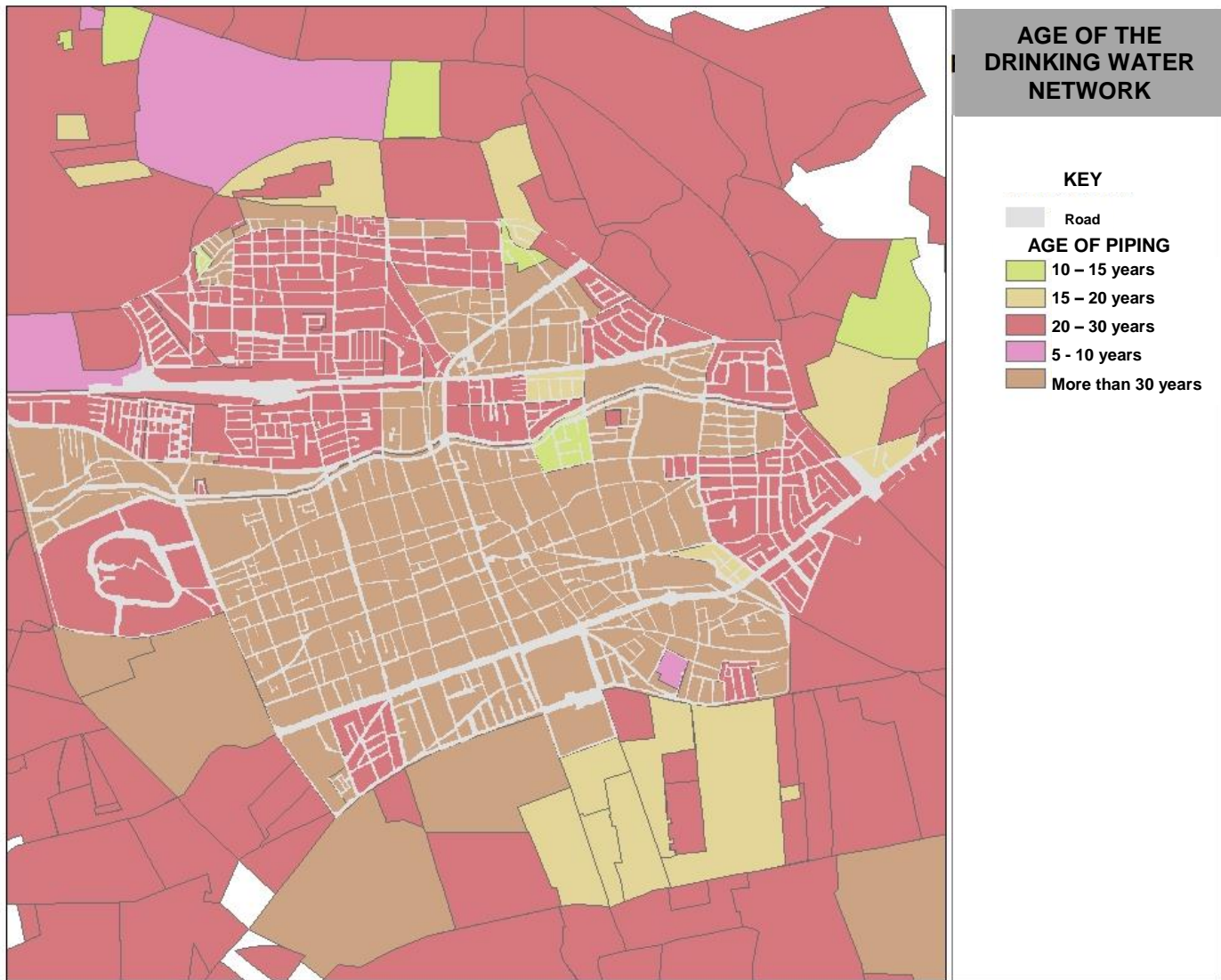


Source: CEA 2010





**Map II.4** Age of the Drinking Water Network in the Monuments Zone and Traditional Neighborhoods of the City of Querétaro



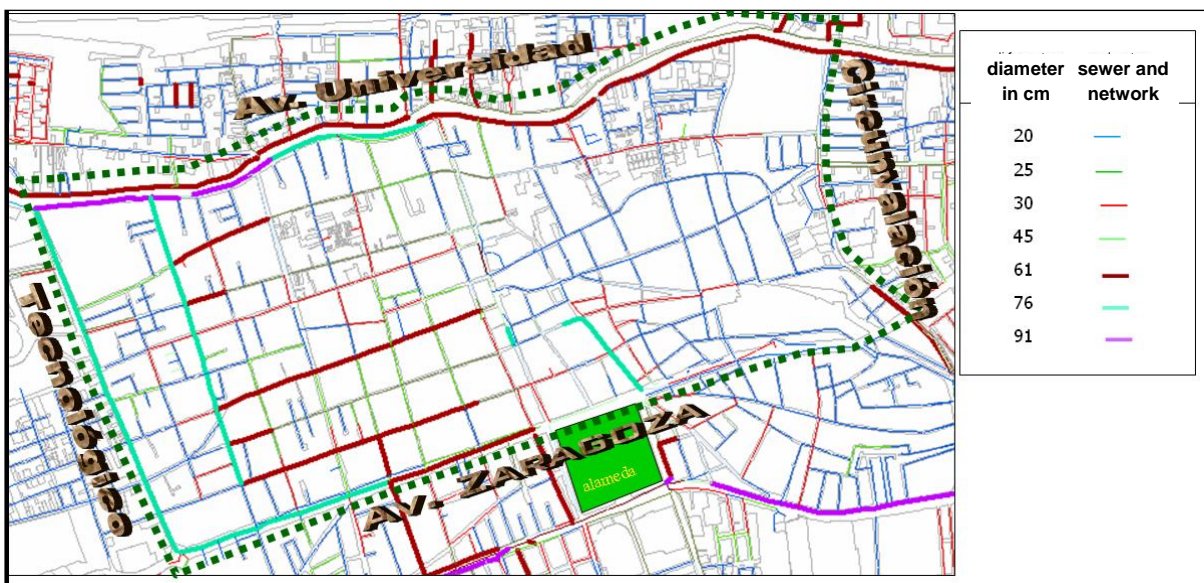
Source: Distribution Management, CEA, 2010



The sewerage system network in the field of performance of the PMCZMHSQ isn't newer than that of the drinking water; according to information generated by the CEA itself, this network has pipes aging from 45 to 50 years old, particularly in perimeter "A" of the Historic Monuments Zone (see figure II.40).

Faced with this situation, the operating conditions have deficiencies due to the expiration of materials, which brings with it the consequences of the filtration of raw water into the lower levels of soil and a problem that could have greater repercussions, especially for vehicular traffic: pipes collapsing. The CEA has carried out substitution works in the sanitary drainage networks in the monuments zone, and observations were carried out at these sites that show the conditions of the primary sewers.

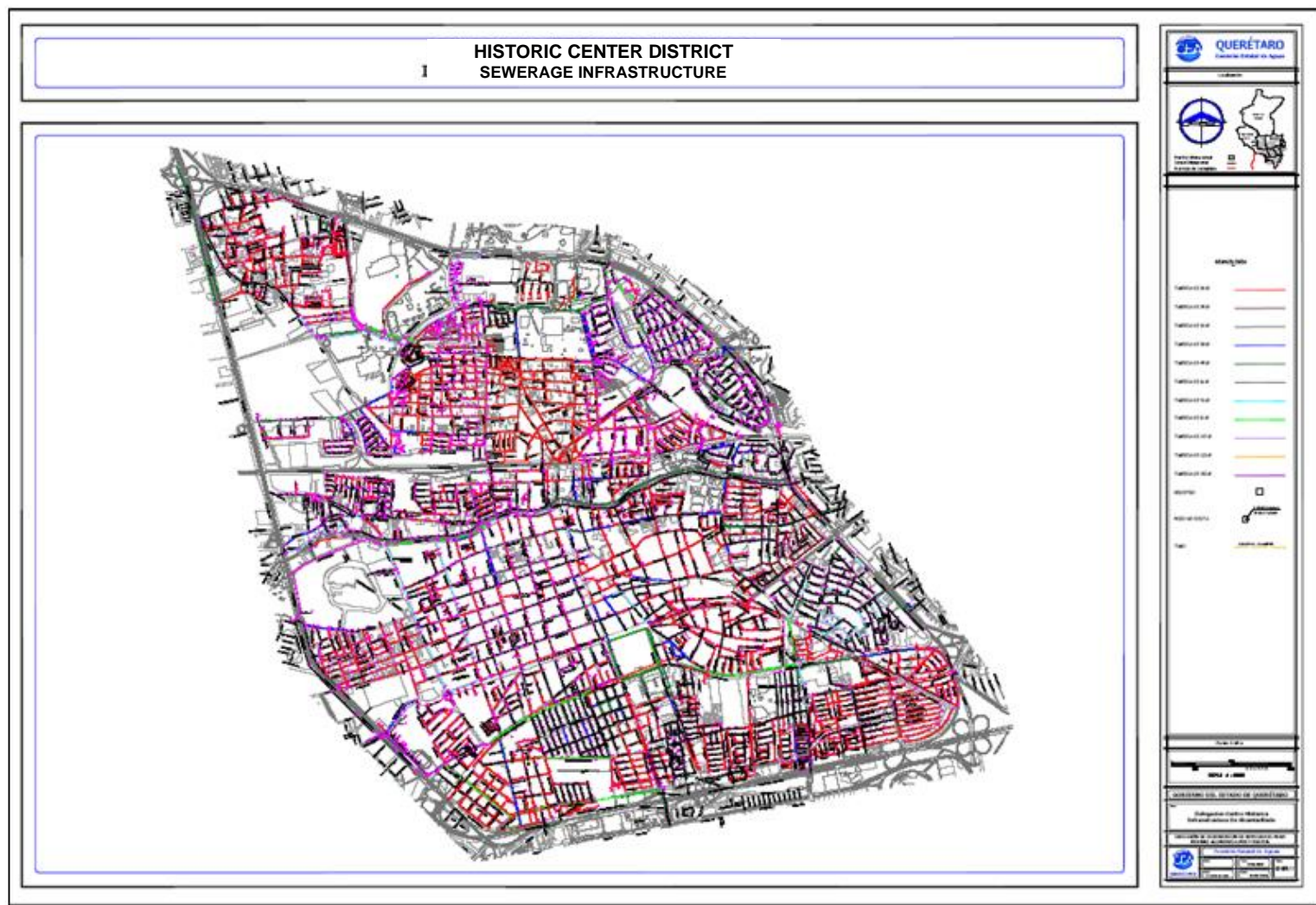
Figure II.40 Sanitary Drainage in the Monuments Zone of the Historic Center of the City of Querétaro



Source: Hydraulic Planning Management, CEA, 2010



Figure II.40 Sanitation Infrastructure in the Historic Center District and the Applied Area of Action



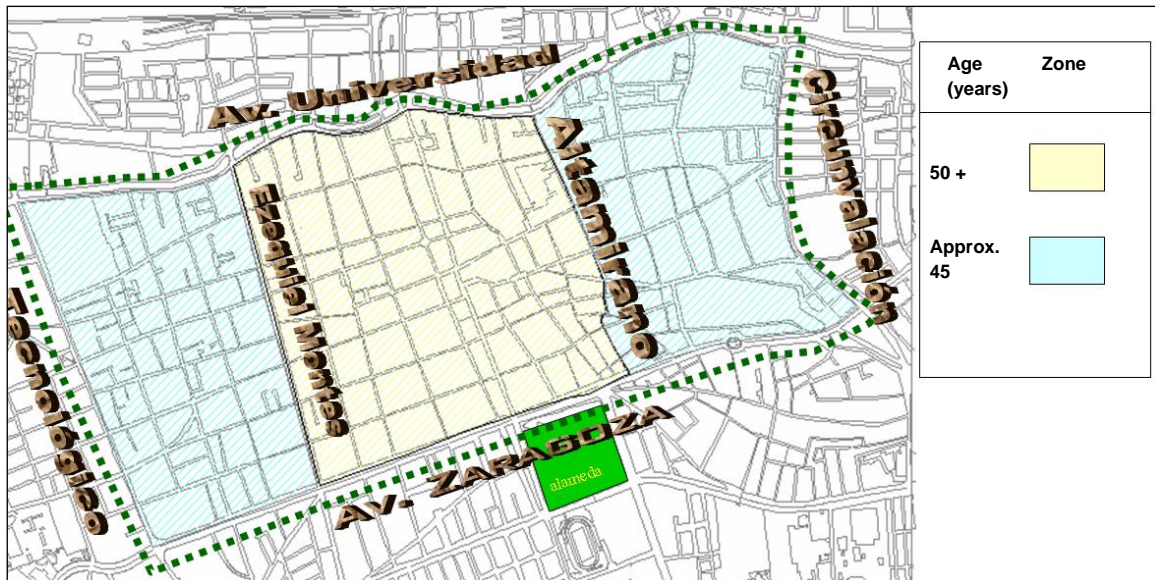
Source: Distribution Management, CEA, 2010



According to the testimonies of the engineers in charge of the works, as ordered by the CEA, they tried to connect users from the corner of 15 de Mayo Street and Altamirano, and the result was that they found a sewer whose materials were “falling to pieces”, because of which it wasn’t fulfilling the function of driving water. This caused the water to seep through the layers of soil, basically *tepetate* (brittle, volcanic rock) and clay, generating the phenomenon of transmitting damp to the walls of the buildings located in perimeter “A” of the Historic Monuments Zone. Faced with this situation, the CEA had to implement actions to substitute the sewerage network in the previously stated zone.

In accordance with this diagnosis, it can be interpreted that the damp presented in the buildings in the first quarter, basically those old buildings, has been affecting them due to its transmission from the subsoil, causing it to show itself on the walls of the buildings up to a height of 1.5 meters, and causing alterations in the materials.

**Figure II.41** Age of Piping in the Sewerage Network in the Monuments Zone in the Historic Center of the City of Querétaro



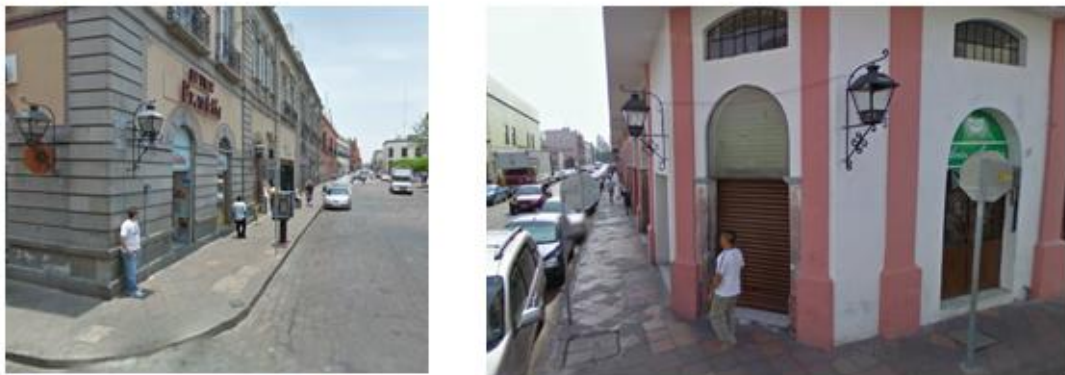
Source: Hydraulic Planning Management, CEA, 2010

### II.6.1.3 Public Lighting and Electrification

Electric energy is one of the main infrastructure services there is. In this field of performance of the Action Plan, a supply to 100% of the housing is observed.

There is public lighting in the majority of the zone using sodium vapor lights, but there is no homogeneity in the type of lamps found in this perimeter. In the zone where the first part of the underground cabling was constructed, lamps fitted to the walls are used, as can be seen in the images presented below.

**Figure II.42** Oil lamp style lights installed in the streets of perimeter “A” of the Monuments Zone



Source: JAVE Constructions S.A. de C.V. from fieldwork

However, in the same perimeter there are lampposts measuring 7 meters in height, as shown in the figure presented below. This situation shows itself in accordance with the advances in the underground cabling project being carried out by the municipality of Querétaro.

**Figure II.43** Street located in perimeter “A” of the Monuments Zone where there are lampposts measuring 7 meters in height



Source: JAVE Constructions S.A. de C.V. from fieldwork

Despite there being two types in perimeter “A”, there are still areas that present deficiencies in this service, particularly those located in the España district.

The public lighting department, under the authority of the Secretary of Municipal Public Services, is in charge of the service and also deals with the maintenance of the lights. They report a total of 477 lights in perimeter “A” and 403 in perimeter “B”.

#### **II.6.1.4 Public Security**

According to information from the Justice Attorney General Office (PGJ), the Historic Center of Querétaro was where the highest quantity of vehicle robberies in 2006 was documented, as well as house robberies and crimes against security, which registered their highest rate of occurrence in perimeter “A” of the Decreed Historic Monuments Zone. Between 31 and 184 automobiles were stolen each month in 2006.

On the other hand, and in accordance with elements of State tourism public security, they recognize that vehicle robberies in the first quarter of the city, Perimeter “A” of the Historic Monuments Zone, are reported most frequently in the areas going from Independencia Street to Allende Street, Felipe Luna and 15 de Mayo. There, an average of two to three vehicle robberies (mainly of compact cars) a day were reported.

With regard to house robberies, the statistics show once again that perimeter “A” of the zone had the highest rate in the city of Querétaro during 2006, with an average of 24 cases a month.

In the case of crimes against security, the San Francisquito Neighborhood and the Álamos district were identified, where the highest quantities of crime were transit faults, referring to crashes and people being run over. An average of 42 minor accidents of these kinds was registered in these zones.<sup>4</sup>

In 2006, organized gangs of criminals were detected who had designed codes with which they could inform gang members whether or not the owners of housing or businesses they intended on robbing were in or occupied, or in what state the buildings were found. This meant that before carrying out a robbery, with a symbol they could alert the rest of the criminals about the prevailing conditions of the residence in order to decide in which moment they would commit the crime.

On the other hand, the National Chamber of Commerce and Services in the Municipality of Querétaro has implemented security measures together with the municipal police in order to prevent an increase in the number of robberies of established stores.

According to this Chamber, 58 robberies on established stores were reported in 2010; however in December of that year, only 5 were registered. Information published by this Chamber refers to close to 90% of robbers being people that come from other states, mainly Mexico City, and their being members of organized gangs that, according to the results of public security programs, have been dismantled.

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<sup>4</sup> Information is published every month by the PGJ through the “Integra” System on their website

## Video Surveillance

From 2007, the municipality of Querétaro started installing video surveillance cameras, which are administered by the Center of Communication and Monitoring (CECOM). CECOM administers a total of 100 cameras that make up the video surveillance system, 41 of which being located within the field of performance of the Action Plan. They are distributed in the following way:

**Table II.27** Distribution of Video Surveillance Cameras in the Field of performance of the Action Plan

Zone	No. of Video Surveillance Cameras
Perimeter "A"	9
Perimeter "B"	3
Traditional Neighborhoods	12
Transition Zone	17
Totals	41

Source: Computing Management, Ministry of Public Security, 2008

With this they set out to reduce crime rates presented in the Historic Center, where the PPDUZMBQ area is located.

### II.6.1.5 Managing Solid Waste

In the field of performance of the PPDUZMBQ, it is estimated that 0.7 kg of solid waste is produced per inhabitant per day; however within this area, commercial, industrial and service activities are carried out, and so the types of waste are mixed (domestic, commercial and service).

According to information generated by Municipal Public Services Management, a total of 141.6 tons of solid waste is collected a day in the field of performance of the PPDUZMBQ, representing only 10.00% of the Municipality's total production.



## II.6.2 Urban Equipment and Green Areas

### II.6.2.1 Urban Equipment

This is the collection of local buildings and facilities that provide the population with basic services of wellbeing and support for productive activities. The analysis of urban equipment allows us to know about the physical state, capacity and operation of existing elements.

Urban equipment elements are organized into subsystems by service sector:

- 1.- Education and Culture
- 2.- Public Health and Assistance Services
- 3.- Commerce and Supplies
- 4.- Communication and Transport
- 5.- Recreation and Sport
- 6.- Urban Services and Public Administration

#### Types of Equipment and their Use

The urban equipment standardization system establishes two types of standards:

- Location standards according to population and urban hierarchy statuses.
- Sizing standards that list service capacities for the purpose of sizing elements.

It has already been mentioned that the Historic Center has regional coverage equipment, which gives service to various places in the region, including, obviously, the Municipality of Querétaro.

Urban equipment in the Historic Center is broken down in the following way:



**Table II.28** Public Kindergartens

NAME	ADDRESS	OWNERSHIP
ANDRES BALVANERA	34 OTOÑO	FEDERAL
JORDANIA	50 IGNACIO M. ALTAMIRANO NORTH	FEDERAL
CBENEQ ANNEX	56 IGNACIO ZARAGOZA AVE.	FEDERAL
MAGDALENA MTZ. MTZ.	CORNER OF TECNOLOGICO AVE. NORTH & I. RAMIREZ	FEDERAL
ROSITA S. DE CHANES	16 IGNACIO ALLENDE SOUTH	FEDERAL
FEDERICO FROBEL	48 HIDALGO	FEDERAL
LA CORREGIDORA	CORNER OF SAN ROQUE AVE. & ESMERALDA	FEDERAL
(PATHÉ)	14 PROF. AGUSTIN GONZALEZ	FEDERAL
CENTRO DE DIA (DAY CENTER)	20 DE NOVIEMBRE AVE.	FEDERAL
CENDI	63 PRIMAVERA WEST	FEDERAL
DHENI	62 TOPACIO	FEDERAL
LIC. ADOLFO LOPEZ MATEOS	10 IGNACIO ZARAGOZA AVE.	FEDERAL
CQU	20 PRIVADA LOPEZ RAYON	FEDERAL
(TRAIN STATION)	HEROE DE NACOZARI	FEDERAL
MARIA MONTESSORI/ANTONIO G.	79 CALZADA SAN AGUSTIN DEL RETABLO	FEDERAL
(CERRO DE LAS CAMPANAS)	JOSE LIOS MORA	FEDERAL
ENRIQUE PESTALOZZI/NIÑO ARTILLERO	1 MANUEL ACUÑA	FEDERAL
(SAN FRANCISQUITO)	MONASTERY, INDEPENDENCIA AVE.	FEDERAL

Source: JAVE Constructions S, A, de C. V. from fieldwork

**Table II.29** Public Primary Schools

NAME	ADDRESS	OWNERSHIP
PRESIDENTE MIGUEL ALEMAN	34 OTOÑO	FEDERAL
LUIS M. VEGA	85 PRIMAVERA WEST	FEDERAL
(LAS HADAS)	CORNER OF MARTE & GALEANA	FEDERAL
AGUSTIN MELGAR	164 SANTIAGO	FEDERAL
REFORMA CNOP	TOPACIO, BETWEEN ESMERALDA & AMATISTA	FEDERAL
HEROE DE NACOZARI	SAN ROQUE AVE. BETWEEN D. RIVERA & M. MONTENEGRO	FEDERAL
VICENTE GUERRERO	15 DE MAYO AVE. BETWEEN D. CARMONA & CALANDIRAS	FEDERAL
CONSTITUCION/FRANCISCO I. MADERO	144 HIDALGO AVE.	FEDERAL
JOSEFA ORTIZ DE D./ANDRES BALVANERA	48 HIDALO AVE.	FEDERAL
MIGUEL HIDALGO Y C. /JOSE MA. ARTEAGA	72 JOSE MARIA ARTEAGA	FEDERAL
CBENEQ ANNEX	56 IGNACIO ZARAGOZA AVE.	FEDERAL
BENITO JUAREZ/VENUSTIANO CARRANZA	CORNER OF IGNACIO ZARAGOZA AVE. & IGNACIO ALLENDE	FEDERAL
VICENTE RIVA PALACIO/JOSE MA. MORELOS	2 JOSE MARIA MORELOS	FEDERAL
SOR JUANA INES DE LA CRUZ	MANUEL ACUÑA	FEDERAL
NACIONES UNIDAS (UNITED NATIONS)	1 MANUEL ACUÑA	FEDERAL
MARGARITA MAZA DE JUAREZ/IGNACIO M. ALTAMIRANO	94 INDEPENDENCIA	FEDERAL
NICOLAS CAMPA	FELIX OSORES	FEDERAL
JOSE MARIA TRUCHUELO	110 PROL. TECNOLOGICO	FEDERAL

Source: JAVE Constructions S, A, de C. V. from fieldwork

**Table II.30** Public High Schools

NAME	ADDRESS	OWNERSHIP
GENERAL HIGH SCHOOL NO.1	MIGUEL HIDALGO AVE.	FEDERAL
GENERAL HIGH SCHOOL NO. 2	PROL. CORREGIDORA NORTH	FEDERAL
TECHNICAL HIGH SCHOOL NO. 1	19 INGENIEROS	FEDERAL

Source: JAVE Constructions S, A, de C. V. from fieldwork

According to information from the USEBEQ (Basic Education Services Unit of the State of Querétaro), the students that utilize these educational services are from the districts that surround the study zone.

**Table II.31** Public Higher Education Institutions

NAME	ADDRESS	OWNERSHIP
AUTONOMOUS UNIVERSITY OF QUERÉTARO	CENTRO UNIVERSITARIO	FEDERAL
TECHNOLOGICAL INSTITUTE OF QUERÉTARO	CORNER OF TECNOLÓGICO AVE. & M. ESCOBEDO	FEDERAL
CECATI	PROL. CORREGIDORA NORTH	FEDERAL

Source: JAVE Constructions S, A, de C. V. from fieldwork

**Table II.32** Cultural Equipment

NAME	ADDRESS
SNTE CULTURE ACADEMY	115 FRANCISCO I. MADERO
MUNICIPAL LIBRARY	93 HIDALGO AVE.
IQJ CENTRAL LIBRARY	66 JUAREZ AVE.
CARLOS SIGUENZA Y GONGORA MUN. LIBRARY	39 PRIMAVERA WEST
ISSSTE – SEP MUNICIPAL LIBRARY	93 HIDALGO AVE.
MGM CULTURAL CENTER REGIONAL LIBRARY	CORNER OF CONSTITUYENTES AVE. & L. PASTEUR AVE.
DR. IGNACIO MENA ROSALES CULTURE HOUSE	NO. 40, 5 DE MAYO
CULTURE HOUSE	NO. 47, 16 DE SEPTIEMBRE
CASA DEL FALDÓN	39 PRIMAVERA WEST
QRO. STATE RETIREMENT AND PENSIONER HOME	52 MIGUEL HIDALGO AVE.
CULTURAL CENTER OF THE OLD TRAIN STATION	HEROE DE NACÓZARI
ISSSTE CULTURAL CENTER	70 JOSE MA. ARTEAGA
ROSALIO SOLANO CINEMA-THEATER	CORNER OF 16 DE SEPTIEMBRE AVE. AND PR. GUADALUPE VICTORIA
GALERÍA LIBERTAD (GALLERY)	56 LIBERTAD CORRIDOR
GALLERY	16 DE SEPTIEMBRE AVE.
ART GARDEN	CORNER OF J. VERGARA CORRIDOR AND INDEPENDENCIA AVE.
REGIONAL MUSEUM	CORNER OF CORREGIDORA AVE. SOUTH AND LIBERTAD CORRIDOR
CITY MUSEUM	27 VICENTE GUERRERO NORTH
ART MUSEUM	14 IGNACIO ALLENDE SOUTH
UAQ MUSEUM	NO. 63, 16 DE SEPTIEMBRE AVE.
RESTAURATION MUSEUM	23 VICENTE GUERRERO
THEATER OF THE REPUBLIC	22 JUAREZ AVE. ON THE CORNER OF MIGUEL HIDALGO AVE.

Source: JAVE Constructions S, A, de C. V. from fieldwork

Of this cultural infrastructure 100% of facilities with artwork and permanent exhibitions are used. The MGM Cultural Center is used for many exhibitions, conferences, civil meetings, trade fairs and cultural events in general.

**Table II.33** Public Health Equipment

NAME	ADDRESS	OWNERSHIP
IMSS CLINIC No. 10	205 SAN ROQUE AVE.	FEDERAL
IMSS CLINIC	16 JIMENEZ AVE.	FEDERAL
SSA HEALTH CENTER	CORNER OF PINO SUAREZ & NICOLAS CAMPA	FEDERAL
DR. ISMAEL VAZQUEZ HOSPITAL (ISSSTE)	TECNOLOGICO AVE. NORTH	FEDERAL

Source: JAVE Constructions S, A, de C. V. from fieldwork

It's worth mentioning that the medical and hospital services installed in the Historic Center are not exclusively for the use of its inhabitants and there is information that these medical services are demanded by inhabitants of the districts that make up the Municipality of Querétaro. A specific case is the ISSSTE Hospital, as it is a regional hospital that attends to the population entitled to it from different districts and municipalities of the State of Querétaro.

The main commercial establishments in the Historic Center have popular markets that sell various goods ranging from craftwork products to small-scale trade food products.

**Table II.34** Commercial and Supplies Equipment

NAME	LOCATION
TEPETATE MARKET	JIMENEZ AVENUE
HIDALGO MARKET	109 JOSE MARIA MORELOS
ESCOBEDO MARKET	FERNANDO DE TAPIA
LA CRUZ MARKET	CORNER OF M. GUTIERREZ NAJERA AVE. & IGNACIO PEREZ
MADERO STREET MARKET	CORNER OF FRAN. I MADERO AVE. & IGNACIO PEREZ
TEPETATE STREET MARKET	JIMENEZ AVE.
LA CRUZ STREET MARKET	DAMIAN CARMONA NORTH BETWEEN 15 DE MAYO AND GARIBALDI
LA ALAMEDA STREET MARKET	I. ZARAGOZA AVE. BETWEEN CORREGIDORA & PASTEUR
SAN FRANCISQUITO STREET MARKET	21 DE MARZO AVE.
LIBERTAD CRAFTWORK SALES	CORNER OF LIBERTAD CORRIDOR & JOSEFA VERGARA CORRIDOR
16 DE SEPTIEMBRE CRAFTWORK SALES	16 DE SEPTIEMBRE CORRIDOR
LINDAVISTA STREET MARKET	VICENTE RIVAPALACIO
CONSTITUYENTES STREET MARKET	COR. J. ENCARNACION CABRERA
ESCOBEDO STREET MARKET	IGNACIO ALLENDE AVE. SOUTH

Source: JAVE Constructions S, A, de C. V. from fieldwork

**Table II.35** Public Assistance Equipment

NAME	ADDRESS
DIF STATE MENTAL HEALTH COMMUNITY CENTER	19 MELCHOR OCAMPO
STATE DIF	CORNER OF UNIVERSIDAD AVE. WEST AND TECNOLOGICO AVE.
IMSS OCAMPO DAY CARE CENTER	46 MELCHOR OCAMPO
IMSS PATHÉ DAY CARE CENTER	36 J. ASUNCION ROMERO
IMSS TECNOLOGICO DAY CARE CENTER	TECNOLOGICO AVE. SOUTH BETWEEN CONSTITUYENTES AVE. & ZARAGOZA AVE.
IMSS PINO SUAREZ DAY CARE CENTER	JOSE MARIA PINO SUAREZ AVE.
IMSS IGNACIO PEREZ DAY CARE CENTER	IGNACIO PEREZ SOUTH BETWEEN CANAVERAL AVE. & CONSTITUYENTES AVE-
EUGENIA GONZALEZ LAFON ORPHANAGE	120 FRANCISCO I. MADERO
IMSS FUNERAL PARLOR	36 VICENTE GUERRERO
EL CALVARITO CHAPEL	CORNER OF INDEPENDENCIA & FELIPE LUNA NORTH
SANTIAGO APOSTOL QUERÉTARO CATHEDRAL	70 FRANCISCO I. MADERO WEST
CRISTO VIVE Y VIENE BAPTIST CHURCH OF QUERÉTARO, A.R.	129 VICENTE GUERRERO NORTH
SANTA ANA PARISH CHURCH	177 MARIANO ESCOBEDO AVENUE
EL BUEN PASTOR EVANGELICAL TEMPLE	42 MANUEL GUTIERREZ NAJERA
SAN AGUSTIN TEMPLE	16 JOSE MA. PINO SUAREZ
SAN ANTONIO TEMPLE	ANGELA PERALTA
SAN ANTONITO TEMPLE	186 MIGUEL HIDALGO AVE.
TEMPLE & EX CONVENT OF THE CAPUCHIN NUNS	47 HIDALGO AVE. ON THE CORNER OF VICENTE GUERRERO
CARMELITES TEMPLE	CORNER OF ANDRES BALVANERA & MELCHOR OCAMPO NORTH
CARMEN TEMPLE	CORNER OF BENITO JUAREZ AVE. & JOSE MA. MORELOS
EL CERRITO TEMPLE	CORNER OF PROL. CORREGIDORA NORTH & JUANA DE ARCO
TEMPLE OF THE CONGREGATION	16 LUIS PASTEUR ON THE CORNER OF 16 DE SEPTIEMBRE AVE.
LA CRUZ TEMPLE AND CONVENT	MANUEL ACUNA
TEMPLE OF THE HOLY SPIRIT	70 JOSE MARIA ARTEAGA AVE.
SAN FRANCISCO TEMPLE	3 CORREGIDORA AVE. NORTH
SAN FRANCISQUITO TEMPLE	NO. 134, 21 DE MARZO AVE.
SAN GREGORIO TEMPLE	PR. FRATERNIDAD
SAN ISIDRO TEMPLE	2 BRAVO
SAN JOSE DE GRACIA TEMPLE	36 FRANCISCO I. MADERO AVE.
LA SAGRADA FAMILIA TEMPLE	NICOLAS BRAVO BETWEEN PRIMAVERA AVE. & PR. SAN L. MONTANEZ
LA MERCED TEMPLE	INDEPENDENCIA AVE. BETWEEN RIO DE LA LOZA & ALTAMIRANO
LA PIEDAD TEMPLE	9 HOMBRES ILUSTRES
SANTA CATARINA TEMPLE	CORNER OF ESMERALDA & TOPACIO
SANTA CECILIA TEMPLE	148 DIAMANTE
SANTA CLARA TEMPLE	IGNACIO ALLENDE, BETWEEN 16 DE SEPTIEMBRE & MADERO
SANTO DOMINGO TEMPLE	CORNER OF J. MA. PINO SUAREZ & VICENTE GUERRERO
SANTO NIÑO TEMPLE	CORNER OF GOMEZ FARIAS & PROLONGACIÓN CORREGIDORA NORTH
SAN ROQUE TEMPLE	35 SAN ROQUE AVE.
TEMPLE AND EX CONVENT OF SANTA ROSA DE VITERBO	CORNER OF JOSE MARIA ARTEAGA AVE. & EZEQUIEL MONTES AVE.
SANTIAGO TEMPLE	CORNER OF PROSPERO C. VEGA & 16 DE SEPTIEMBRE AVE.
SAN SEBASTIAN TEMPLE	1 PRIMAVERA WEST
TERESITAS TEMPLE	46 REFORMA AVE.

Source: JAVE Constructions S, A, de C. V. from fieldwork

**Table II.36** Communication Equipment

NAME	ADDRESS
TELECOM TELEGRAPH OFFICE	4 IGNACIO ALLENDE
RADIO QUERÉTARO RADIO STATION	6 LUIS PASTEUR
UNIVERSITY RADIO STATION	JOSE LUIS MORA. CENTRO UNIVERSITARIO
MEXICAN POSTAL SERVICE	5 JOSE MA. ARTEAGA

Source: JAVE Constructions S, A, de C. V. from fieldwork

**Table II.37 Plaza and Garden Equipment**

NAME	ADDRESS
ZENEA GARDEN	CORNER OF BENITO JUAREZ AVE. NORTH & 16 DE SEPTIEMBRE
PLAZA DE LOS FUNDADORES	CORNER OF MANUEL ACUÑA & GUTIERREZ NAJERA SOUTH
GUERRERO GARDEN	VICENTE GUERRERO
CORREGIDORA GARDEN	CORNER OF CORREGIDORA AVE. & 16 DE SEPTIEMBRE
MARIANO DE LAS CASAS SMALL PLAZA	CORNER OF CORREGIDORA AVE. & 16 DE SEPTIEMBRE
LOS PLATITOS GARDEN	CORNER OF INVIERNO & FILOMENO MATA
SAN SEBASTIAN GARDEN	CORNER OF PRIMAVERA AVE. & OTOÑO
JUANA DE ARCO SMALL PLAZA	PROL. CORREGIDORA NORTH
SANTA CLARA GARDEN	CORNER OF FRANCISCO I. MADERO AVE & ALLENDE
LA CRUZ GARDEN	CORNER OF MANUEL ACUÑA & INDEPENDENCIA AVE.
CIRCUNVALACION GARDEN	CIRCUNVALACION AVE.
SAN ANTONIO GARDEN	CORNER OF CORREGIDORA AVE. & ANGELA PERALTA
PLAZA DE ARMAS	CORNER OF LUIS PASTEUR & 5 DE MAYO

Source: JAVE Constructions S.A. de C.V. from fieldwork

**Table II.38 Urban Park and Civic Plaza Equipment**

NAME	ADDRESS
HIDALGO ALAMEDA	CORNER OF IGNACIO ZARAGOZA AVE. & CORREGIDORA SOUTH
ALCANFORES PARK 1	GUADALUPE POSADA
ALCANFORES PARK 2	FERROCARRIL AVE.
LAS CAMPANAS HILLPARK	VALENTIN GOMEZ FARIA, CENTRO UNIVERSITARIO
LAS BRUJAS PARK	BRUJAS
CONSTITUCION PLAZA	BENITO JUAREZ AVE. SOUTH
SANTA CECILIA PLAZA	CORNER OF RIO AYUTLA & 5 DE FEBRERO AVE.
GUERRERO CIVIC PLAZA	CORNER OF VICENTE GUERRERO & FRANCISCO I. MADERO
FLAG MONUMENT	CORNER OF TECNOLOGICO AVE. & HIDALGO AVE.
BENITO JUAREZ MONUMENT	VALENTIN GOMEZ FARIAS, CENTRO UNIVERSITARIO

Source: JAVE Constructions S.A. de C.V. from fieldwork

**Table II.39 Urban Services Equipment**

NAME	ADDRESS
FIRE STATION	90 IGNACIO ZARAGOZA AVE.
MUNICIPAL POLICE UNIT	74 FRANCISCO I. MADERO AVE.
SECURITY UNIT EN JUANA DE ARCO SMALL PLAZA	CORNER OF PROL. CORREGIDORA NORTH & JUANA DE ARCOI
SECURITY UNIT IN LAS ROSAS DISTRICT	4a. C. DE LAS ROSAS ON THE CORNER OF NICOLAS BRAVO
SECURITY UNIT IN LA ESTACION DISTRICT	CORNER OF HEROE DE NACOSARI & FELIPE ANGELES

Source: JAVE Constructions S.A. de C.V. from fieldwork

**Table II.40 Sports Equipment**

NAME	ADDRESS
ARTEAGA AUDITORIUM	17 UNIVERSIDAD AVE. WEST
MUNICIPAL STADIUM	CONSTITUYENTES AVE. EAST
LA TRINIDAD SPORTS COURT	GALEANA
LOS MOLINOS SPORTS COURT	AMADO NERVO
CONSTITUYENTES SPORTS COURT	RET. 1 ALBERTO TERRONES BENITEZ
LA FLORIDA SPORTS COURT	LA FLORIDA AVE.
LA PIEDAD SPORTS COURT	CORNER OF MANUEL VELAZQUEZ DE LORA & STA. MONICA
LA ERA SPORTS COURT	PRIMAVERA AVE. WEST
LA ESTACION SPORTS COURT	HEROE DE NACOZARI
EL CERRITO SPORTS COURT	JUANA DE ARCO
INDEREQ SPORTS CENTER	20 DE NOVIEMBRE AVE.

Source: JAVE Constructions S.A. de C.V. from fieldwork

**Table II.41 Urban Service Equipment**

NAME	ADDRESS
STATE GOVERNMENT PALACE	NO. 43, 5 DE MAYO
HIGH COURT OF JUSTICE FOR THE STATE	NO. 49, 5 DE MAYO
RPP, HISTORIC ARCHIVE, SG LAND REGISTRY, ST	70 FRANCISCO I. MADERO
REVENUE DEPARTMENT	60 FRANCISCO I. MADERO
CONIN PALACE (SDUOPE)	72 FRANCISCO I. MADERO
LAND REGISTRY	66 MIGUEL HIDALGO AVE.
FEDERAL OFFICES (COURTS)	1 IGNACIO ALLENDE
JUSTICE ATTORNEY GENERAL OFFICE	CORREGIDORA AVE.
MINISTRY OF FINANCE	10 IGNACIO ALLENDE
CEA COLLECTION OFFICE	131 SOSTENES ROCHA
FEDERAL ELECTRICITY COMMISSION	6 BENITO JUAREZ
CLEANING SERVICE	198 JOSÉ MA. ARTEAGA
MUNICIPAL PRESIDENCY OF QUERÉTARO, OF THE HISTORIC CENTER MUN.	79 FRANCISCO I. MADERO
MINISTRY OF COMMUNICATIONS AND TRANSPORT	20 CONSTITUYENTES
CIVIL PROTECTION	8 CONSTITUYENTES
INAH	2 ANDRÉS BALVANERA
CONACULTA	4 VENUSTIANO CARRANZA
HUMAN RESOURCES, FINANCE OFFICE, COMPUTING	3 LUIS PASTEUR
MINISTRY OF TOURISM	4 LUIS PASTEUR
CRAFTWORK HOUSE	48 LIBERTAD CORRIDOR
SUPREME COURT OF JUSTICE	1 LUIS PASTEUR
ECALA HOUSE	6 LUIS PASTEUR
CONCYTEQ OFFICES	36 LUIS PASTEUR
OFFICE OF ATTORNEY GENERAL FOR FISCAL MATTERS	35 LUIS PASTEUR
PGJ, AGENCY OF THE PUBLIC MINISTRY	IGNACIO ZARAGOZA AVE.
FEDERAL COURT OF JUSTICE	UNIVERSIDAD AVE.
ATTORNEY GENERAL	NO. 45, 5 DE MAYO
INTERNAL CUSTOMS	NO. 65, 5 DE MAYO
LEGISLATIVE PALACE	LUIS PASTEUR
STATE SEP	23 LUIS PASTEUR
PALACE OF JUSTICE	1 GUILLERMO PRIETO
MINISTRY OF TOURISM	NO. 61. 5 DE MAYO
NATIONAL LABOR UNION OF THE MINISTRY OF HEALTH	31 JOSÉ MA. MORELOS
CIVIC HARMONY OFFICE	38 MIGUEL HIDALGO AVE.
CIVIC HARMONY OFFICE	40 MIGUEL HIDALGO AVE.
SUPREME COURT OF JUSTICE	44 MIGUEL HIDALGO AVE.

Source: JAVE Constructions S.A. de C.V. from fieldwork



**Table II.42** Summary of Existing Equipment in the Study Zone

SUBSYSTEM	ELEMENT	BASIC SERVICE UNIT (BSU)	NO. OF BSU NEEDED ACCORDING TO POP. TOTAL	CURRENT EQUIPMENT (BSU)	DEFICIT/SURPLUS
EDUCATION	KINTERGARTEN	CLASSROOM	71	122	-
	PRIMARY SCHOOL	CLASSROOM	233	528	-
	SPECIAL NEEDS SCHOOL	CLASSROOM	13	12	1
	TRADE SCHOOL	WORKSHOP	6	14	-
	GENERAL HIGH SCHOOL	CLASSROOM	48	72	-
	TECHNICAL HIGH SCHOOL	CLASSROOM	39	36	3
	TECHNICAL SCHOOL	CLASSROOM	4	6	-
	GENERAL DEGREES	CLASSROOM	9	500	-
	TECHNICAL DEGREES	CLASSROOM	6	10	-
CULTURE	LOCAL LIBRARY	M <sup>2</sup>	1,192	4,058	-
	REGIONAL LIBRARY	M <sup>2</sup>	298	900	-
	POPULAR SOCIAL CENTER	M <sup>2</sup>	4,173	4,945	-
	AUDITORIUM	SEAT	695	966	-
	EDUCATIONAL MUSEUM	M <sup>2</sup>	503	35,001	-
	THEATER	SEAT	185	1,000	-
	CULTURE HOUSE	M <sup>2</sup>	1,192	2,487	-
HEALTH	CLINIC	OFFICE	20	44	-
	HOSPITAL CLINIC	BED	58	67	-
PUBLIC ASSISTANCE	DAY CARE CENTER	COT UNITS	44	106	-
	ORPHANAGE	M <sup>2</sup>	835	570	265
	FUNERAL PARLOR	CHAPEL	2	4	-
COMMERCE	MARKET OR STREET MARKET	STALL	642	1,408	-
	PUBLIC MARKET	STALL	596	1,782	-
	TEPETATE MARKET	STALL		275	
	HIDALGO MARKET	STALL		100	
	ESCOBEDO MARKET	STALL		839	
	LA CRUZ MARKET	STALL		568	
COMMUNICATIONS	MAIL SERVICE	M <sup>2</sup>	74	1,478	-
	TELEPHONE OR RADIO OFFICE	M <sup>2</sup>	139	1,097	-
	TELEGRAPH OFFICE	M <sup>2</sup>	113	1,939	-
RECREATION	LOCAL GARDEN	M <sup>2</sup>	83,451	44,479	38,972
	PLAY PARKS	M <sup>2</sup>	41,726	5,461	36,265
	NEIGHBORHOOD PARK	M <sup>2</sup>	83,451	7,608	75,843
	URBAN PARK	M <sup>2</sup>	151,729	223,629	-
	SPORTS SHOWS	SEAT	3,338	34,130	-
SPORTS	SPORTS COURTS	M <sup>2</sup>	75,865	39,220	36,645
	SPORTS CENTER	M <sup>2</sup>	41,726	28,569	13,157
URBAN SERVICES	POLICE COMMAND HEADQUARTERS	M <sup>2</sup>	506	1,196	-
	FIRE STATION	PARKING SPACE	1	8	-
PUBLIC ADMINISTRATION	MUNICIPAL OFFICE	M <sup>2</sup>	1,113	3,176	-
	STATE GOVERNMENT OFFICES	M <sup>2</sup>	835	37,735	-
	STATE GOVERNMENT PALACE	M <sup>2</sup>	1,669	5,469	-
	FEDERAL TAX OFFICES	M <sup>2</sup>	477	2,088	-
	STATE COURTS OF JUSTICE	M <sup>2</sup>	668	2,288	-
	FEDERAL COURTS OF JUSTICE	M <sup>2</sup>	298	2,079	-
	STATE PUBLIC MINISTRY	M <sup>2</sup>	371	2,267	-

Source: JAVE Constructions, S.A. de C.V.

### II.6.2.2 Green Areas

To date, Querétaro only has eight public parks that could be considered for citizens' recreation; there are countless small installations of networks, including median strips, but they either don't meet the established guidelines for being considered as recreational, or they aren't of the quality required for that use. The field of performance of the Action Plan is that which possesses the greatest amount of green land coverage in the Municipality, filling 4.83% of the urban area.

The Hidalgo Alameda in perimeter "A" of the ZMHQ has the right conditions to be considered as an urban park as it is of public order; an urban park has been defined as a green area which, due to its large expanse of land, has spaces that can be differentiated from each other due to their particular characteristics, offering greater possibilities for walking, resting, recreation and for the population to get together in general. The Hidalgo Alameda measures 9.5 hectares and is one of the main green areas in the study zone that fulfills these requirements and is located in the Historic Center.

Similarly, the Las Campanas Hill measures 3.80 hectares and its characteristics fulfill the previously described requirements. In the field of performance of the Plan there is also the Los Alcanfores Park, measuring 15.43 hectares and considered as a thematic park; this is located close to the San Roque and San Agustín del Retablo neighborhoods.

According to federal standardization, 6 m<sup>2</sup> of green area is required per inhabitant, but the field of performance of action doesn't fulfill this standard, as it lacks sufficient public spaces for the purposes of leisure activities and the population's getting together, as well as their recreation. This situation is seen to be more critical when we consider the international standard in this respect, of 12 m<sup>2</sup> of green area per inhabitant, as defined by United Nations.

## II.6.3 Roads and Transport

### Mobility and Accessibility

Historically, the river Querétaro has been a natural barrier which has brought about diverse answers in the urban layout to its north and south. Nowadays, the disconnections presented by the traditional neighborhoods with respect to the historic formative nucleus of the city can be understood as much by their historical origins as by the presence of the River Querétaro, which has acted as a natural barrier between both zones.

The traditional neighborhoods had public spaces and pedestrian networks in the past that disappeared over time, particularly due to the modification of some roads and the creation of new connections, as is the case of Prolongación Corregidora Street North.

After carrying out the analysis, the lack of public spaces, equipment, green areas, recreational areas and mobility networks for non-motor vehicles (such as bicycles) was evident; at the same time, the conflict generated by public transport routes stood out, along with the problems this causes in the main avenues of the city, such as Universidad Ave., Zaragoza Ave., Constituyentes Ave. etc and their connections with the rest of the road network in the ZMQ (Historic Monuments Zone).

When looking at the urban layout of the zone that surrounds the river of Querétaro, to the north of the river it is fragmented and dominated by the local road network, whilst to the south of the river the layout goes back to being semi-orthogonal in the zone corresponding to Historic Center, except in the La Cruz neighborhood.

Finally, we can mention the existence of nodes of population concentration along the River Querétaro that show a lack of definition as nodes of activity, which should be linked to public transport. Similarly we can identify intersections along the River Querétaro that are observed as potential areas for establishing connections for crossing the river (some vehicular, the majority pedestrian), which would integrate the north and south of the study area.

In this way, the different characteristics of the urban layouts that surround the study zone generate great morphological richness, as well as reinforcing the sense and the potential the River Querétaro currently has for becoming the spine of pedestrian and public transport connectivity, as well as a network of public spaces and green areas for the districts that surround it.

In accordance with the Standards Section of the Urban Development Plan for the Monuments Zone and Traditional Neighborhoods of the City of Santiago de Querétaro, there are viable actions to be carried out in order to improve mobility along the River Querétaro. This is supported by the National Development Plan, the State Urban Development Program, the Program for Restructuring the Querétaro City Urban Area, the Urban Development Plan for the Population Center of Querétaro and the Highway Agency Standards.

Many programs that support the restructuring of mobility in the study zone also exist in the plan, such as zoning public space, developing strategic urban projects, improving the spatial organization of the region, improving internal mobility and restructuring public transport.

Thanks to the Sectorial Roads Program of the Querétaro City Urban Area, we can identify the current situation and problems in the study zone regarding parking, traffic and public transport, as well as some proposed strategies for resolving the main problems. From this Program, the feasibility of converting the River Querétaro into a connectivity element, and the need to do so, can be deduced. This, combined with other actions in the area that surrounds it, would convert it into a mobility hub for the city of Querétaro, as long as the condition of not compromising its hydraulic capacity is met.

In this program it is made evident that many of the traffic problems on the main ring road of the city are caused by the lack of public parking lots, along with the decrease in space for vehicular transit due to people parking on the public roads, and particularly by passing traffic that circulates in the main streets and avenues of the Historic Center.

The city's current urban layout is the result of various years of evolution, which was strongly influenced by terrestrial communications; from the Pre-Hispanic paths later converted into the Colony's royal paths, to the railway lines at the end of the nineteenth century and the beginning of the twentieth century, whose right of way served as a basis for establishing the regional main roads that later became urban main roads and are now decisive for urban mobility in the city of Santiago de Querétaro.

Because of the above, it is considered fundamental to describe the regional road infrastructure in order to know about the realities of town-planning in the Monuments Zone and traditional neighborhoods.

### **II.6.3.1 Road Network**

The State of Querétaro, located in the middle of the country, is considered a railway center due the main railway lines crossing through it, such as the Mexico City – Ciudad Juárez line, the Mexico City – Nuevo Laredo line, the Mexico City – Guadalajara line, the Manzanillo – Mexicali line and the Mexico City – San Luis Potosí – Tampico line.

The railway line that passes through the Old Railway Station makes up an artificial barrier that seriously affects the functional relationship of the north – south flow in the field of performance of the plan. This line, which once belonged to the Northeast Railway Line, was granted to the Transportadora Ferroviaria Mexicana (now Kansas City Southern de México) company, who now administrates this line and has adapted it for the exclusive use of transporting cargo. It is for this reason that the use of the old passenger Station was abandoned, and it has now been converted into a museum and cultural center with little interaction with the rest of the urban structure.

In view of urban growth, and by virtue of the railway line crossing the city, overpass systems and roads have been programmed, of which the overpass of “Prolongación

Tecnológico” and the underpass of “Felipe Ángeles” have been authorized, aside from the one that already exists in Prol. Corregidora.

With regard to terrestrial highways, Querétaro is the meeting point of three important highways that are fundamental to the country’s terrestrial road structure:

- The Mexico City – Guadalajara Highway
- The Mexico City – Ciudad Juárez Highway (no. 45), also called the Pan-American Highway, and currently of great geo-strategic importance due to the North American Free Trade Agreement and to its being the shortest route between the border and the center of the Country.
- The Constitution Highway, or Mexico City – Querétaro Highway (no. 57); in this highway the annual average of vehicular transit has been calculated as being more than 9 million units due to the convergence of the two previous highways.

Given the urban growth in the Querétaro City Urban Area, the mix of traffic traveling long distances with local traffic has created problems in the stretches of road that pass through the urban zone, forcing the establishment of a system of beltways that form a regional ring road, which is currently in its consolidation phase. This allows for the incorporation of these stretches of road into the main urban road network of the Urban Area.

For the field of performance of the plan, Highway no. 45 and the old beltway (Bernardo Quintana Blvd.) are the roads that connect it with the rest of the Querétaro City Urban Area.

Mobility that presents itself inside the Monuments Zone and the traditional neighborhoods of the Historic Center of the City of Querétaro mainly derives the concentration of regional rank equipment, commercial and service activities, and the



historic and social value that the inhabitants of this space and the surrounding districts award it.

The road network which interweaves the study area is reflected in a structure that contains scarcely any main roads (see table II.43), however it does have approach roads. The above has been reduced due to efforts from the municipal authority on the construction of bridges.

**Table II.43** Road Ranks in the Monuments Zone and Traditional Neighborhoods

Road Type	Name
Main Regional Road	5 de Febrero Ave (New Radial Road)
	Bernardo Quintana Blvd. (New Urban Ring Road)
Main Urban Road	<b>EAST – WEST DIRECTION</b>
	Constituyentes Ave.
	Ignacio Zaragoza Ave.
	<b>NORTH – SOUTH DIRECTION</b>
	Corregidora Ave. (including its southern part and its northern extension)
Main Urban Access Road	<b>EAST – WEST DIRECTION</b>
	Universidad Ave.
	<b>NORTH – SOUTH DIRECTION</b>
	Luis Pasteur
	Tecnológico – Ejido Ave.
	Ezequiel Montes Ave.
	Circunvalación Ave.
	Benito Juárez Ave.
	Invierno – Filomeno Mata
	Melchor Ocampo
	Felipe Ángeles
Vicente Riva Palacio	
Secondary Urban Road	<b>EAST – WEST DIRECTION</b>
	Miguel Hidalgo
	Francisco I. Madero
	José Ma. Pino Suárez
	Independencia Ave.
	Mariano Escobedo
	15 de Mayo Ave.
	San Roque Ave.
	5 de Mayo
	J. Caballero y Osio
	Primavera Ave.
	21 de Marzo Ave.
	Calzada de las Artes
	<b>NORTH – SOUTH DIRECTION</b>
	Ramón Rodríguez Familiar
	Ignacio Pérez
	M. Gutiérrez Nájera Ave.
Damián Carmona	
Unión	

Source: JAVE Constructions S, A, de C. V. from field survey

## Main Urban Roads

- Main roads Going North – South

Corregidora Avenue is the only main urban road in the Historic Center that crosses it from north – south and goes through the district’s limits at both extremes in order to provide continuity to the urban structure of the city. It is observed that in the stretch that goes from Universidad Ave. to Constituyentes Ave. (both of which being main roads), there is no continuity in the north – south direction, because of which a parkway is formed in this section and they use Juárez Ave. to support the adequate flow of traffic in the first quarter of the city.

The following stretches are main urban access roads:

- ✓ Luis Pasteur from the Mexico City – Querétaro Highway to Ignacio Zaragoza Ave.
  - ✓ Tecnológico Ave. going south – north, from Constituyentes to 5 de Febrero Ave.
  - ✓ Pról. Tecnológico from Universidad, through Ejido to Epigmenio González Ave. continuing until reaching the boundary of Bernardo Quintana Boulevard, whose extension provides continuity for the city’s urban structure.
  - ✓ Circunvalación Ave. – Ejército Republicano, from Universidad Ave. – Constituyentes Ave.
  - ✓ Benito Juárez Ave as the parkway of Corregidora Ave. in the Monuments Zone, extending through Invierno and Pról. Invierno up to Epigmenio González Ave., then continuing down Camino a San José to Bernardo Quintana Blvd.
  - ✓ Melchor Ocampo Ave. continuing down Felipe Ángeles to Epigmenio González Ave.
- Main Urban Roads Going East – West:

- ✓ Zaragoza Ave. going east – west and west – east, crosses the Plan intervention area for approximately 4.5 linear kilometers and continues through other districts at both extremes.
- ✓ Constituyentes Ave. going east – west and west – east, with the same description as Zaragoza Ave.; it presents inadequate links with Bernardo Quintana Blvd and even has continuity problems due to the section of the lower pass of said link being reduced.

The only main urban access road going east – west is Universidad Ave., which runs from Bernardo Quintana Blvd. to 5 de Febrero Ave. At both ends it presents inadequate links; in the case of Bernardo Quintana Blvd. it only links with the west frontage road of said road, forcing people to use the forced returns or U-turns in Calzada de los Arcos over Bernardo Quintana Ave. in order to connect to the eastern part of the urban zone. This causes problems of road saturation at these links. A similar problem exists in the western part, given that there are only links to the northern body of Universidad Ave. without there being adequate links with the central lanes of 5 de Febrero Ave. This also causes the saturation of the frontage roads of this main road.

### Secondary Urban Roads

Miguel Hidalgo, Francisco I. Madero, José Ma. Pino Suárez continuing down Independencia Ave., Mariano Escobedo continuing down 15 de Mayo Ave., 5 de Mayo extending down J. Caballero y Osio, Ignacio Pérez, M. Gutiérrez Nájera Ave., Damián Carmona, Primavera Ave. and San Roque Ave. continuing down the Camino Real to San Pablo, Unión.

The description of the road characteristics in the district allows us to observe that inter-urban and intra-urban mobility is more efficient in the east-westerly and west-easterly directions. This is not the case in the north-southerly direction due to the specific road characteristics described above, and also because of the intervention

area being blocked by two barriers; one natural (the River Querétaro), the other artificial (the railway line).

Some of these roads function as secondary roads faced with the need for access to the field of performance of the PMCZMHSQ, despite their physical conditions not being those of roads of this category. This is the case for Pino Suárez, Invierno, Juárez and Hidalgo. The rest of the roads are local, going one way only, and with lanes measuring less than 7 meters across.

From the modifications that the urban layout of the monuments zone has experienced over time, a system of corridors was created as a measure of regulating vehicle traffic. They have now been converted into commercial areas or annexes to public plazas, increasing the amount of recreational land coverage (see table II.44).

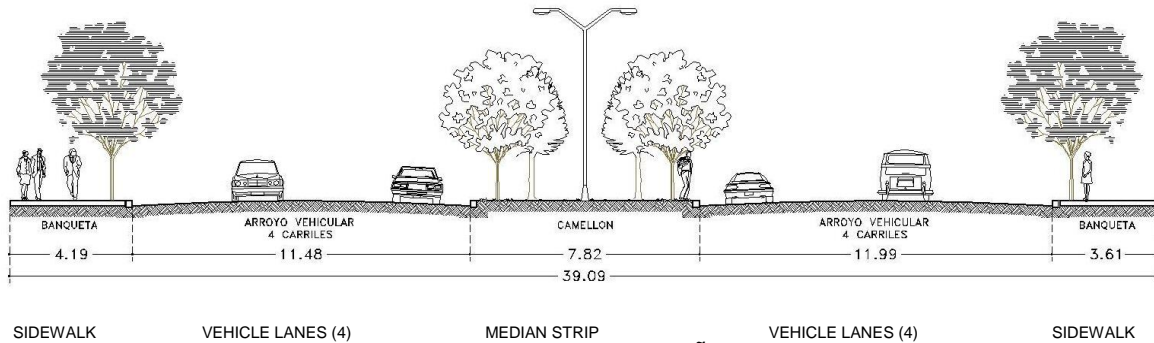
**Table II.44** Corridor Connections in the Monuments Zone of the Historic Center

Pedestrian Passage	Stretch
Madero	Guerrero - Allende
16 de Septiembre	Corregidora – Pasteur
Pasteur	Ángela Peralta – 16 de Septiembre
Progreso	Río de la Loza – Altamirano
Andador Matamoros	Guerrero – Allende
Andador Libertad	Corregidora – Pasteur
Josefa Vergara	5 de Mayo – Independencia
Primavera	Corregidora – Juana de Arco
Jesús García	Reforma – Zaragoza
Gutiérrez Nájera	Carranza – Reforma
Altamirano	Carranza – Independencia
Altamirano	Independencia – Progreso
Carranza	Guillermo Prieto – Río de la Loza

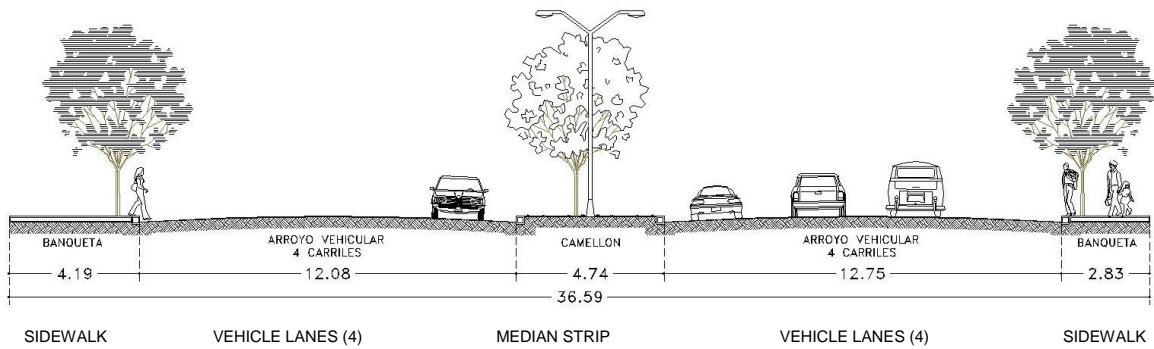
Source: JAVE Constructions S.A. de C. V. from fieldwork

Cross Sections of Representative Roads

CONSTITUYENTES AVE

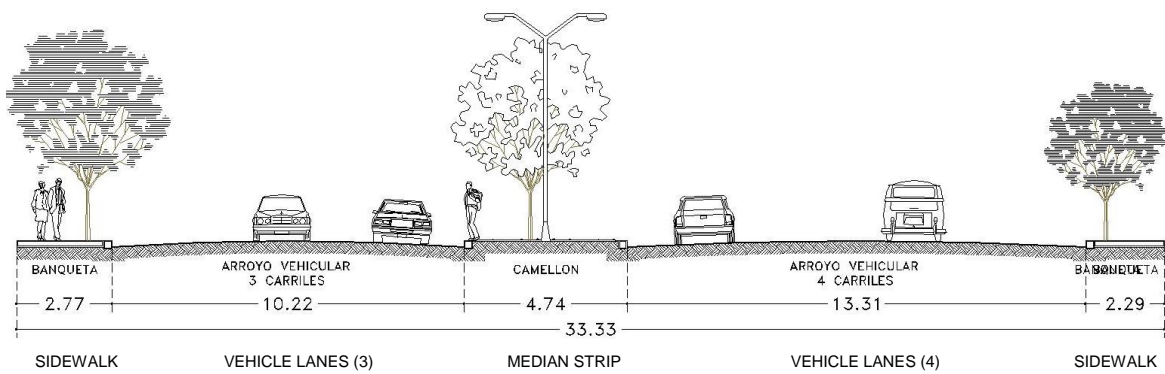


1.- MARISCAL AND PIÑA

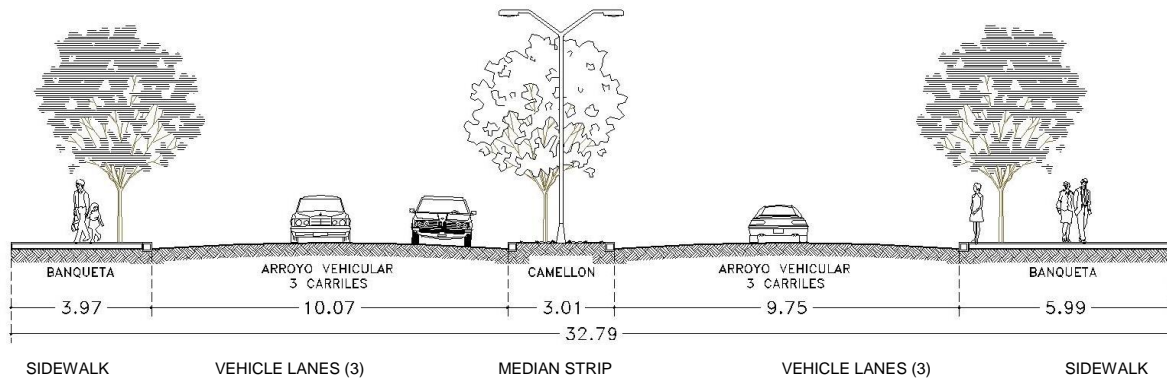


2.- LOS MORALES CORRIDOR

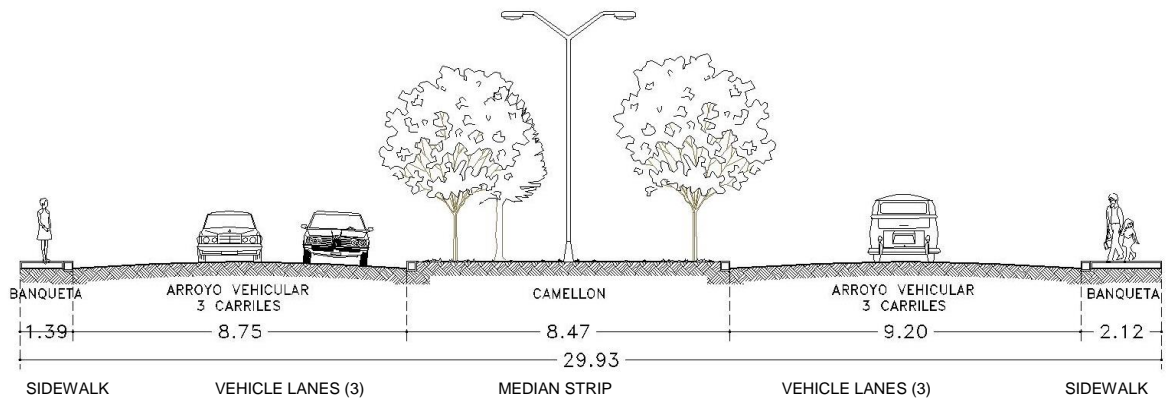
IGNACIO ZARAGOZA AVE.



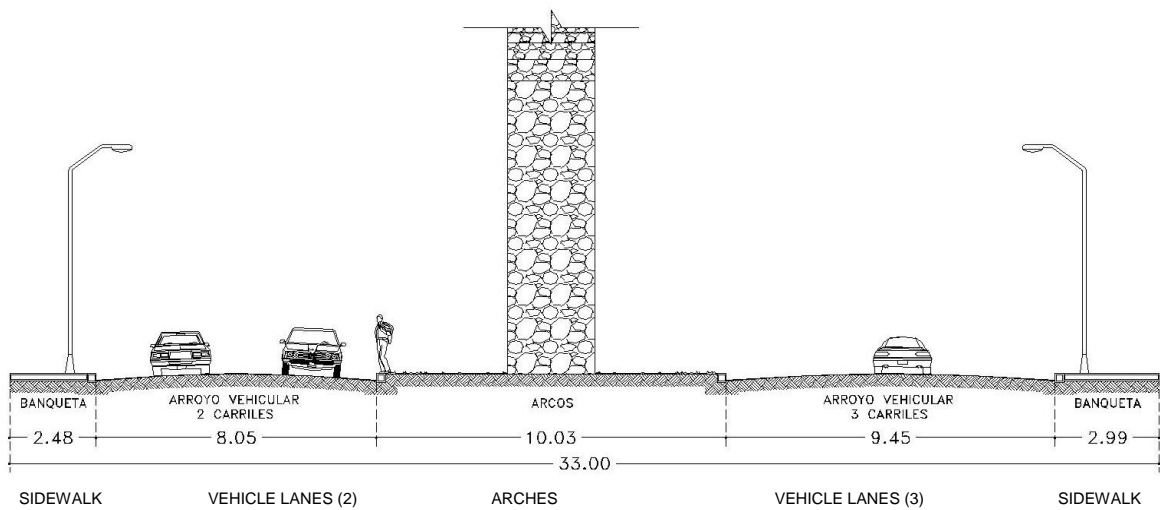
1.- EZEQUIEL MONTES



2.- LAS ARTES AVE.



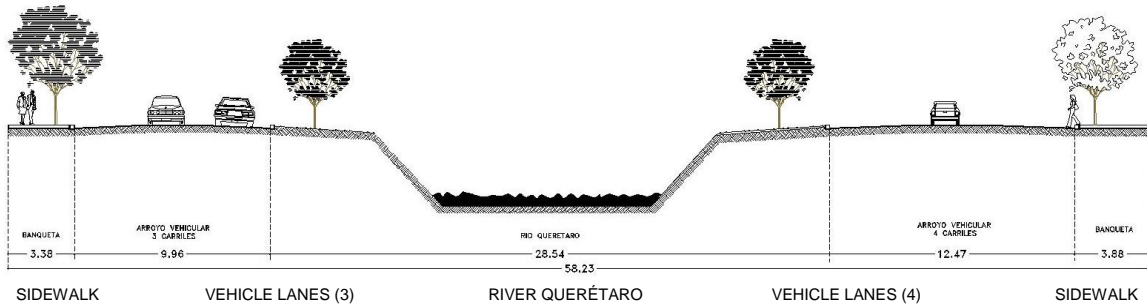
3.- 20 DE NOVIEMBRE AVE.



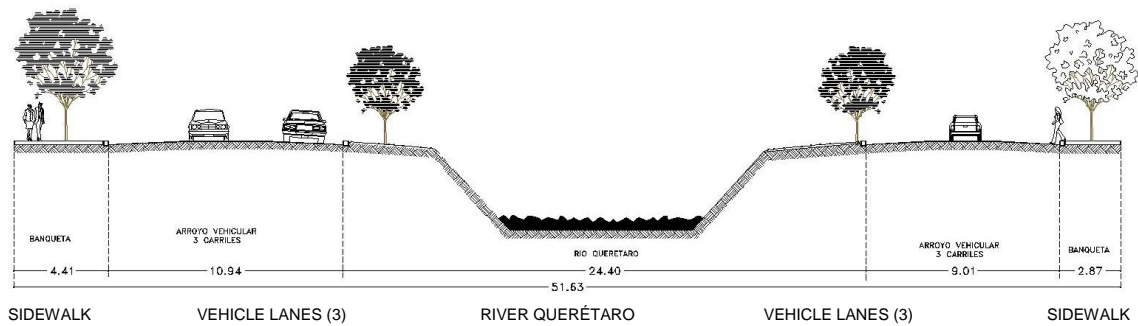
4.- BERNARDO QUINTANA



UNIVERSIDAD AVE.

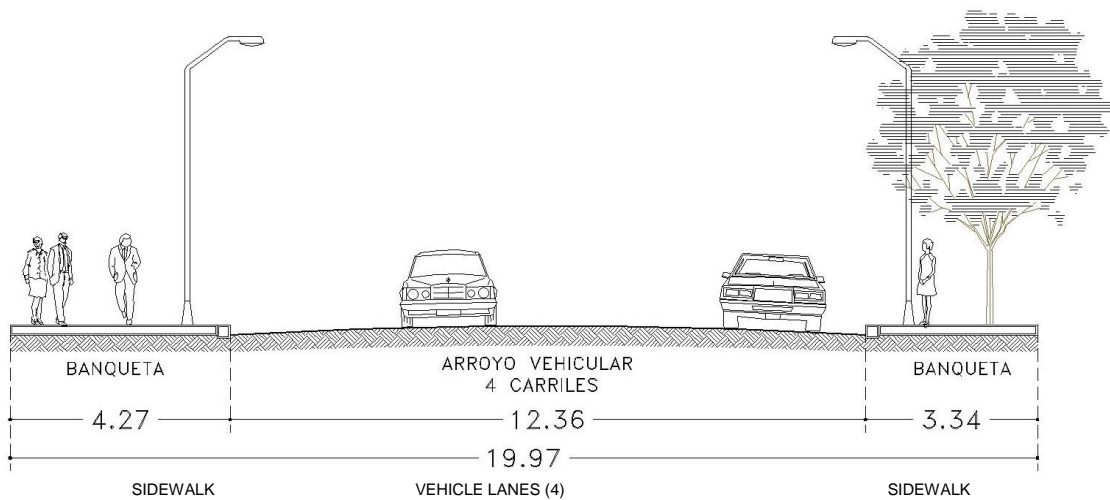


1.- PROLONGACIÓN CORREGIDORA

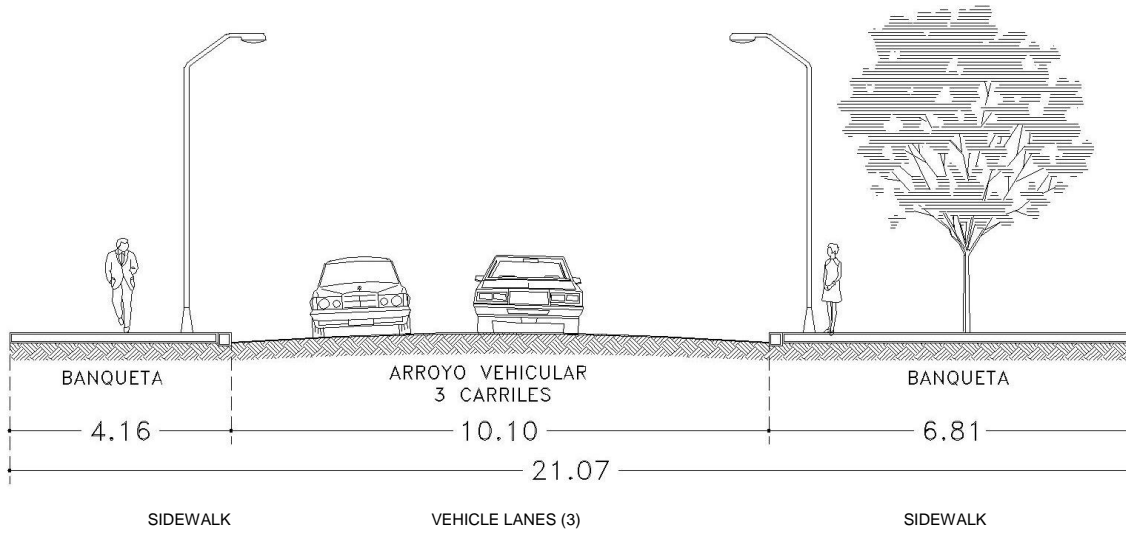


2.- DAMIAN CARMONA

TECNOLÓGICO AVE.

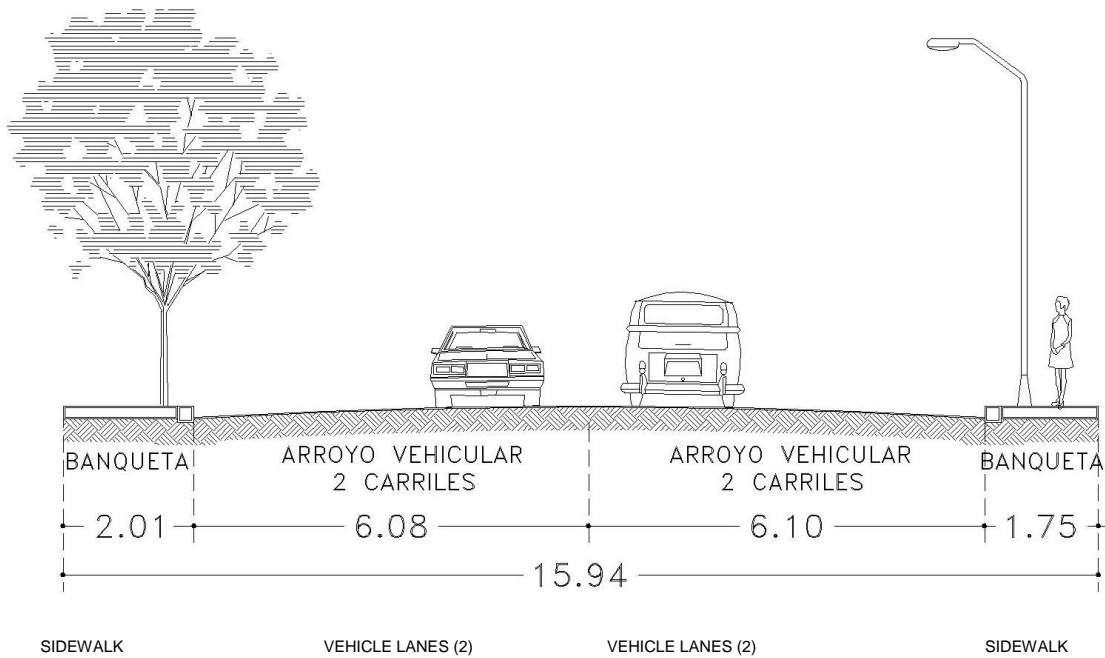


1.- IGNACIO ZARAGOZA AVE.



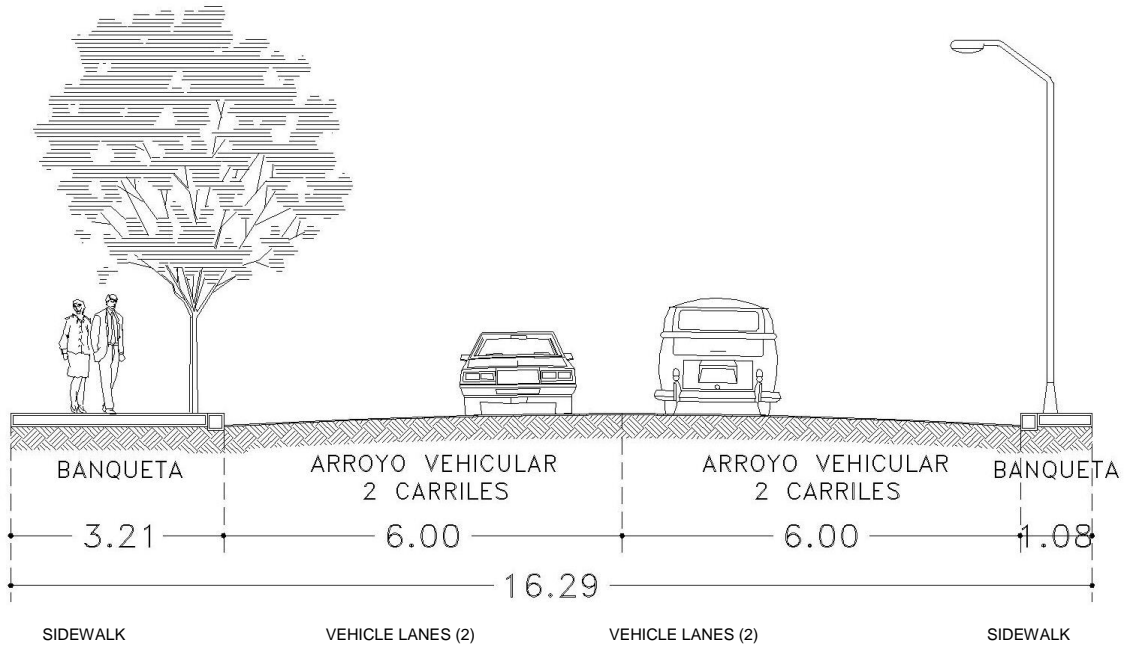
2.- JUSTO SIERRA

PROLONGACIÓN TECNOLÓGICO



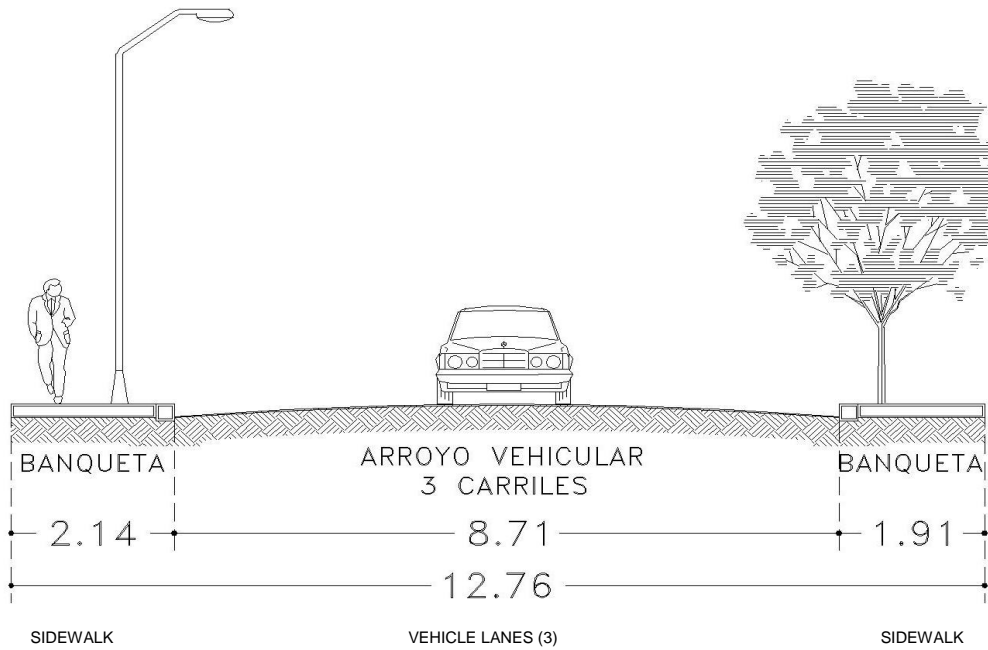
1.- CABO CAÑAVERAL

JOSÉ AMILCAR VIDAL



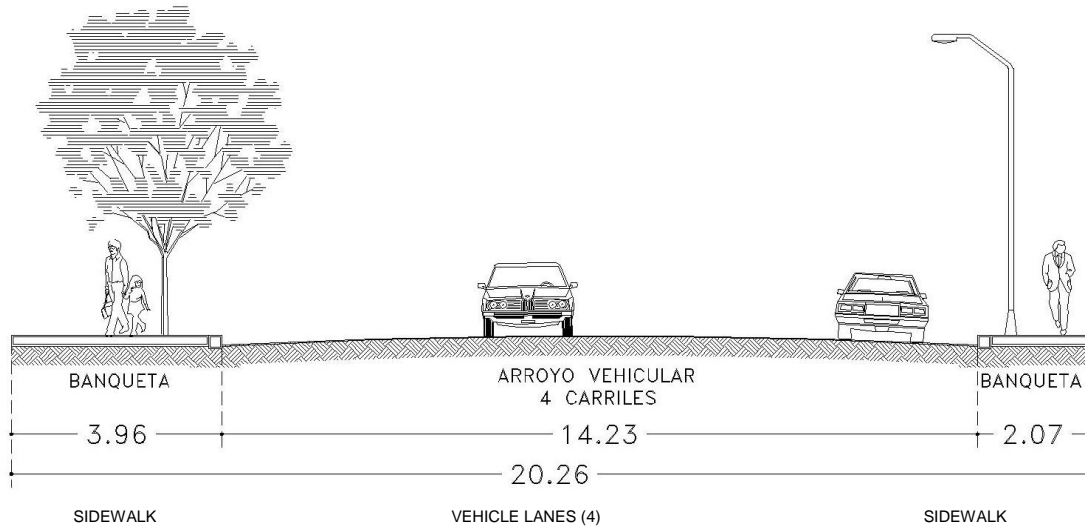
1.- SAN AGUSTÍN DEL RETABLO

IGNACIO PÉREZ



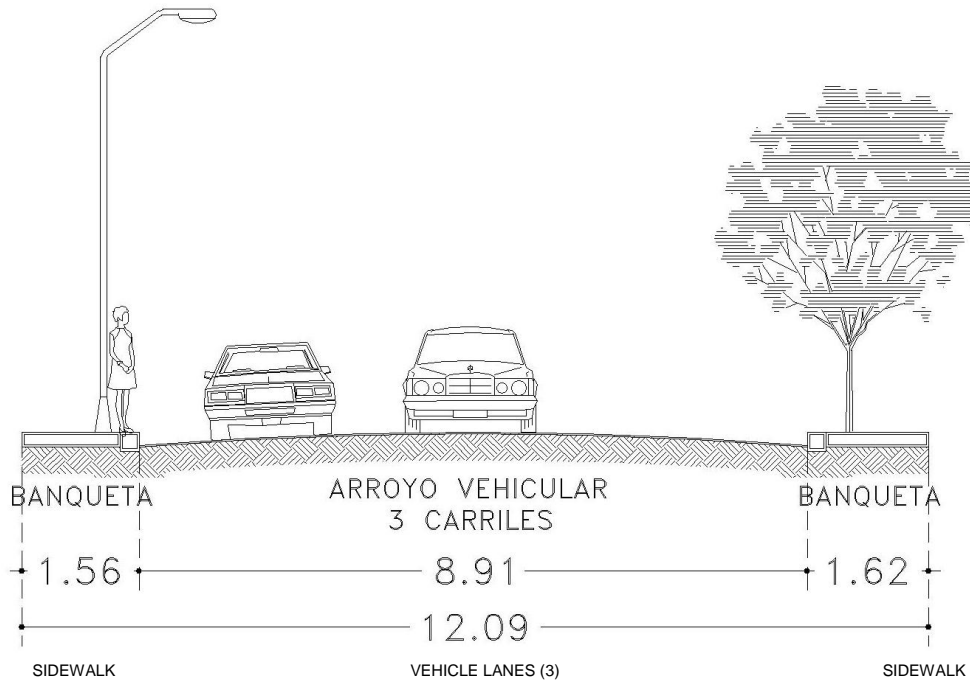
1.- JOSÉ MARÍA PINO SUAREZ

EZEQUIEL MONTES



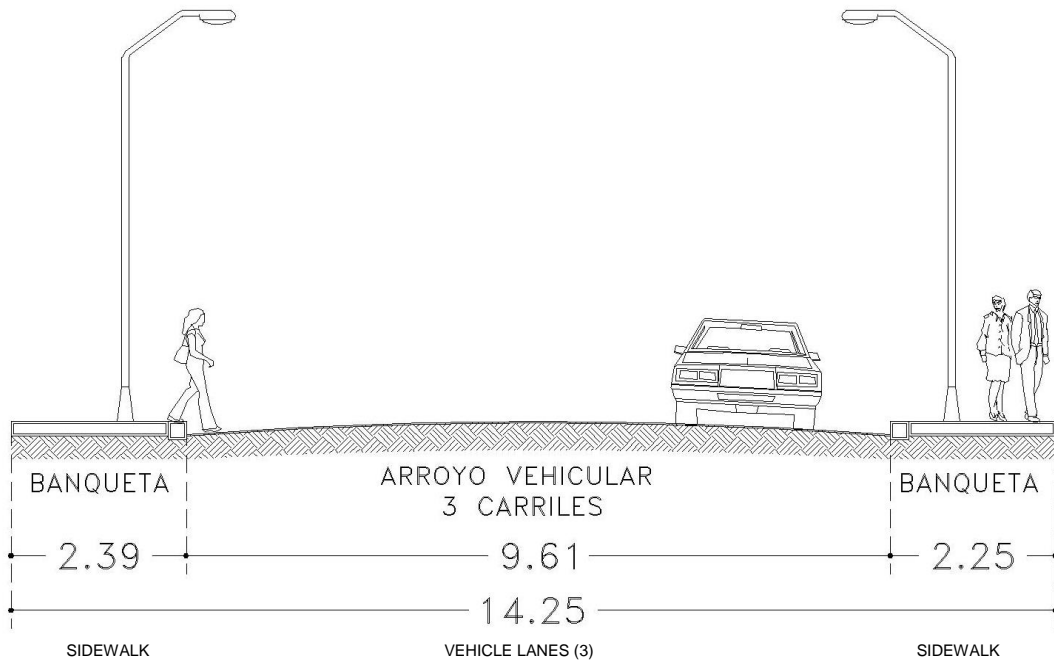
1.- FRANCISCO I. MADERO

ESTÍO



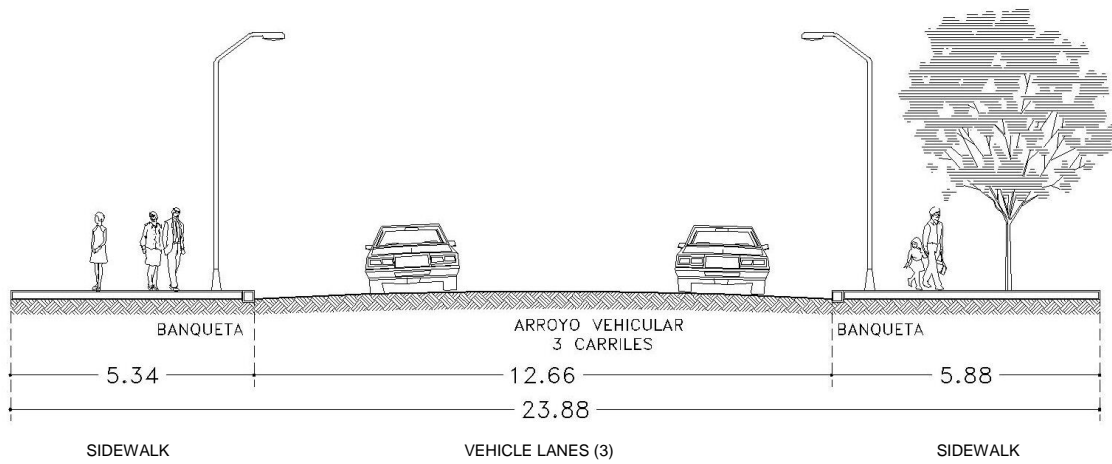
1.- 4ª DE LAS ROSAS

MELCHOR OCAMPO

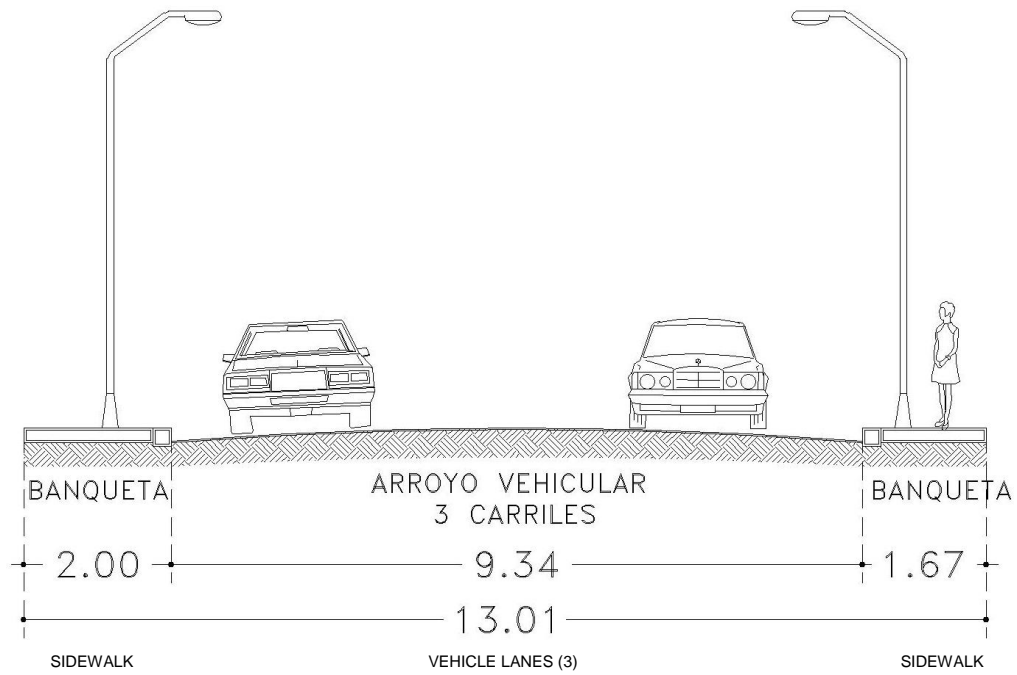


1.- RADIO DIFUSIÓN

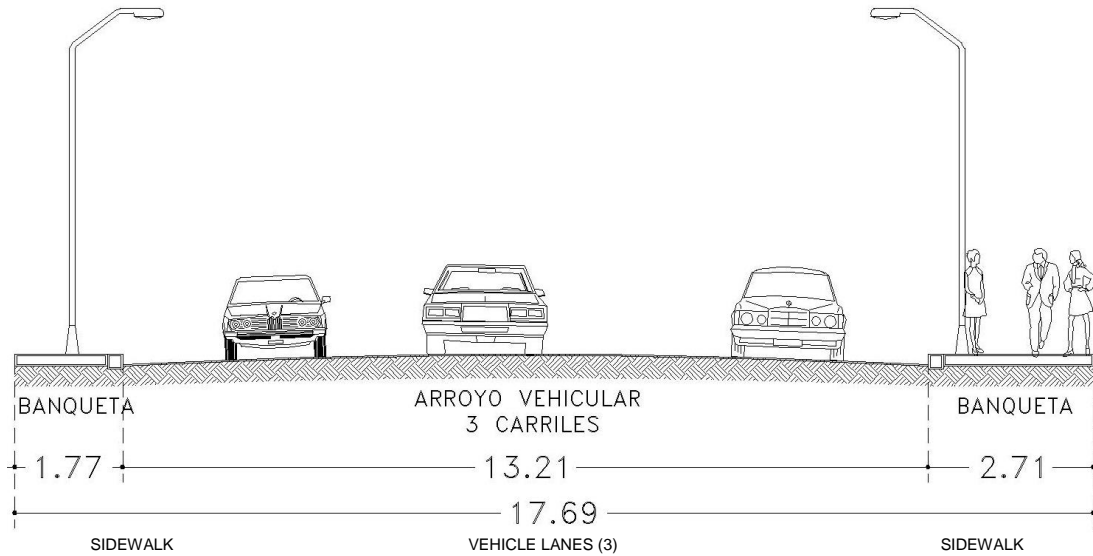
CORREGIDORA AVE.



1.- ANDRÉS BALVANERA



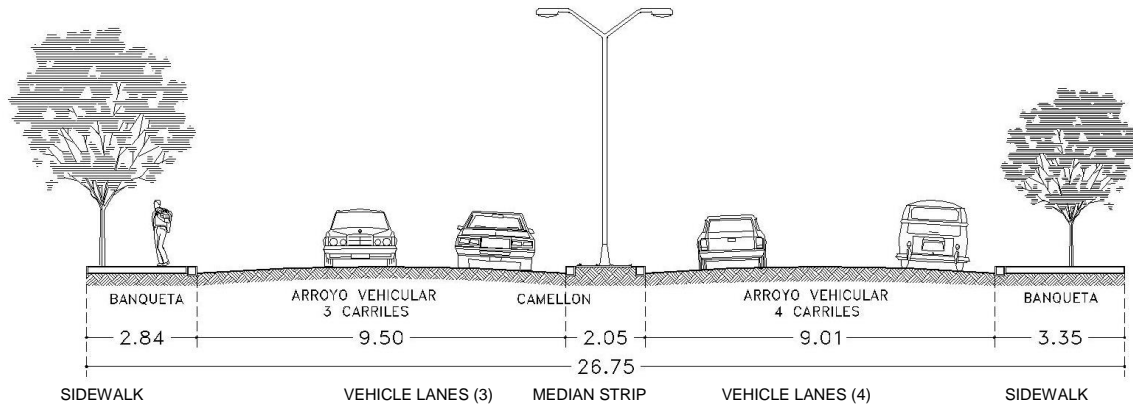
2.- ÁNGELA PERALTA



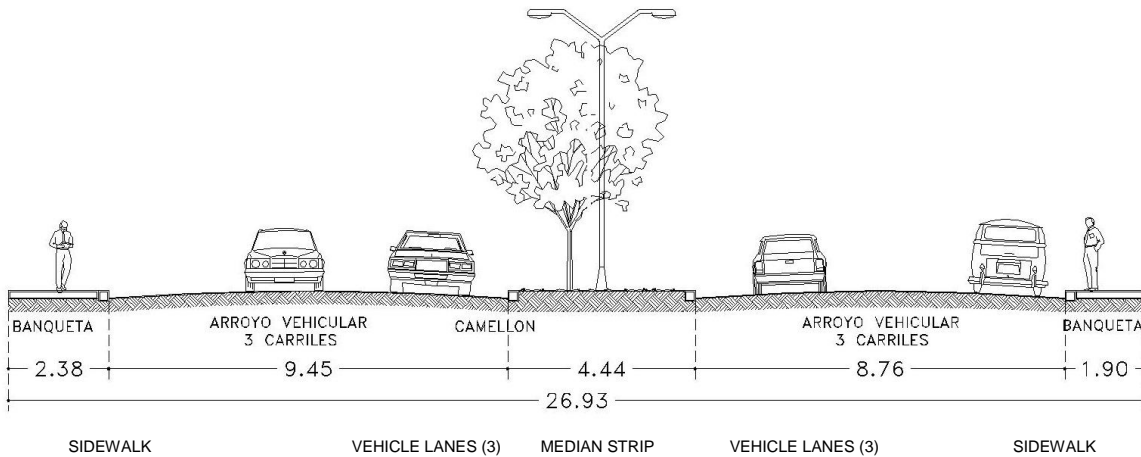
3.- MARIANO ESCOBEDO



PROLONGACIÓN CORREGIDORA

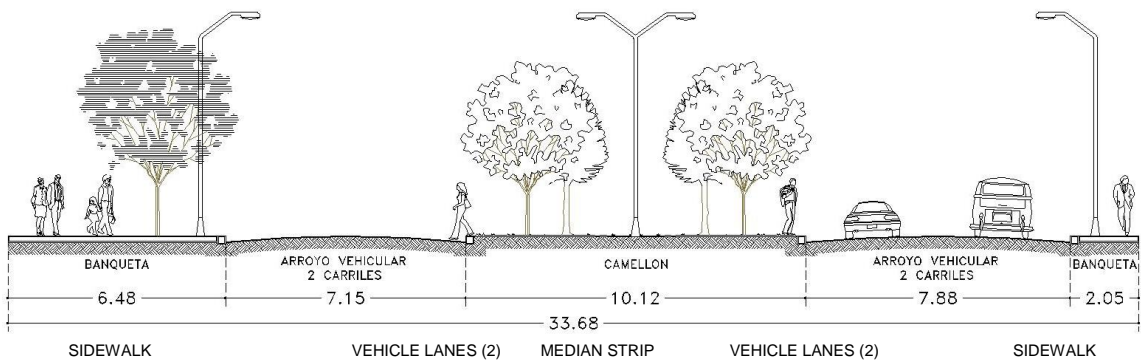


1.- JUANA DE ARCO



2.- UNIÓN

LUIS PASTEUR AVENUE



1.- BETWEEN JALISCO AND CONSTITUYENTES AVE.

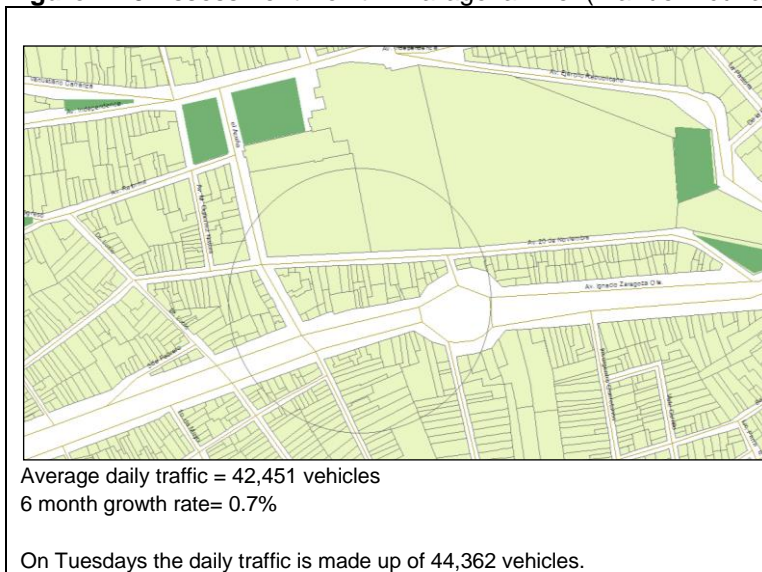
As derived from the analysis carried out by the Hueltron Company, S. A. de C.V. vehicular flow behavior is conflictive at some points located within the study zone as the increase in vehicular flow impacts on them.

The results presented in this study consider that, in general, the impact of the increase in vehicular flow in the central zone is:

- Moderate on roads that flow from east to west, and
- Negative on roads flowing from north to south

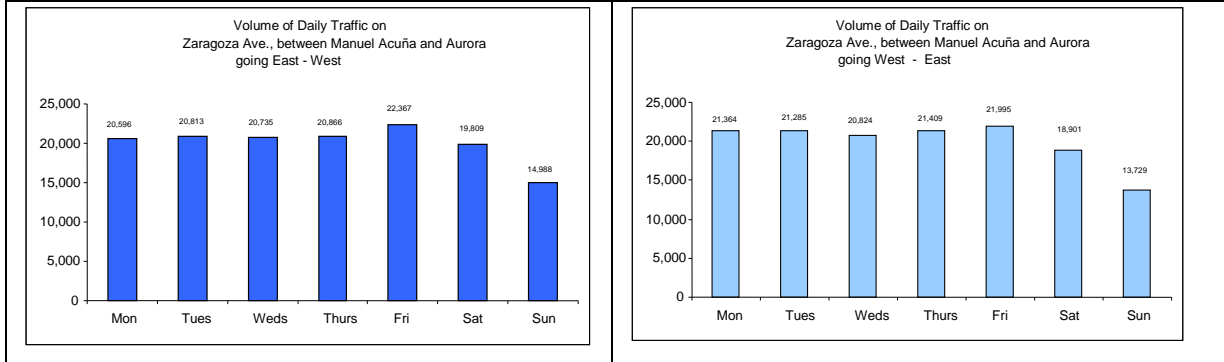
The assessment points located within the Monuments Zone and traditional neighborhoods are presented below, along with their main results:

**Figure II.45** Assessment Point 1: Zaragoza Ave. (Manuel Acuña and Aurora).



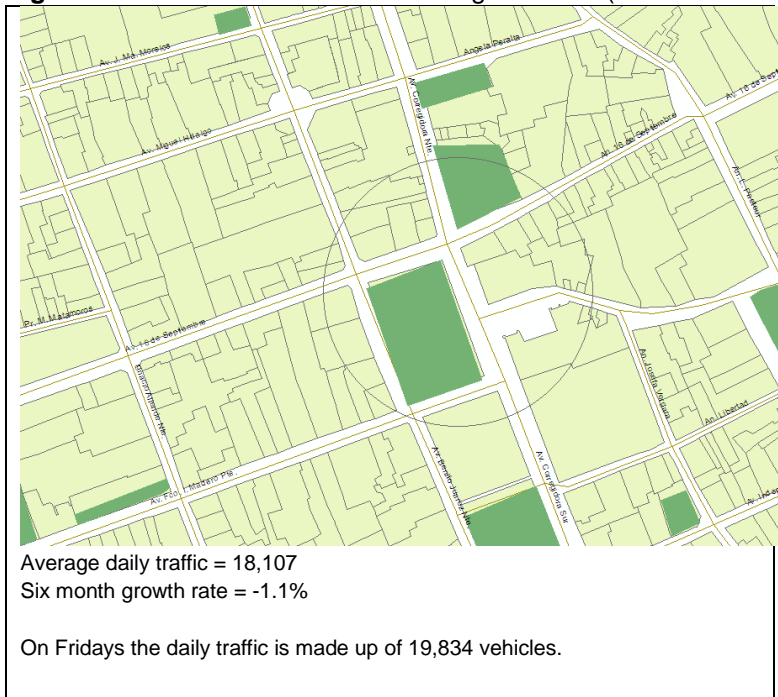
Source: JAVE Constructions S.A. de C. V. from field investigation

**Graph II.11** Volume of Daily Vehicular Traffic on Zaragoza Ave. (Manuel Acuña and Aurora)



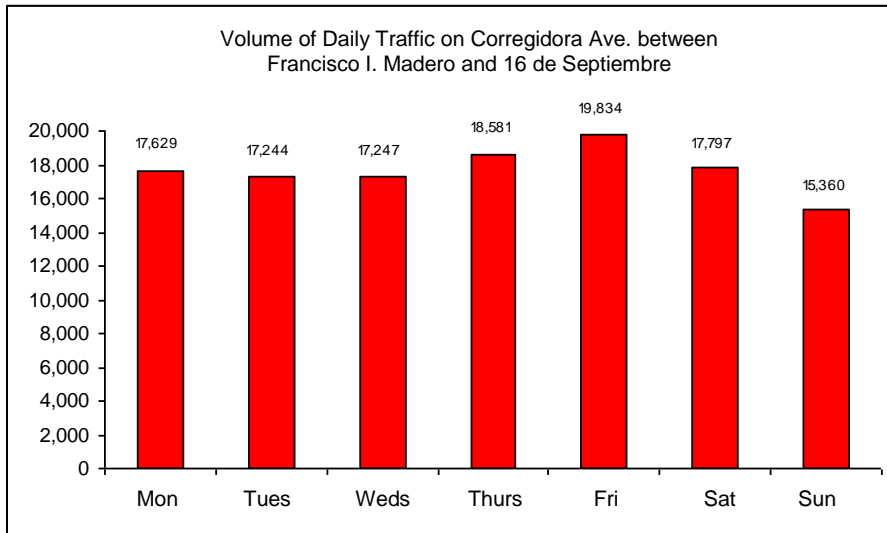
Source: Hueltron, S. A. de C.V.

**Figure II.46** Assessment Point 2: Corregidora Ave (Francisco I. Madero and 16 de Septiembre).



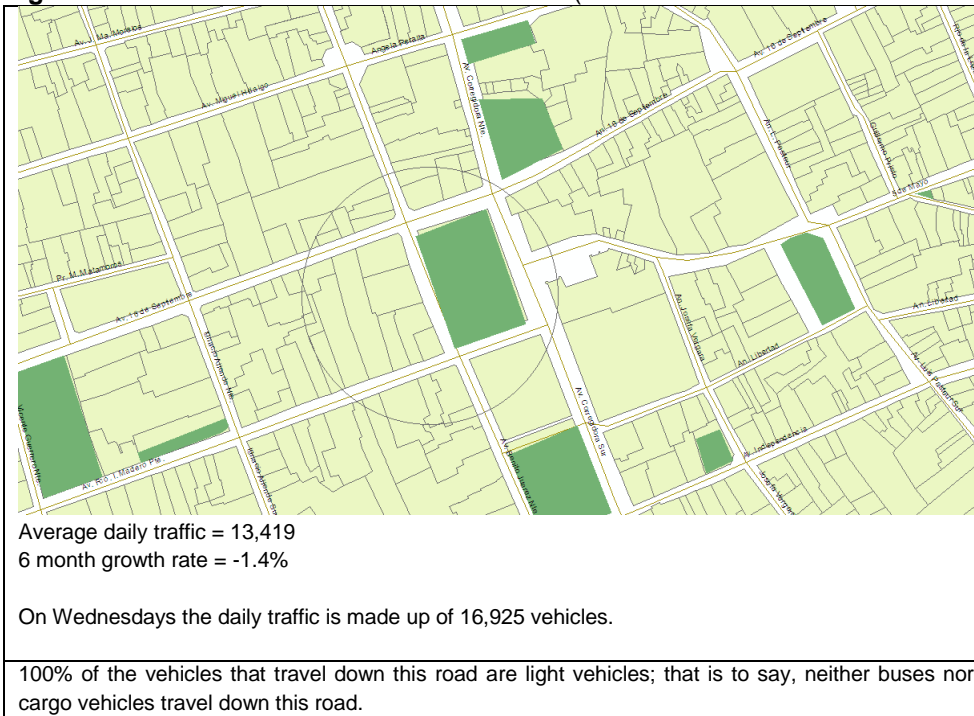
Source: JAVE Constructions, S.A. de C. V. from field investigation

**Graph II.12** Volume of Daily Traffic on Corregidora Ave. (Francisco I. Madero and 16 de Septiembre)



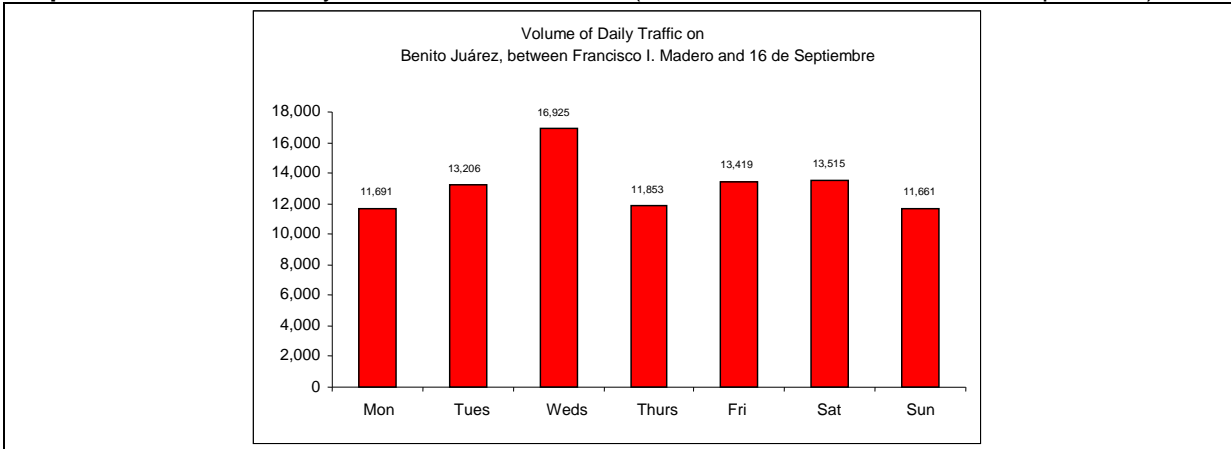
Source: Hueltron, S. A. de C.V.

**Figure II.47** Assessment Point 3: Benito Juárez (Francisco I. Madero and 16 de Septiembre).



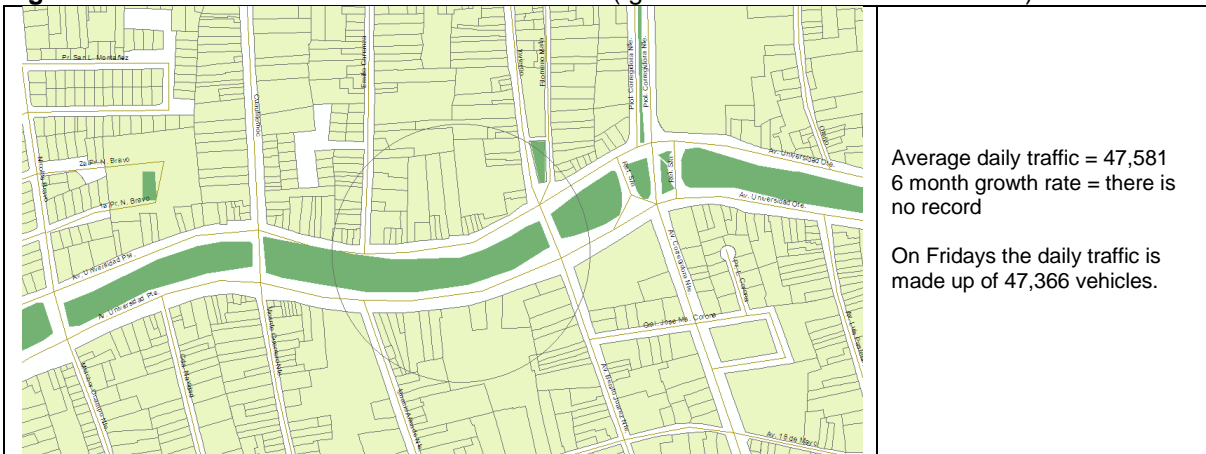
Source: JAVE Constructions S.A. de C. V. from field investigation

**Graph II.13** Volume of Daily Traffic on Benito Juárez (Francisco I. Madero and 16 de Septiembre)



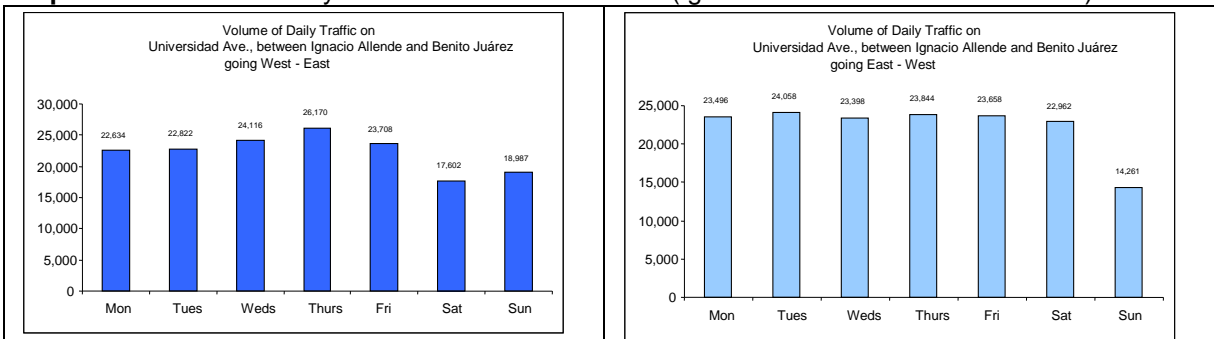
Source: Hueltrón, S. A. de C. V.

**Figure II.48** Assessment Point 4: Universidad Ave. (Ignacio Allende and Benito Juárez)



Source: JAVE Construccions S.A. de C. V. from fieldwork

**Graph II.14** Volume of Daily Traffic on Universidad Ave. (Ignacio Allende and Benito Juárez).



Source: Hueltrón, S. A. de C. V.

According to this information, we can observe that, in the case of the stations located on Manuel Acuña and Aurora on Zaragoza Ave., where the streets have a historical record, there is insignificant growth (0.7%), and traffic increases on Fridays.

The assessment stations at Corregidora and Juárez have results that produce negative growth rates. For the former, the rate is -1.1 and for the latter, it's -1.4; according to this, the amount of vehicular traffic on these two roads dropped in the time period of the study.<sup>5</sup>

The station at Universidad Ave. between Allende and Juárez doesn't have a historical record, and for this reason no growth rate has been established.

In this sense, conflictive crossroads, which are described in table II.45, exist in the field of performance of the PMCZMHSQ; according to the observations carried out on the routes on site, congestion is caused by the influx of buses, taxis and inter-city buses.

**Table II.45** Crossroads with Congestion Problems within the Field of performance of the PMCZMHSQ

Crossroad	Direction
Zaragoza and Ezequiel Montes	East - West
Zaragoza and Allende	East - West West - East
Zaragoza and Colón	East - West
Zaragoza and Pasteur	East - West
Zaragoza and Corregidora	East - West
Pasteur and Zaragoza	East - West
Constituyentes and Corregidora	East - West

Source: Sectorial Roads Program of the Querétaro City Urban Area: First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V. 2006.

It's worth mentioning that the crossroads considered in this list are defined as being problematic due to the convergence of lines of public transport, and the conduct of those haulers that, on many occasions, invade the central lanes, preventing other private vehicles from passing and so making the traffic lights alone insufficient for the task of speeding up vehicular traffic.

<sup>5</sup> The day time volume provided by the master station was compared with the daytime volume obtained in 1993 in the comprehensive study of roads and urban transport in Querétaro, carried out by SEDESOL in 1993.



### II.6.3.2 Transport

The traffic generated in the zone consists of public and private transport and pedestrian traffic, all of which presenting different characteristics and needs faced with their concentration on narrower streets. These are largely one-way streets, resulting in the emergence of many road conflicts.

With regard to authorized public transport, it has been observed that their routes cause grave problems as there are high concentrations of them at certain intersections in the field of performance of the PMCZMHSQ.

There are 12 nodes of conflict in the area, within which the passage of said units is concentrated (see table II.46).

**Table II.46** Conflict Nodes in the Field of performance of the PMCZMHSQ

Node	Location
N1	Zaragoza and Pasteur
N2	Zaragoza and Colón
N3	Constituyentes and Pasteur
N4	Constituyentes and Colón
N5	Zaragoza and Tecnológico
N6	Tecnológico and Universidad
N7	Ezequiel Montes and Universidad
N8	Universidad and Corregidora
N9	Universidad and Damián Carmona
N10	Universidad and Felipe Ángeles
N11	Ezequiel Montes and Zaragoza
N12	20 de Noviembre and Constituyentes

Source: JAVE Constructions S.A. de C.V. from fieldwork

According to the study for restructuring the public transport system in the Metropolitan Zone of the City of Querétaro, in 2003 there were 22 companies authorized to provide public transport on 123 routes with a total of 1,500 units (see table II.47). Of these routes, 109 go through some point of the field of performance of the PMCZMHSQ.

**Table II.47** Authorized Public Transport Companies whose Services pass through the Field of performance of the PMCZMHSQ

Company	Number of Routes	Company	Number of Routes
ACSA	21	EJIDAL	2
ALUCSA	8	GABRIELA RODRIGUEZ GARCÍA	1
CNC	2	SEMET	6
SHARED BETWEEN ENL. STA. ROSA-SJI-SITSA-CTM	2	SISTEMA TAXIVAN FTEQ	44
SHARED BETWEEN FTEQ-ACSA-SEMET	2	SITSA	61
SHARED BETWEEN SITSA/CTM	2	SOC. COOP. ACUEDUCTO	2
CTM/FTEQ	54	TAXIBUSES CTM	89
DELFINES DE SAN JUAN	6	TRANSMETRO	16
DILIGENCIAS	1	TRANSPORTEQ	2
DILIGENCIAS CTM/FTEQ	1	TRANSPORTES SOLARES BANTHI	2
DILIGENCIAS CTM/FTEQ	4		
DILIGENCIAS DE SAN JUAN	8		

Note: There are routes that are covered by two or more companies

Source: Department of Transportation and Road Systems, 2003.

In the analysis carried out in the cited study, it is mentioned that problems exist due to the over-supply of units for the service, which are based on the low rate of 391 passengers per unit per day.

### Public Transport Bus Stops

Within the operation of public transport services that are in circulation in the field of performance of the Action Plan, there are a series of stops where the buses stop to allow passengers to make use of the service. However, the operators of these transport units always stop in areas where this is not allowed.

Despite this, the service has designated sites for boarding and alighting from units, of which a total of 95 have been counted. Of those, 49.47% have no equipment, and are considered as non-formal bus stops; that is to say, they do not have space to protect the service users.

4,800 units currently make up the taxi service, which are organized into different associations.

Within public transport, it has been observed that there are supply units, which also tend to be large in size. Their distribution system causes conflicts on small streets, and so it is paramount that the existing regulation be applied, which establishes the loading and unloading timetable as being from 10 pm to 6 am in the field of performance of the PMCZMHSQ.

Private transportation represents the most important vehicle load in the flow of traffic. The number of automobiles that go through the area is an important area of conflict, especially with regard to parking spaces; the current number of spaces does not cover the real needs of the floating or traveling population.

### **II.6.3.3 Public Parking**

Parking on public roads constitutes a conflict situation due to the number of vehicles that come to the Historic Center, and despite the area being restricted, continue to park even in prohibited zones.

Based on the results of the road study carried out by SDUOP in 2010, where the number of parking spaces within the Historic Monuments Zone was quantified, and information from fieldwork, the total supply of spaces in formal parking lots, and the number of spaces at permitted sites on public roads (see table II.48) was established.

**Table II.48** Number of Parking Bays and Spaces in Parking Premises and .Public Roads within the Monuments Zone of the City of Querétaro

Zone	No. of Parking Lots	No. of Parking Bays	Parking on Public Roads
1	1	19	-
2	2	348	-
3	11	804	438
4	13	616	906
6	4	184	444
7	13	1,057	612
8	2	56	-
9	6	138	106
10	8	508	185
11	5	195	113
12	4	173	57
13	7	372	-
14	1	5	64
16	2	12	-
17	1	12	368
<i>Subtotals</i>	80	4,499	3,293
<b>Total of parking bays and spaces on public roads</b>			<b>7,792</b>

- Parking is not allowed on public roads

Source: JAVE Constructions S.A. de C. V. from information from the site and Hueltron, S.A. de C.V.

Zoning is based on the area of influence of each of the formal parking lots, which were established as having a radius of influence of 200 m, according to the valid regulation.

In map II.5 presented below, the distribution of these zones is observed, as well as the locations of the parking lots and authorized parking spaces on public roads.

The demand for parking spaces was also analyzed from the perspective of the needs of housing and buildings for commerce and services. In both cases, the following criteria were taken into account:

- Within the influence zone of the parking lots and in accordance with the valid regulation on the matter of urban development, each house, of an average construction size of 250 meters, requires 1 parking space.

- From the total number of premises in each parking lot influence zone, the total number of those for residential use was counted, along with the numbers of those classified for commercial and service uses, and the number of those classified for mixed uses. This allowed us to define the percentage of constructed surface area per land use.

As can be seen in table II.49, the total surface area of each zone and its area affected by the percentage of ground use for housing are presented, giving a total of the surface area constructed on for this purpose. At the same time, this result was affected by the average amount of surface area constructed upon per house (in the case of the Monuments Zone, this was calculated as an average of 250 m<sup>2</sup>), producing a total number of houses. According to the standard, one house corresponds to one automobile, and as a result the calculations give the number of parking spaces required in each one of the parking lot zones of influence.

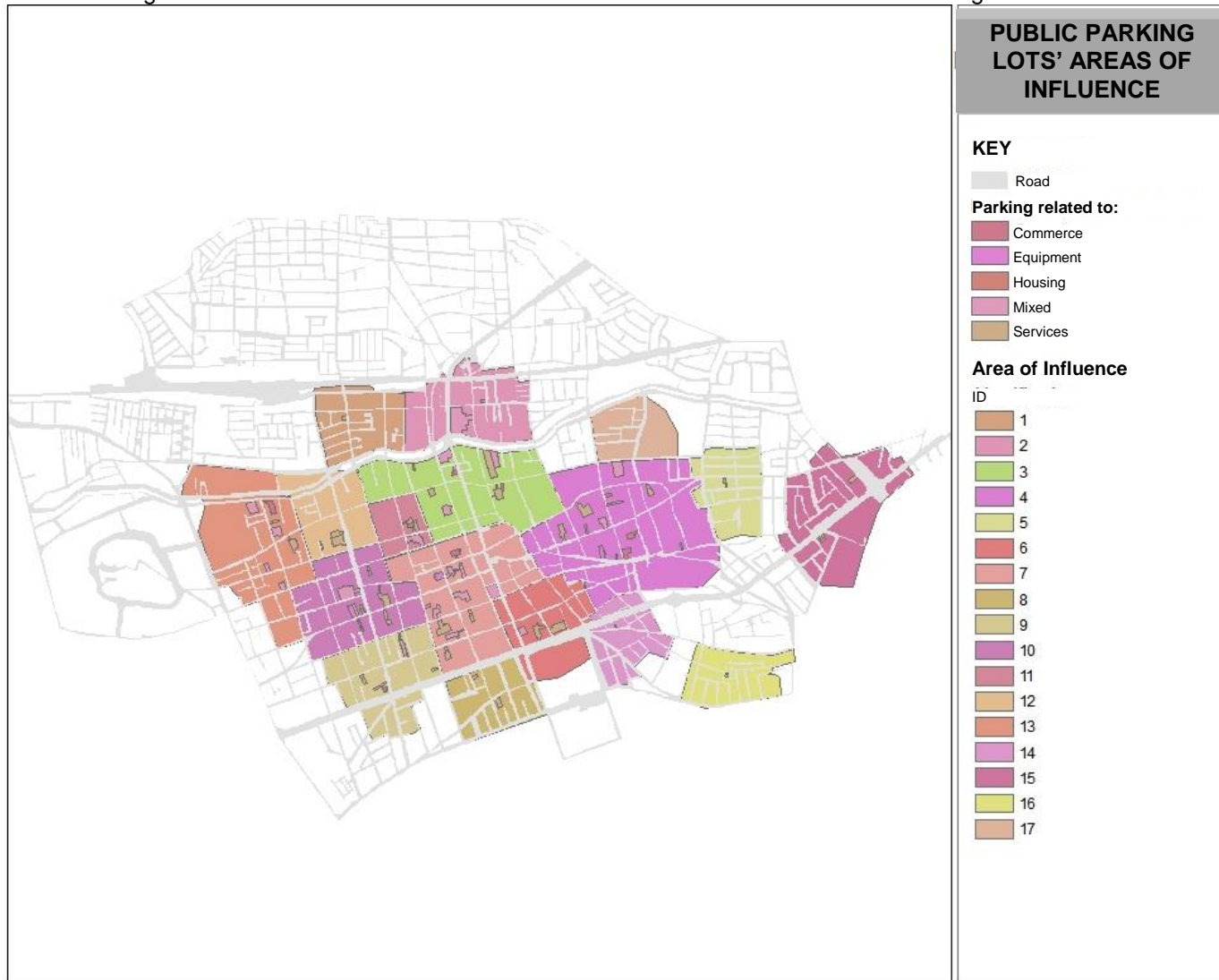
**Table II.49** Demand for Parking Bays and Spaces for Housing in the Zones of Influence of Public Parking Lots in the Field of performance of the PMCZMHSQ

Area	Surface Area (m <sup>2</sup> )	Surface Area Constructed upon for Housing (m <sup>2</sup> )	% of total	Constructed Surface Area per House (m <sup>2</sup> )	Number of Parking Spaces Required
1	2,511	1,082	43%	250	4
2	2,794	1,925	69%	250	8
3	185,843	86,231	46%	250	345
4	297,808	198,935	67%	250	796
6	91,344	40,191	44%	250	161
7	232,215	53,409	23%	250	214
9	104,877	55,585	53%	250	222
10	155,958	85,777	55%	250	343
11	53,650	37,018	69%	250	148
12	78,904	45,764	58%	250	183
13	146,844	92,511	63%	250	370
14	52,687	35,300	67%	250	141
16	57,738	28,291	49%	250	113
	1,556,879				3,042

Source: JAVE Constructions, S.A. de C.V. from the Sectorial Road Program for the Querétaro City Urban Area, First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V.

Zones 5, 8, 15 and 17 make up districts with a higher average level of parking spaces per house, as the premises in these zones have at least one parking space for each one. For this reason, they were excluded from the analysis.

**Map II.5** Locations of Parking Lots and their Areas of Influence in the Monuments Zone and Traditional Neighborhoods



Source: Municipality of Querétaro 2004; Sectorial Road Program for the City of Querétaro Urban Area: First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V. and JAVE Constructions S.A. de C.V. from fieldwork



From the results presented in table II.49, a total of 3,042 parking spaces are required for residential use in the monuments zone.

To complete the demand for parking spaces, requirements for non-residential use were calculated, which are considered as being for commercial and service use (see table II.50).

**Table II.50** Demand for Non-Residential Parking Bays and Spaces in the Influence Zones of Public Parking Lots

Area	Surface Area (m <sup>2</sup> )	Surface Area Constructed upon for Commerce, Services and a Mix (m <sup>2</sup> )	% of the Total	40% of Saleable Area (m <sup>2</sup> )	Surface Area per Parking Space (m <sup>2</sup> )	No. of Parking Spaces
1	83,716	47,719	57%	19,087	30	636
2	93,163	28,881	31%	11,552	30	385
3	185,843	100,355	54%	40,142	30	1,338
4	297,808	98,277	33%	39,311	30	1,310
6	91,344	51,153	56%	20,461	30	682
7	232,215	178,806	77%	71,522	30	2,384
9	104,877	49,292	47%	19,717	30	657

**Table II.51** Demand for Non-Residential Parking Bays and Spaces in the Influence Zones of Public Parking Lots (Continued)

Area	Surface Area (m <sup>2</sup> )	Surface Area Constructed upon for Commerce, Services and a Mix (m <sup>2</sup> )	% of the Total	40% of Saleable Area (m <sup>2</sup> )	Surface Area per Parking Space (m <sup>2</sup> )	No. of Parking Spaces
10	155,958	70,181	45%	28,073	30	936
11	53,650	16,632	31%	6,653	30	222
12	78,904	33,140	42%	13,256	30	442
13	146,844	54,332	37%	21,733	30	724
14	52,687	17,387	33%	6,955	30	232
16	57,738	29,447	51%	11,779	30	393
	1 634,747					10,341

Source: JAVE Constructions, S.A. de C.V. from Sectorial Road Program for the City of Querétaro Urban Area: First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V.

For the demand total, non-residential, commercial and service uses were included, considering that of the total amount of surface area for these uses, 40% is saleable, excluding areas for internal roads and green areas, as well as warehouses and storage areas. The average requirement of 30 m<sup>2</sup> of space per vehicle was defined, which includes the surface area of internal roads and parking.

According to the results presented in the table above, the demand from these types of ground uses is of 10,341 parking bays or spaces.

It's worth mentioning that this calculation is based on the assumption that 100% of houses demand 1 parking space each, and commercial and services areas require 3. However, based on a random sample of 10% of buildings in perimeter "A" of the Decreed Historic Monuments Zone, it was shown that 67.00% of housing had at least one parking space per home, and 55.00% of commercial and services buildings had enough space to fulfill their demands. This can be seen in table II.52.

**Table II.52** District and Building Sampling to Identify Parking Demands for Buildings Located in Perimeter "A" of the Historic Monuments Zone

Block Number	Number of Buildings in Block	Number of Housing Buildings	Number of Parking Spaces	Number of Commercial and Services Buildings	Number of Parking Spaces
5	20	11	8	9	0
6	40	25	16	15	17
19	18	9	1	9	1
25	33	7	5	26	42
28	55	20	14	35	67
39	56	48	17	8	3
54	44	28	8	16	1
63	62	34	119	28	6
74	31	13	7	18	61
79	99	80	49	19	24
108	52	43	23	9	6
110	84	72	21	12	6
114	86	70	39	16	5
124	82	80	36	2	8
<b>TOTAL</b>	<b>762</b>	<b>540</b>	<b>363</b>	<b>222</b>	<b>247</b>

Source: JAVE Constructions, S.A de C.V. 2006.

According to this information, it has been calculated that, of the 540 buildings used for housing, 33.00%, 363 houses, require parking spaces. When we apply this percentage to the general demand, we get the following:

Total number of houses that demand parking spaces = 3,042 (100% of demand) - 2,342 (equivalent to 77.00% whose demands are covered) = 699 spaces required (33.00%).

Regarding the demand for parking spaces from commerce and services, it has been calculated that, from the 540 buildings, only 222 have spaces, showing that 63.00% of the demand is covered. As a consequence of this, the rest (37.00%) would still be in need of parking spaces. In this sense, the total calculated demand is the following:

Total demand for parking spaces for commerce and services = 10,341 (100% of demand) – 6,514 (equivalent to 63.00% of covered demand) = 3,826 spaces required (37.00%).

In summary, the following is the demand for parking spaces in the Historic Monuments Zone:

**Table II.53** Demand for Parking Bays or Spaces in the Monuments Zone of the City of Querétaro

Requirements	No. of Spaces
Number of Parking Spaces for Residential Use	3,048
Number of Parking Spaces for Commercial, Service and Mixed Use	10,341
<b>Total</b>	<b>13,389</b>

Source: JAVE Constructions, S.A de C.V. from the Sectorial Road Program for the City of Querétaro Urban Area: First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V.

According to the results, we can identify that the total number of parking lots in the Historic Monuments Zone is 80, offering a total of 4,499 spaces. 3,293 authorized spaces are also available on public roads, making a total supply of 7,792 spaces.

From this information, and the information above, we can establish the supply and demand balance, which is presented below:

**Table II.54** Supply – Demand of Parking Spaces in the Historic Monuments Zone

Requirements	No. of Spaces
Supply of Public Parking Spaces	7,792
Demand for Public Parking Spaces	13,389
Balance	-5,547

Source: JAVE Constructions, S.A de C.V. from the Sectorial Road Program for the City of Querétaro Urban Area: First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V.

In conclusion there is a surplus of 3,267 parking spaces considered for residential zones and commerce and services zones, where parking spaces for tourists are.

However, exclusively in perimeter “A” of the Decreed Historic Monuments Zone, where commercial, tourism and service activities predominate, it has been estimated that there is a deficit of 3,304 parking spaces. This comes from the demand calculation described above, particularly in zones 3, 4, 6, 7, 10, 11 and 12, which correspond to this Zone, as shown by the area in yellow presented in map II.6.

Therefore, the supply-demand balance presents itself in the following way:

**Table II.55** Supply-Demand Balance for Parking within the Historic Monuments Zone (Area “A”)

Zone	Supply			Demand	
	No. of Parking Lots	No. of Parking Bays	Parking on Public Roads	For Housing	For Commerce and Services
3	11	804	438	345	1,338
4	13	616	906	796	1,310
6	4	184	444	161	682
7	13	1057	612	214	2,384
10	8	508	185	343	936
11	5	195	113	148	222
12	4	173	57	183	442
	58	3,537	2,755	2,190	7,314

Source: JAVE Constructions, S.A de C.V. from the Sectorial Road Program for the City of Querétaro Urban Area: First Stage (ProVial ZC Querétaro) Hueltron, S.A. de C.V.

Adjustments for area “A”, according to the percentages of existing coverage calculated for the Historic Monuments Zone in the section above, are established below.

Total demand for parking spaces for housing = 2,190 (100% of demand) – 1,686 (equivalent to 77% of covered demand) = 503 spaces (33%).

Total demand for parking spaces for commerce and services = 7,314 (100% of demand) – 1,982 (equivalent to 27.11% of covered demand) = 5,331 spaces (72.88%).

However, with these 1,982 parking spaces for commerce and services being occupied, supply is affected due to the decrease in this quantity; therefore, of the 6,292 spaces calculated as the supply for this sector, there is a real offer of 4,310 spaces.

From these calculations, we obtain the following balance:

**Table II.56** Balance of Demand for Parking Spaces

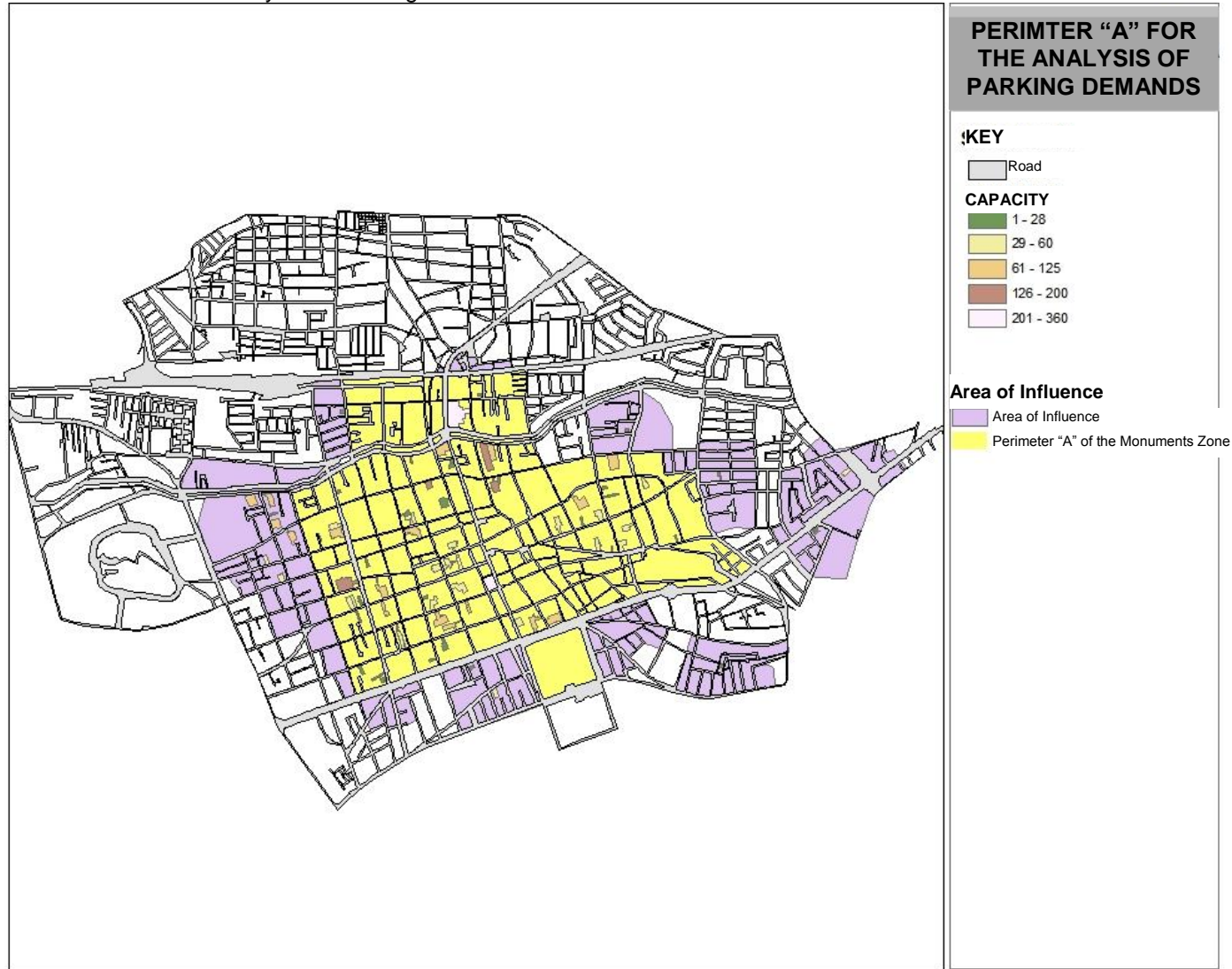
	Demand	Supply	Balance
For Housing	503		
For Commerce and Services	5,331		
<b>Totals</b>	<b>5,834</b>	<b>4,310</b>	<b>-1,524</b>

Source: JAVE Constructions, S.A. de C.V.

In accordance with the dynamics of perimeter “A” of the ZMHQ, and considering that demand does not behave in the same way all 24 hours of the day, it is considered that there are 3 time periods during the day when demand varies. The identified periods are:

- Daytime: going from 9 o'clock in the morning to 9 o'clock at night, when the demand for parking spaces is predominately from commerce and services, and the demand for parking from residents is almost null and void.
- Nighttime: going from 11 o'clock at night to 9 o'clock in the morning. In this period, it is considered that demand from commercial and service activities drops to its lowest point and the demand corresponding to residents of the Historic District is at 100%.
- And a mixture, which is identified between 9 o'clock and 11 o'clock at night. This timetable is considered as a transition time between visitors to the center and residents, and so the demand from both is considered to be reduced to 50% for each concept.

Map II.6 Monuments Zone Limit for the Analysis of Parking Demand



Source: Hueltron, S.A. de C.V. 2010 and JAVE Constructions S.A. de C.V. from fieldwork



In accordance with the dynamics of perimeter “A” of the ZMHQ, and considering that demand does not behave in the same way all 24 hours of the day, it is considered that there are 3 time periods during the day when demand varies. The identified periods are:

- Daytime: going from 9 o'clock in the morning to 9 o'clock at night, when the demand for parking spaces is predominantly for commerce and services, and the demand for parking for residents is almost null and void.
- Nighttime: going from 11 o'clock at night to 9 o'clock in the morning. In this period, it is considered that demand from commercial and service activities drops to its lowest point and the demand corresponding to residents of the Historic District is at 100%.
- And a mixture, which is identified between 9 o'clock at night and 11 o'clock at night. This timetable is considered as a transition time between visitors to the center and residents, and so the demand for both is considered to be reduced to 50% for each concept.

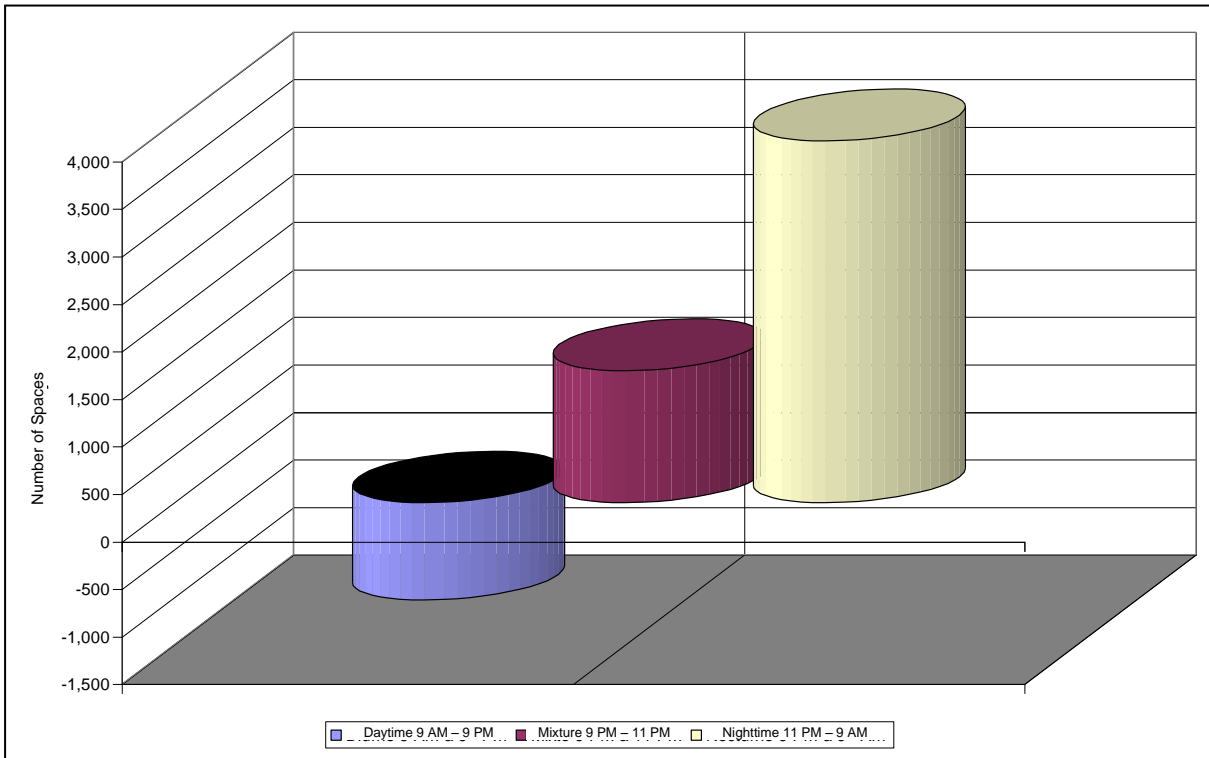
In accordance with the following graph and table, we can observe the conditions of the demands for parking.

**Table II.57** Conditions of the Demands for Parking

Demand for Parking Spaces					
			Demand	Supply	Balance
Daytime	9 AM to 9 PM	Commerce and Services	5,331	4,310	-1,021
Mixture	9 PM to 11 PM	50% Services 50% Housing	2,917	4,310	1,393
Nighttime	9 PM to 9 AM	Housing	503	4,310	3,807

Source: JAVE Constructions, S.A. de C.V. from the demand calculation and fieldwork

**Graph II.15** Balance of Parking Spaces in the Monuments Zone of the Historic Center of the City of Querétaro, Qro.



Source: JAVE Constructions, S.A. de C.V. from the demand calculation and fieldwork

According to these results, we can see that the parking deficit in the monuments zone of the Historic Center takes place during the daytime timetable, with a total of -1,021 spaces. For the nighttime table we can see a surplus of 3,807 spaces, along with the surplus in the mixture timetable of 1,393 spaces.

However, in the work being carried out by the Planning Institute of the Municipality of Querétaro, they are updating and quantifying the number of public parking spaces within perimeter “A” of the monuments zone. In this update, they managed to quantify the number of available parking spaces in the area to satisfy the demand for this service, and from the 49 physically identified parking lots, there is a total of 3,536 parking spaces, with an average of 79% of them being used from Monday to Friday and 61% being used at the weekend (Saturday and Sunday).

With this, we can observe that the operating and service conditions of parking lots have a reduced supply during the daytime timetable, which, in accordance with the demand distribution analysis during the day and night, continues to have a deficit of 30% of the installed capacity.

Information updates allowed us to observe that there are parking lots with the sufficient capacity, and expanding them would only resolve the demand for spaces in perimeter “A” of the Monuments Zone in some cases. According to estimations from IMPLAN itself, 20 of the 49 existing parking lots in the zone could be subjected to expansion, and it is estimated that their capacity could be increased by up to 50%. This would allow for an increase of a total number of 914 spaces, which would add up to a total of 4,450 spaces, and so decreasing the deficit shown in the daytime timetable, going from a deficit of 1,021 to just 107 parking spaces.

Regarding motorcycles and bicycles on the other hand, there are no lanes exclusively for their use on the roads, and there is only one place for parking for them in the area with a capacity for 12 motorcycles.

The type of traffic that has the least impact is pedestrian traffic, and due to the characteristics presented in the field of performance of the PMCZMHSQ, this is extremely recurrent. Up to now there are no mobility studies that guarantee pedestrian flow movements in the zone, listing the centers of population concentration and trajectories from the zones where people alight from public transport.

However, within perimeter “A” of the Historic Monuments Zone, there are pedestrian roads that are traveled along by the population in general, and particularly by tourists that visit the city at the weekend and during vacation periods.

The pedestrian roads are:

**Figure II.49** Pedestrian Roads



The total length of roads for pedestrian traffic is 1,699.49 meters. It's worth mentioning that the zone of the Libertad and 5 de Mayo corridors and the zone of the Plaza de Armas garden have been seen to be invaded by the establishment of service areas in the pedestrian zone, occupying them to a greater extent than is authorized. This has caused the continuity of pedestrian flow to be seen to be interrupted or modified.

#### II.6.3.4 Conflict Points and Zones

From Zaragoza Ave. to the junction with Bernardo Quintana Blvd. on 5 de Febrero Ave. which is a regional road that links this Action Plan's intervention area with the rest of the Urban Zone, there is considerable road conflict due to urban transport,

suburban transport, metropolitan transport, and transport traveling long distance mixing here. This is due to foreign vehicles still being able to pass through here and use this road to cross the city on their way to other states or neighboring cities of Querétaro.

From the above, the most important conflict points are the intersections of main regional roads with main urban roads (see table II.58 and map II.7), from which we can deduce that interconnection actions are required, either through vehicular or pedestrian overpasses. The nodes that link the main roads of the traditional neighborhoods with main urban roads and these roads with Universidad Ave. and I. Zaragoza Ave. are also very conflictive.

**Table II.58** Areas of Road Conflict in the Monuments Zone

ID	Location of Conflict Area	Cause
1	Corregidora North Barrio Tepe	Access road is blocked by informal commercial activity on Thursdays and Sundays.
2	Pasteur and Zaragoza	Convergence of 30 lines of public transport Integration of lines of public transport onto Zaragoza Ave.
3	Zaragoza and Colón	Convergence of 25 lines of public transport Integration of lines of public transport onto Zaragoza Ave.
4	Zaragoza and Allende	Road's lack of capacity for vehicular traffic Parking on the road
5	Pino Suárez and Juárez	Road's lack of capacity Parking on public road
6	Hidalgo and Tecnológico	Road conflict due to the incorporation of public transport and the change in Hidalgo from being one way to two way Parking on public road
7	15 de Mayo and Gutiérrez Nájera	Road's lack of capacity during rush hours and on Saturdays and Sundays Parking on public roads, bus stops in both directions along Gutiérrez Nájera and 15 de Mayo.
8	Damián Carmona and 15 de mayo	Road's lack of capacity during rush hours and on Saturdays and Sundays Parking on public roads, bus stops in both directions along Gutiérrez Nájera and Damián Carmona.
9	Ezequiel Montes and Av. del 57	Road reduction combined with parking on public roads, reducing the number of lanes from 3 to 2
10	5 de Mayo and Pasteur	Zone of commercial and service activity concentration Parking on public road
11	Los Arcos Ave. and Bernardo Quintana Blvd.	Intersection of main avenues which operates inadequately due to bridges and U-turns which operate inadequately
12	Bernardo Quintana Blvd. and Universidad Ave.	Incorporation of Universidad Ave. onto Bernardo Quintana Blvd. Entrance and exit lanes 45 meters apart
13	Invierno and Roberto Chellet	Railway line crossing that blocks the free passage of vehicles during moments of railway maneuvers
14	Ocampo and Zaragoza	Integration of vehicles toward Zaragoza Ave. from Constituyentes Ave. Main exit of the Salesiano school Road conflict during rush hours
15	5 de Febrero Ave. and Río Ayutla	Lack of cloverleaf interchange for the incorporation of 5 de Febrero Ave. onto Río Ayutla Street going west – east.

Source: JAVE Constructions S.A. de C.V. from field observations



### II.6.3.5 The State of Road Conservation

Meanwhile, the roads within the field of performance of the PMCZMHSQ are predominately found to be in good – fair physical condition.

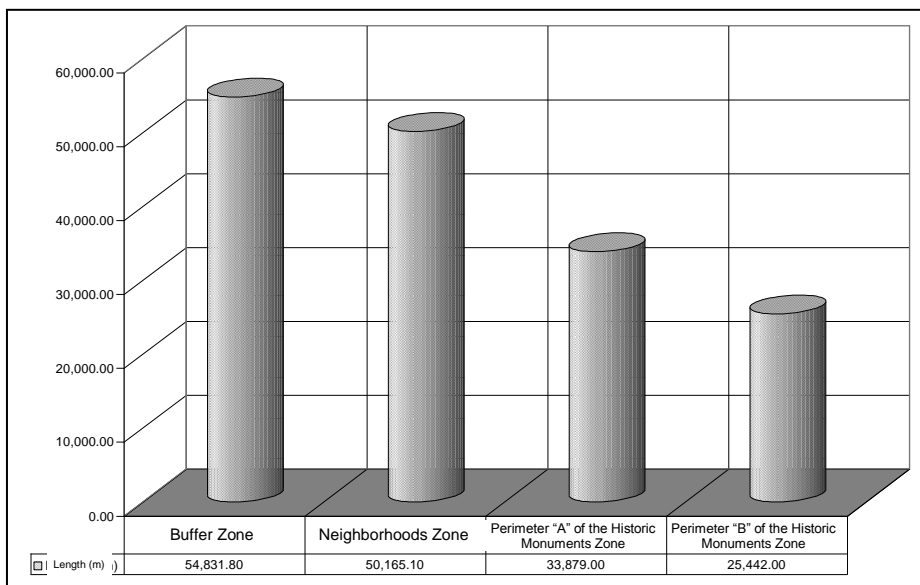
The total length of roads in the field of performance of the PMCZMHSQ is 164,317 meters, which is distributed in the following way:

**Table II.59** Length of Roads in the Zones into which the Field of performance of Action is divided

Zones	Length (m)
Buffer Zone	54,831
Neighborhoods Zone	50,165
Perimeter "A" of the Historic Monuments Zone	33,879
Perimeter "B" of the Historic Monuments Zone	25,442
Total	164,317

Source: Based on data from the geographic information system for the Action Plan, 2010

**Graph II.16** Length of Roads per Zone of the Field of performance of the PMCZMHSQ

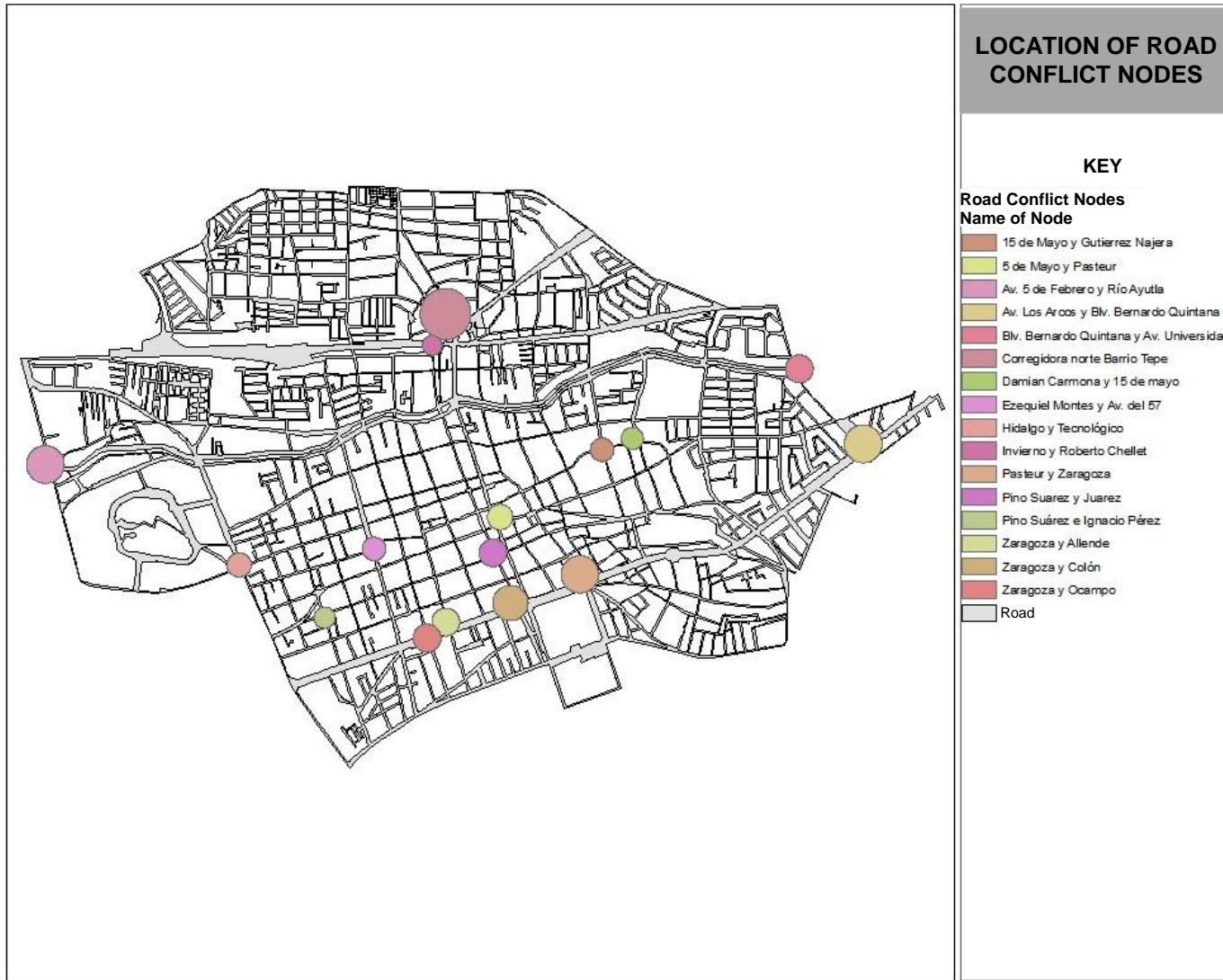


Source: JAVE Constructions S.A. de C.V

Of the nearly 165 thousand meters of road in the area, 61.92% are asphalt roads, and the remaining 38.08% are pink quarry cobble stone roads which are mainly located in perimeter "A" of the Decreed Historic Monuments Zone.



**Map II.7** Location of the Main Points of Road Conflict in the Monuments Zone and Traditional Neighborhoods of the City of Querétaro



Source: JAVE Constructions S.A. de C.V by means of field observations

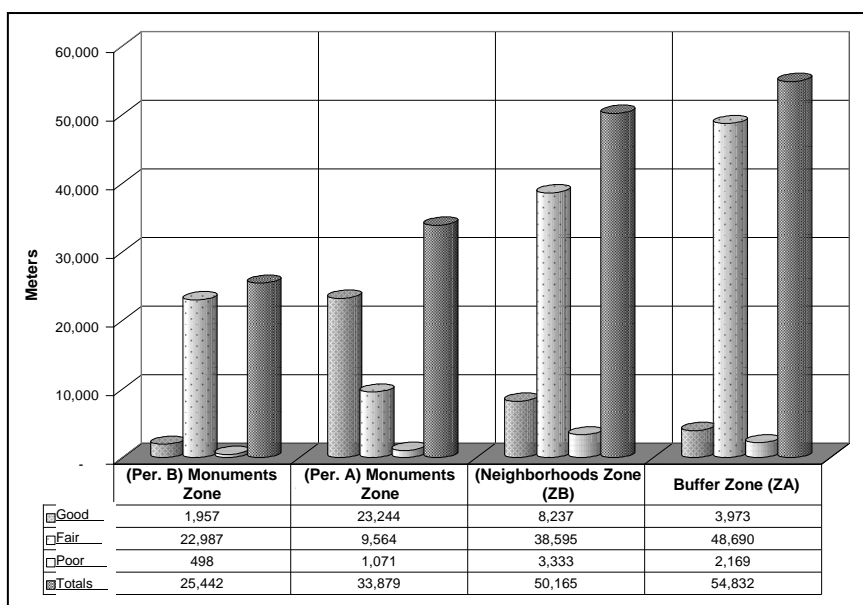
Based on fieldwork, the physical conditions of the roads were identified, giving the following results:

**Table II.60** Physical Condition of Roads in the Study Area per Zone

Condition	Zones				Totals (ml)
	Perimeter "B" of the Monuments Zone	Perimeter "A" of the Monuments Zone	Neighborhoods Zone	Buffer Zone	
Good	1,957	23,244	8,237	3,973	37,411
Fair	22,987	9,564	38,595	48,690	119,836
Poor	498	1,071	3,333	2,169	7,071
Totals	25,442	33,879	50,165	54,832	164,318

Source: JAVE Constructions S.A. de C.V. derived from field survey, 2010.

**Graph II.17** Physical Condition of per Zone in the Field of performance of PPDUZMBQ Action

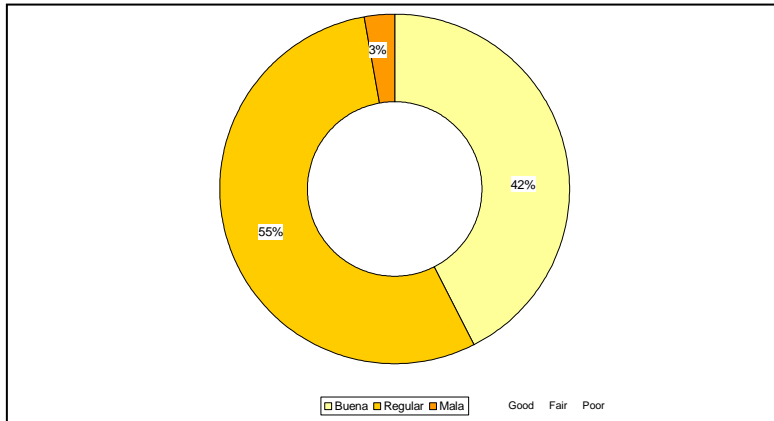


Source: JAVE Constructions S.A. de C.V. derived from field survey, 2010.

According to what we can see in the graph above, road conditions are predominately fair, followed by poor condition or highly deteriorated, and the lowest percent of roads is in good condition. 26.8% of roads are in good condition, 68.64% are in fair condition and only 4.57% are in poor condition.

In reference to the particular conditions in the Historic Monuments Zone and considering both perimeters "A" and "B", where the pink quarry cobble stone roads are located, we find that 67% of them are in good condition, 30% are in fair condition, and just 3% are deteriorated.

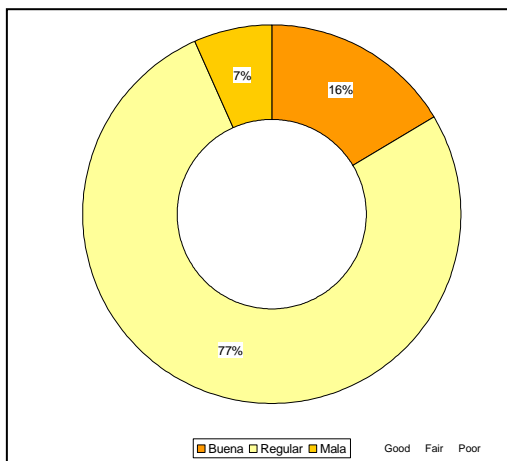
**Graph II.18** Physical Condition of Roads within the Historic Monuments Zone



Source: JAVE Constructions S.A. de C.V. derived from field survey, 2010.

We find the following conditions in the case of the neighborhoods zone: 77% of roads are in fair condition, 16% are in good condition and only 7% are in poor condition.

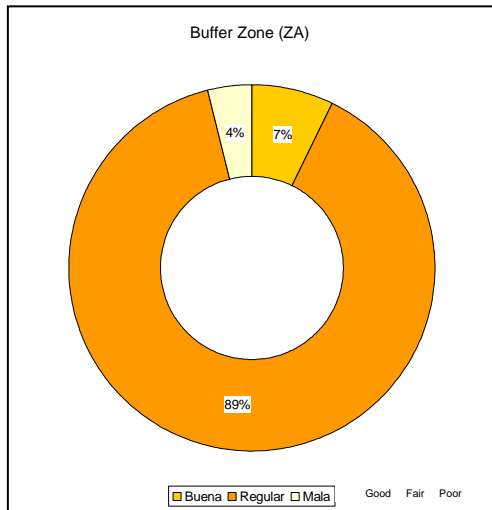
**Graph II.19** Physical Condition of Roads in the Neighborhoods Zone



Source: JAVE Constructions S.A. de C.V. derived from field survey, 2010.

In the case of the Buffer Zone, the roads are in fair condition, with 89% of being rated as such; 7% are found to be in good condition and just 4% were found to have a high level of deterioration.

**Graph II.20** Physical Condition of Roads in the Buffer Zone



Source: JAVE Constructions S.A. de C.V. derived from field survey, 2010.

In accordance with these results it is considered that maintenance of roads of the study zone will be mainly focused on preventative measures.

### II.6.4 Tourism

According to the behavior of tourism activity in the central zone of the City of Querétaro, which is presented here from 1995, there has been an important increase in the number of tourists, along with their participation in the municipal economy, as this is an activity that continuously generates jobs. In the year 2001, 7,800 jobs directly related with tourism, and 12,000 indirectly related jobs were registered.

The influx of tourists is fundamentally made up of national tourists; more than 90% of visitors come from the neighboring states, denoting that the population of the metropolitan area (Mexico City) visits (see table II.61).

**Table II.61** Tourist Influx Behavior in the Monuments Zone

Concept	1995	1996	1997	1998	1999	2000	2001	2009
Average Occupation	35.28%	45.16%	55.45%	62.00%	63.82%	51.36%	52.23%	<b>55.42%</b>
Total no. of Arrivals	531,461	363,399	426,498	499,630	565,397	608,351	290,627	<b>345,234</b>
National Tourists	507,507	348,478	407,911	475,198	533,299	579,639	276,187	<b>314,323</b>
Foreign Tourists	23,954	14,291	18,587	24,432	32,098	28,712	14,440	<b>30,911</b>
Total no. of Overnight Tourists	901,550	618,492	705,646	836,246	995,555	1'070,685	500,999	<b>675,655</b>
<b>National Overnight Tourists</b>	<b>842,035</b>	<b>586,677</b>	<b>673,826</b>	<b>793,464</b>	<b>941,313</b>	<b>1'018,100</b>	<b>475,200</b>	<b>587,678</b>
Foreign Overnight Tourists	59,515	31,815	31,820	44,782	54,242	52,585	25,199	<b>87,977</b>
Total no. of Long Stay Tourists	1.70	1.70	1.65	1.68	1.76	1.76	1.76	<b>1.8</b>
National Long Stay Tourists	1.66	1.68	1.65	1.67	1.77	1.76	1.72	<b>1.9</b>
Foreign Long Stay Tourists	2.48	2.13	1.71	1.83	1.69	1.83	1.79	<b>1.2</b>
Guests per room Density	1.68	1.58	1.57	1.60	1.63	1.66	1.71	<b>1.4</b>
Proportion of National Tourists	95.49%	95.89%	95.64%	95.10%	94.32%	95.28%	94.73%	<b>94.56%</b>
Proportion of Foreign Tourists	4.61%	4.11%	4.36%	4.90%	5.68%	4.72%	5.27%	<b>5.44%</b>
<b>Spending Per-Capita</b>			<b>1,252</b>	<b>1,254</b>	<b>968</b>	<b>1,030</b>	<b>1,066</b>	<b>1,345</b>

Source: JAVE Constructions S.A. de C.V. from fieldwork and information from the Director of Tourism's Office of the Querétaro State Government

According to information from Querétaro's Municipal Government and the Director of Tourism's Office of the State Government, they identify that the main motives for traveling to the city of Querétaro are focused on business trips and professional activities, such as conferences and training courses. In this way, we can observe that the visitor profile is not outlined by cultural tourism activities, despite the city being named a city of heritage of humanity.

At an institutional level, tourism is one of the resources with which the destination is sold at a national and international level, which is complemented by alternative tourism in the central zone and the entire state.

The supply of accommodation that has generated itself within the Municipality of Querétaro is presented in table II.62.

**Table II.62** Supply of Accommodation in the Monuments Zone of the City of Querétaro

Category	Number of Establishments	Number of Rooms
Special	8	145
5 Stars	11	1,155
4 Stars	7	798
3 Stars	7	487
2 Stars	11	414
1 Stars	4	120
Hostel	2	32
<b>Total</b>	<b>50</b>	<b>3,151</b>

Source: JAVE Constructions S.A. de C.V. from fieldwork

At the moment, tourists are not considered as clients that spend a lot in this destination; they are better characterized by presenting a low level of spending. Their average stay is of 1.76 nights, but the frequency with which they return stands out, giving the result of there being an elevated number of clients.

For the year 2009, the city registered 614,530 tourist arrivals, of which it is calculated that the historic center and its hotel infrastructure received a total of 345,234; a figure that is based on the estimations of the tourism market carried out by the Municipal Tourism Organization in the months of July and August 2009. The results show that the majority of tourists are national ones, making up 91.04% of the total, versus 8.86% of foreign tourists.

Area “A” of the Historic Monuments Zone has become a very attractive role model for the region from the tourist point of view, and given its cultural worth, it will surely see its tourism vocation reinforced in the next few years. In this sense, the municipal and state governments of Querétaro are carrying out an important task by promoting tourism, which the design of a development model that continues to recover cultural heritage should add up to, making this heritage attractive and adding value to it. The expansion of tourism services, the search for better quality and the resolution of functional problems (traffic, mobility and parking) will also be necessary. With all this, many objectives can be reached; increasing the hotel occupancy rate being one of them.

For the case of the Historic Monuments Zone being heritage of humanity, management of the historic city must definitely include ways of counteracting residential depopulation in the Historic Center, with which an urban scheme that is sustainable in the long term would be guaranteed.

From there, there is a need for local agents of the Historic Center to participate in defining public policies, pledging their commitment to the participative formulation of prudent tourism strategies which are controlled by the local society and are suitable for the city and its Historic Center’s capacity for receiving visitors.



In this sense, we need to make progress on important tasks such as the rehabilitation of public buildings and sites, improving accessibility, reordering road traffic, expanding the supply of parking without injuring heritage, multiplying cultural offerings and consolidating excellent tourism services; all of which starting from vigilant optimism from the local society and a large dose of public intervention that counterbalances speculation and other negative effects of free market processes.

At the same time, residential land use must be protected and stimulated as a trigger strategy in the pursuit of a balanced ground use model. In this way, we will prevent the Historic Center from becoming a lifeless scene of neighborhood life; intangible heritage is an essential component of the old quarter.

The local society has demonstrated that it is capable of perpetuating its hallmarks on par with its capability of undertaking innovative initiatives. This can be tangible proof that Santiago de Querétaro has the necessary ingredients for becoming a modern metropolis whilst being consistent with its past at the same time.

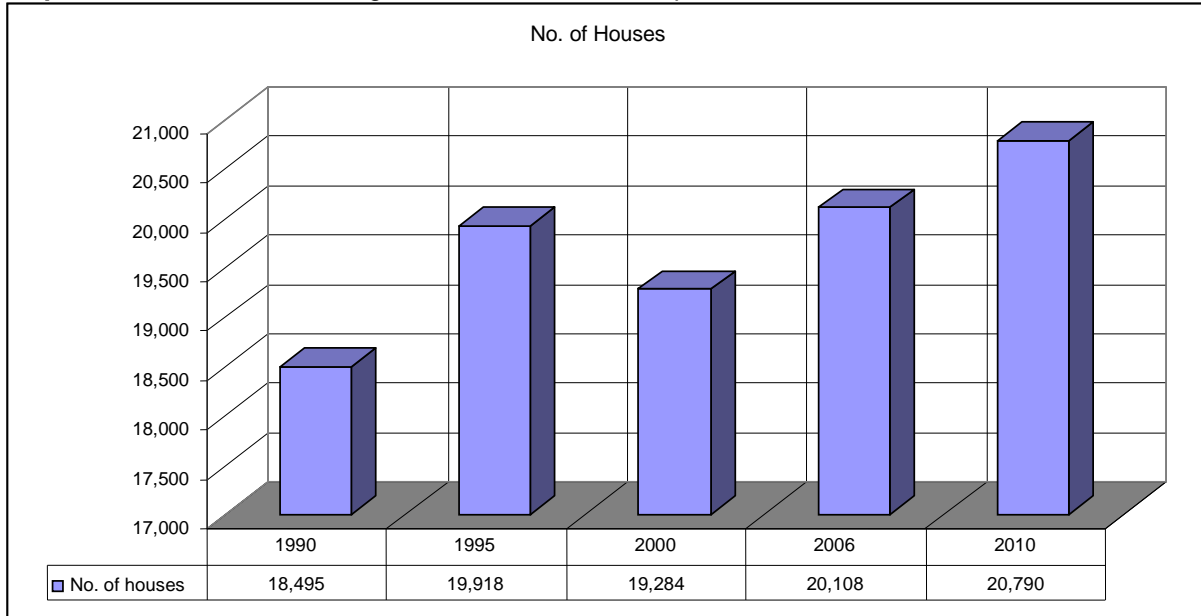
## **II.7 HOUSING**

An important number of buildings in the Historic Monuments Zone, specifically in Perimeter “A”, that were originally meant for housing are being rented principally for commercial or service uses, causing modifications to the internal structure of historic buildings.

Considering that the intervention area is one that is highly consolidated, the increase in housing there is significant, especially towards the traditional neighborhoods in the north. Between 1990 and 1995, it experienced 8% growth, with significant endogenous growth into the premises in this same zone. On the other hand, between 1995 and 2000, the number of houses decreased by 4%; symptomatic of the process of the abandonment of residential uses in the intervention zone.

According to the information generated by the Population and Housing Census by INEGI in 1990, 1995 and 2000, as well as information from the CEA<sup>6</sup> from the years 2006 and 2010, housing behaved in the following way:

**Graph II.21** Behavior of Housing Numbers in the Field of performance of the PMCZMHSQ



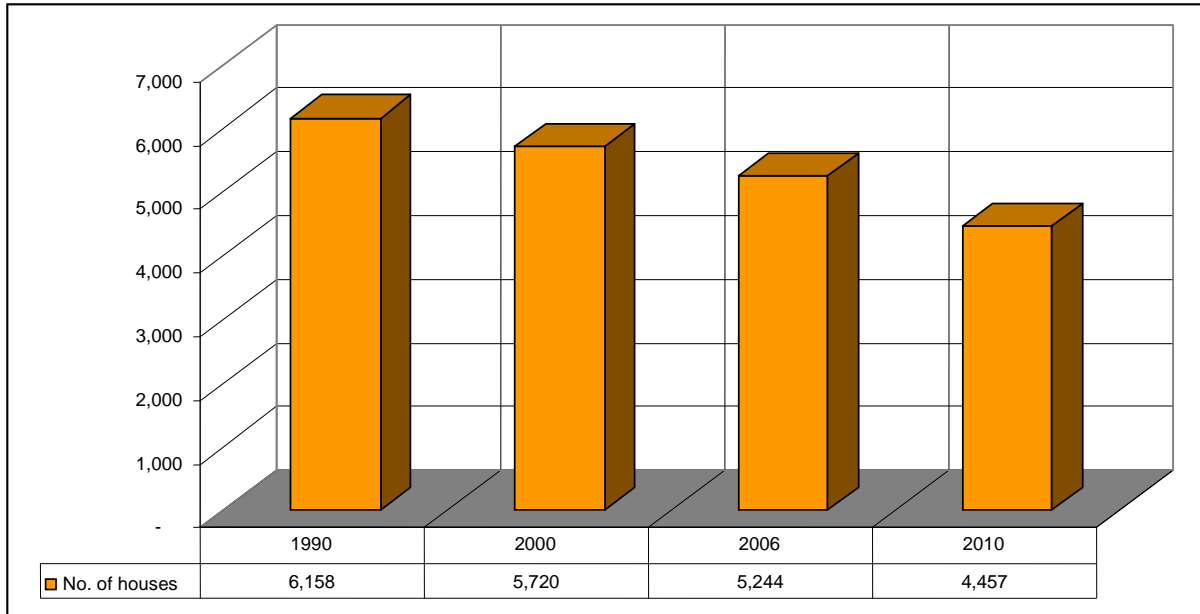
Source: JAVE Constructions S.A. de C.V. derived from field survey, 2010.

According to the results presented in the graph above, it can be identified that in the period from 1990 to 1995, growth of 7.14% was presented. From 1995 to 2000 there was a decrease of -3.29%, and for the years 2006 and 2010, there was a total of 20,108 and 20,790 houses respectively, representing an increase of 4.10% in the first period, and 3.28% in the second.

For the area corresponding to perimeter “A” of the Historic Monuments Zone, housing behavior presented itself in the following way:

<sup>6</sup> Calculations to determine the population size of that year were based on domestic drinking water feeds, which allow us to define that one domestic water feed equals one house.

**Graph II.22** Behavior of Housing Numbers in Perimeter “A” of the Historic Monuments Zone



Source: JAVE Constructions S.A. de C.V. derived from a field survey, 2006.

As can be seen, perimeter “A” of the Decreed Historic Monuments Zone presents a decrease of around -7.11% in housing for the period between 1990 and 2000. However, and in agreement with changes in living conditions and the tertiarization of the space, in the period from 2000 to 2006, negative growth of - 8.32% was registered; a phenomenon that increased in the period from 2006 to 2010 to -17.66%.

As we have commented, this event is highly symptomatic of the expulsion process of inhabitants from the Monuments Zone due to the pressure of changing ground uses for the use of tertiary activities, mainly in the zone between the streets of Juárez and Corregidora toward the La Cruz neighborhood, which correspond to AGEBS 038-A and 039-4.

An important characteristic is the size of the houses judging by the number of rooms they have. According to the INEGI classification, the very high percentage of 70% has 2 to 5 rooms, the majority of which having between 2 and 4 bedrooms, and 5 % of houses are made up of one room only (*cuarto redondo* – a one-roomed apartment with one door and no windows, leading straight off the street).

The population density in the field of performance of the PMCZMHSQ was 92 inhabitants/hectare up to the year 2000, however, and in accordance with calculated population information for the year 2010, population density is now 92.67 inhabitants per hectare.

On the other hand, and according to the results of the II Census carried out by INEGI in the year 2005, the average number of inhabitants is 4.15 per house and 1.06 per room; however this level of overcrowding isn't the same in different areas of the field of performance of action. According to information by AGEB, the areas with the highest level of overcrowding are in the Neighborhoods Zone, mainly in El Tepetate and El Cerrito, with 5.2 inhabitants/house. The lowest level of population density is presented in the Transition Zone, with an average of 3.4 inhabitants per hectare.

## **II.8. Citizen Participation**

### **II.8.1 Experts Workshop**

As part of this study for the Action and Conservation Plan for the Historic Monuments Zone of Santiago de Querétaro, four participative Workshops were carried out, with the aim of establishing the characteristics of the management mechanism and to start combining elements for preparing objectives and management and conservation strategies for the Historic Center of the city of Santiago de Querétaro.

The workshop objectives were the following:

1. To obtain key solution proposals for facing problems.
2. To recognize possible management mechanisms for the zone.

Specialists on the matter of conserving cultural heritage, academics and government employees from departments linked to work in the Historic Center were invited to participate, along with investors involved in the zone and neighborhood associations.

A very brief explanation of the methodology was offered to the team of participants, as well as the existing integrated diagnosis.

The institutions invited were the following:

1. CANACO (NATIONAL CHAMBER OF COMMERCE)
2. CANACOPE (NATIONAL CHAMBER OF SMALL-SCALE COMMERCE)
3. CANIRAC (NATIONAL CHAMBER OF THE RESTAURANT INDUSTRY AND SEASONED FOOD)
4. AMHM (MEXICAN ASSOCIATION OF HOTELS AND MOTELS)
5. AMPI (MEXICAN ASSOCIATION OF REAL-ESTATE PROFESSIONALS)
6. NATIONAL CHAMBER OF CONSULTING FIRMS
7. HISTORIC CENTER ASSOCIATION OF BOUTIQUE HOTELS
8. ASSOCIATION OF TOUR OPERATORS IN QUERÉTARO
9. AUTONOMOUS UNIVERSITY OF QUERÉTARO
10. TECHNICAL INSTITUTE OF QUERÉTARO
11. MONTERREY INSTITUTE OF TECHNOLOGY AND HIGHER EDUCATION, QUERÉTARO CAMPUS
12. UNIVERSITY OF THE VALLEY OF MEXICO, QUERÉTARO CAMPUS
13. LICEO UNIVERSITY
14. LEÓN UNIVERSITY, ARCHITECTURE COURSE
15. MARISTA UNIVERSITY, ARCHITECTURE COURSE
16. ICOMOS (INTERNATIONAL COUNCIL OF MONUMENTS AND SITES)
17. SYSTEM OF MUNICIPAL PUBLIC PARTICIPATION PANELS
18. QUERÉTARO HISTORIC CENTER COUNCIL
19. QUERÉTARO STATE ARCHITECTS ASSOCIATION
20. QUERÉTARO STATE CIVIL ENGINEERS ASSOCIATION
21. APPRAISERS ASSOCIATION AND MEXICAN INSTITUTE OF APPRAISERS IN QUERÉTARO
22. QUERÉTARO SOCIOLOGISTS ASSOCIATION
23. LEGALLY REPRESENTED NEIGHBORS OF THE HISTORIC CENTER OF QUERÉTARO.
24. INAH (NATIONAL INSTITUTE OF ANTHROPOLOGY AND HISTORY)

25. SEDESOL (MINISTRY OF SOCIAL DEVELOPMENT) FEDERAL.
26. STATE GOVERNMENT SECRETARIAT
27. STATE URBAN DEVELOPMENT AND PUBLIC WORKS DEPARTMENT
28. STATE PLANNING AND FINANCE DEPARTMENT
29. QUERÉTARO INSTITUTE OF CULTURE AND THE ARTS
30. CITIZEN SECURITY DEPARTMENT
31. MINISTRY OF TOURISM, QUERÉTARO STATE
32. MINISTRY OF TOURISM, FEDERAL GOVERNMENT
33. STATE INSTITUTE OF CONSTITUTION STUDIES
34. QUERÉTARO MUNICIPAL PRESIDENCY

### II.8.1.1 Study Objectives

1. To incorporate the Historic Center of Santiago de Querétaro into the new urban scene.
2. To establish a management system for the Historic Center of Querétaro.
3. To implement a new **mobility and accessibility system** in the Historic Center.
4. **To increase the urban quality** of the traditional neighborhoods next to the river and to integrate them into the context.
5. To protect and **value** tangible and intangible **cultural heritage**.
6. To detect **areas of opportunity** that would complete the best development of the study field.

### II.8.1.2 Workshop Methodology

It was decided that we should use the “Delphi” Method to carry out the workshop, firstly to give greater freedom to the participants, and secondly to have control on the responsible team’s topics of interest, but at the same time giving room to the participating experts’ ideas.

The above is achieved thanks to consultations with the participants, using their answers to obtain partial conclusions which give rise to new questions, with which the participants have full freedom. At the same time, the responsible



team leads the process through each reworking. Each one of these cycles is called a round, and up to now, three of them have been carried out.

The workshop was carried out in two phases; firstly face-to-face, in which the objectives and the operation mechanism of the workshops were presented, and secondly through e-mail, which is currently active.

#### Face-to-Face Stage:

- For each question the facilitator asks, the participants will write a brief answer.
- The support team will analyze them to obtain partial conclusions.
- The conclusions can be made known to give rise to verbal arguments for and against them.

#### Long-Distance Stage:

- Through email, the participants will be presented with the lineup of ideas, conserving anonymity and partial conclusions.
- New lines of questioning can be requested to start a new “round”.

### **II.8.1.3 Workshop Results**

#### First Round

With the objective of having a first impression of the participants’ perceptions of the objectives for the Heritage Zone, the following questions were posed:

Have you made the DECISION to honorarily participate in a Management Mechanism for the Historic Center?

DEFINE your institution’s *OBJECTIVES* for the Historic Monuments Zone of Santiago de Querétaro.

*RESOURCES* that you can put at the Historic Monuments Zone of Santiago de Querétaro's disposal

*PROPOSALS* for Action Guidelines for the Historic Monuments Zone of Santiago de Querétaro

Concrete *ACTIONS* that you propose for the Historic Monuments Zone of Santiago de Querétaro

Proposal of *ACTORS* that can participate in managing the Historic Monuments Zone of Santiago de Querétaro

Resource *SOURCES* for the Development of the Historic Monuments Zone of Santiago de Querétaro

### Second Round

DEFINE your *OBJECTIVES* for the Historic Monuments Zone of Santiago de Querétaro:

- To conserve the urban character that has been traditional in the city and has formed over the centuries.
- To maintain the zone as part of the contemporary city without converting it into an isolated ghetto of the contemporary city.
- The creation of infrastructure to attend to tourists.

*RESOURCES* that you can put at the Historic Monuments Zone of Santiago de Querétaro's disposal:

- Facilities
- Coordination of Historic Center Links and Management
- Knowledge and experience
- Infrastructure
- The operation of a service model for tourists.

*PROPOSALS* for Action Guidelines for the Historic Monuments Zone of Santiago de Querétaro:

- To generate an interdisciplinary body
- Citizen participation from natural leaders
- The creation of honorary citizen consultation panels
- Specialists' participation in decision making
- Real conservation policies that comprehensively consider tangible heritage
- To maintain intangible heritage as an inherent part of urban identity.
- The Historic Center as an integral part of the contemporary city
- The creation of a municipal organism
- The operation of the partial Plan for the monuments zone
- Clear, defined and precise policies for the operation, care and conservation of the Historic Center, derived from consultation and participation

Concrete *ACTIONS* that you propose for the Historic Monuments Zone of Santiago de Querétaro:

- To revise transport routes
- Possibilities of reinforcing commercial, tourism and service areas
- To analyze pedestrian zones
- To establish a risk map
- To attend to the question of parking
- To revise cultural activity practices
- To establish a ground use program
- To diagnose powers, authorities and obligations
- Necessary modifications to the existing legal framework
- To analyze mixed ground uses with expressed attention to housing
- Alternation of pedestrian and vehicular routes

- To complete the Management Plan for the Historic Center and establish it as the only governing mechanism for its operation
- To control and regulate the rapidly increasing tertiarization of land
- To support the Historic Center population
- A mobility and accessibility scheme in the Historic Center that considers the balance between pedestrian and vehicular uses.
- To negotiate resources for conservation actions for cultural heritage buildings
- Comprehensive revitalization of the traditional neighborhoods
- Improvement of infrastructure in the Historic Center
- To support interventions in the Historic Center
- Joint participation of the corresponding authorities, citizens in general and specialists
- Definition of parking spaces
- To give guidance and information to visitors and to put tourist routes at their disposal

Proposal of *ACTORS* that can participate in managing the Historic Monuments Zone of Santiago de Querétaro:

- INAH
- Municipal Delegation of the Historic Center
- Municipal Urban Development Management
- State Sites and Monuments Management
- IMPLAN
- Civil Associations
- Merchants and businessmen/women from the different services sectors, inhabitants, land owners, haulers and tourists
- Querétaro State Tour Operators Association

Resource *SOURCES* for the Development of the Historic Monuments Zone of Santiago de Querétaro

- Private companies

- The three levels of government
- Neighborhood Associations in the Historic Center

### Third Round

*OBJECTIVES* for the Heritage Zone:

- 1) Safeguarding World Heritage
- 2) Protection of Authenticity Values
- 3) Completeness of actions
- 4) Promotion of public participation planning processes
- 5) Continuity in policies for the Monument Zones

*ACTION GUIDELINES* for the Historic Monuments Zone of Santiago de Querétaro:

- 1) Conservation of Cultural Heritage Buildings
- 2) Recognition of Intangible Cultural Heritage
- 3) Sustainability of the Heritage Zone
- 4) Creation of the Management Organization
- 5) Designing Public Participation Planning Mechanisms
- 6) Living Conditions (ground uses)
- 7) Improvement of Physical Infrastructure
- 8) Identification of the Heritage Zone's vocation
- 9) Promotion of economic activities in the Heritage Zone from the perspective of Sustainability

Concrete *ACTIONS* that you propose for the Historic Monuments Zone of Santiago de Querétaro

- To increase the supply of real estate
- To regulate changes in land use
- To promote citizen leadership
- To promote unity between neighbors
- To strengthen participation in festivities
- To support traditional cultural activities
- To conserve the urban image

- To conserve buildings
- To attend to abandoned, deteriorated buildings, or those in ruins
- The application of resources for maintaining heritage buildings
- To regulate the presence of street vendors and car washers
- To regulate commercial and service lines of business
- An increase in the supply of available buildings
- To make the public transport service more efficient
- To make the drinking water and sewerage services more efficient
- To regulate the provision of the drinking water service to housing and commercial establishments
- To make public security more efficient so as to prevent automobile thefts
- To bring down insecurity
- To bring down alcoholism and drug addiction
- To contain the tertiarization of land use
- To increase citizen participation in the conservation of heritage
- To regulate the running of nightclubs
- To consolidate road culture
- To discourage the circulation of motor vehicles
- To regulate growth in lines of business

Proposal of *ACTORS* that can participate in managing the Historic Monuments Zone of Santiago de Querétaro:

- National Institute of Anthropology and History
- Ministry of Social Development (Federal)
- Ministry of Tourism (Federal)
- Planning and Finance Department (State)
- Urban Planning and Public Works Department (State)
- Sites and Monuments Management (State)
- Querétaro Institute of Culture
- Municipal Presidency of Querétaro
- Municipal Delegation of the Historic Center
- Municipal Urban Development Management
- Municipal Institute of Planning



- Civil Associations
- Merchants and businessmen/women from the different services branches, inhabitants, land owners, haulers and tourists
- Querétaro State Tour Operators Association

Resource *SOURCES* for the Development of the Historic Monuments Zone of Santiago de Querétaro

- Querétaro State Expenditure Budget
- Municipality of Querétaro Expenditure Budget
- Resource from International Organizations in support of Conservation
  - European Union: URB-AL Program
  - Inter-American Development Bank: Financing Programs
- Federal Resources from SEDESOL programs
- The General and Historic Centers aspect of the Habitat Program, in the categories of:
  - Social and communal development
  - Improvement of the urban environment
  - Promotion of urban development
- Federal resources from the APAZU:
  - Drinking Water and Sewerage in Urban Zones Program
- Credit resources from financial organizations such as:
  - BANOBRAS
  - Federal Mortgage Society (SHF)
  - Private Banking
  - BANSEFI
  - SOFOLES

#### **II.8.4. Results from Citizen Participation in Traditional Neighborhoods**

As its basis, this section used the implementation of a survey for the residents of the 13 traditional neighborhoods and the Central district which are all in the field of performance of the Action Plan.

Its fundamental objective was to carry out a poll through the implementation of face-to-face home surveys in November 2010. This poll was carried out using a probabilistic sample of the ZMHQ, with the aim of identifying people's level of recognition of heritage values (tangible and intangible), and the degree of appropriation of the CHQ (Historic Center of Querétaro) from the resident population of the traditional neighborhoods, identifying proposals and recommendations that should be incorporated into the management and public policies of the Action and Conservation Plan of the geographical area mentioned.

### SPECIAL OBJECTIVES

- To identify and analyze the profile of the study sample
- To identify the knowledge and picture those polled have of the Cultural Heritage of the CHQ
- To identify the level to which the inhabitants identify themselves with the ZMHQ
- To identify the level to which those polled identify themselves with, participate in and are committed to the CHQ neighborhoods
- To identify citizens' proposals and expectations regarding the conservation of the CHQ neighborhoods
- To distinguish forms of transport and movement in the CHQ

The statistics from each of the neighborhoods are presented below, providing a summary of the results from the implementation of the survey. In appendix no. 2, the complete analysis is presented, within which is the SWOT method, where Strengths, Weaknesses, Opportunities and Threats are defined. The Logic Method<sup>7</sup> is also presented here, within which problem trees and objective trees are drawn up.

### Central District Summary

The majority of buildings and monuments that made UNESCO's naming Santiago de Querétaro as World Heritage of Humanity on December 7, 1996

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<sup>7</sup> Developed by the European Economic Community (ECC)

possible are concentrated in the Central District. The city was so named due to being considered as “an exceptional universal example of a Spanish colonial town whose urban layout symbolizes its multi-ethnic population. It is equipped with numerous exceptional buildings, particularly from the seventeenth and eighteenth centuries...”<sup>8</sup>

The majority of the surveyed population that resides in the Center neighborhood perfectly recognized and identified the name of the place they live in, showing their disposition to collaborate and recognizing that there were interests in, worries about, and attention to achieving the conservation of the historic monuments zone.

It is important to say that commerce, services and tourism are the main economic activities being carried out in said neighborhood. The resident population of this place is mainly made up of homemakers, professionals, merchants, retirees, government employees or students, and to a lesser extent, businessmen, artists and academics.

A high academic level stands out in this area, as 72% of the interviewed population have upper intermediate and higher levels of education, 11% have a secondary level of education (middle school), 15% have a primary level of education and only 2% are illiterate, the majority of which being senior citizens.

It's also relevant to mention that the majority of elderly people here have always lived, if not in the same house, then in the same neighborhood. We also found people who have been in this zone for a relatively short amount of time, who come from other municipalities of the state of Querétaro, other federal states and even from abroad, which could affect the loss of identity of the new inhabitants with respect to the festivities, traditions and customs that are carried out here.

More than 95% of those interviewed conferred a high level of recognition of the Historic Center, which they defined by its culture, heritage, history, monumental

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<sup>8</sup> Consult the pages of [unesco.org](http://unesco.org) or of the National Association of Mexican World Heritage Cities A.C. at [www.ciudadesmexicanaspatrimonio.org](http://www.ciudadesmexicanaspatrimonio.org)

architecture, beauty, tranquility and its traditions. Only 3% considered it chaotic due to road congestion, despite this being one of the main problems in this neighborhood; it is necessary to mention that 97% of residents travel on foot to the main plazas and gardens, and only 2% travel in motor vehicles.

Regarding the traditions of the Center, the residents mentioned the types of events, festivities and traditions that are carried out; that is to say that they are recognized, but their taste for and participation in them is not seen. The events mentioned most are the Parades, the Christmas and New Year festivities, and to a lesser extent, religious festivities and those that are to do with the founding of Querétaro.

85% of those interviewed that live in this neighborhood, which is mainly commercial and has little housing, signaled the following its main problems: the congestion of road traffic, the lack of parking spaces, the prevalence of abandoned buildings or buildings in ruins and the increase in nightclubs, bars, cafés, restaurants and some entertainment establishments, which result in noise pollution and disturbances.

Another pending matter mentioned in the central zone corresponds to urban infrastructure equipment and public services equipment, such as the inadequate supply of drinking water, the need to improve the capacity of the drainage system due to its physical deterioration and the bad odors that they notice, and the rainwater collection system as it causes the main streets and avenues of the Historic Center to become waterlogged.

Despite the problems mentioned, the citizens that reside in the zone recognized how clean their neighborhood is, as well as improvements that make the Historic Center look good (such as underground cabling), the renovation of public and religious (temple) buildings as well as some houses and private buildings, the maintenance of gardens, spaces for disabled people (ramps and disabled parking spaces), and the regulation of street trade in the corridors.

On a different topic, it's significant that the majority of those who reside in the Center don't recognize any relevant leadership; a person who is working or doing something to maintain and conserve the monuments and places of the Historic Center. In some cases they mentioned the government, authorities or a representative, but there were very few who could name someone in particular.

Lastly, more than 80% of the surveyed population mentioned their disposition to participate in different ways (in labor, in kind, with cash, proposals and education) to conserve the central neighborhood where they live. Around 7% couldn't due to health or other reasons, and the rest wouldn't recognize the value of it. Said figures are significant, and could be capitalized on in government action, which could implement joint responsibility actions between citizens and government.

#### El Cerrito Neighborhood Summary

El Cerrito was one of the clearly indigenous settlements of "la otra banda" of the city of Querétaro, which gave life to the vice-regal period. All residents surveyed recognized the name of their neighborhood and the majority recognized their neighborhood as being part of the Historic Center, which speaks of their familiarity with daily life in the first quarter of the Historic Center. However, a good part of these people do not go to events celebrated there, or they don't go very frequently.

The most representative celebrations of this neighborhood are of a religious character par excellence, and the practice of these collective manifestations is part of the life and essence of the neighborhoods as they are greatly influenced by important traditions; after all, they are what characterize each neighborhood.

Due to some circumstances, the thematic connection between the concept of people per "neighborhood" and the concept of "heritage" doesn't seem very tight, as the majority of people refer to heritage as being an inheritance connected with the magnificent or the beautiful, and so some people expressed that their neighborhood couldn't be considered as part of the Historic Center of Querétaro,

and in no way part of its heritage. In this respect, it is important to mention that 7 out of 10 people considered themselves as part of the Historic Center; the rest did not identify themselves in this way.

No-one surveyed showed disagreement or displeasure in calling their residential zone a “barrio” (neighborhood); on the contrary, the majority emphasized its characteristics and showed great consciousness of understanding their residential area as such.

5% of those interviews are illiterate, 15% have a primary level of education and more than 30% have a secondary (middle school) level of education (mainly senior citizens). Meanwhile, 18% of those interviewed have a high school level of education and 27% have a higher level of education (university). Regarding economic activities carried out here, 17% are merchants, another 15% are store assistants, 14% are self-employed in some kind of trade, 13% are homemakers and to a lesser extent, there are professionals, students and retirees; only 3% are laborers.

Whilst conducting the surveys it was noticed that the Historic Center’s being considered as heritage gives a sense of identity and belonging to its inhabitants. The majority of the population of these neighborhoods is native to Querétaro from some generations back, or comes from surrounding communities, and in this respect it’s worth mentioning that 8 out of 10 people have spent more than 10 years residing in this neighborhood.

Another of the generalities that presented itself is that the majority of traditional activities or community get-together activities are due to religious festivities, which are those that are conserved the most and keep the neighborhood united. However, we also identified that there is little unity on questions of collective interest, such as improving their environment, and on top of this, seven out of ten people didn’t recognize a single important leader.

In the El Cerrito neighborhood, the majority of main old buildings mentioned by those surveyed who live here were religious ones, corresponding to a chapel,



and public ones, such as “the tank” which holds great importance in public opinion due to the role it played in supplying water when this vital liquid still hadn’t been piped and wasn’t in every house.

Their proximity to the Historic Center is a factor that allows them to be well-informed, in a certain way, of what takes place there, and to take part in celebrations and activities that are traditionally carried out there, although the majority mentioned that one of the main reasons they have for visiting the first quarter is for commercial, rather than cultural matters.

In the El Cerrito neighborhood Corregidora Ave. is the street that has the most commercial activity, and to a lesser extent recreational activity, due to the gardens or green areas that are small plazas like the “water tank” garden, the *Santo Niño de la Salud* (the holy child of health) church and the small plaza of Juana de Arco, the bandstand and the Chapel.

Due to its central location, we can see different roads, types of services and stores in this neighborhood, which are very comfortable for the neighborhood residents, this being one of the comments that most stood out regarding what its residents like the most, along with the neighborhood’s traditions and people. On the other hand, insecurity, alcoholism, drug addiction, the lack of unity between neighbors, the lack of paving and road congestion are the main problems detected by residents and finally, what they hope will change to make their neighborhood better.

### El Retablo Neighborhood Summary

The El Retablo neighborhood is made up of three blocks which are delimited by Calzada San Agustín del Retablo, Universidad Ave. and Prolongación Tecnológico. It is a predominantly commercial neighborhood, added to its resident population showing that they were wary of collaborating in this participative methodology.

In El Retablo, the majority of people surveyed that identified themselves as part of the Historic Center said that they disagreed with the area being called a *barrio*, as they know it as a district, and two out of ten people mentioned its being called La Era, La Piedad, Viveros and even the central district. This could be related to the population's roots here, as only 4 out of 10 have lived in this neighborhood only, and 20% have resided here for fewer than 10 years.

The majority of the people that responded to the survey were women who were homemakers, and men working in some trade, as merchants, store assistants or who were retired. Regarding education, 3 out of 10 people said they had finished primary school and 15% have a middle school level education, while 25% have an upper-intermediate level education and 30% studied at university.

Meanwhile, 5 out of 10 travel on foot to the first quarter of the city, 1 in 3 use public transport and 2 out of 10 people travel there in their own vehicles.

Regarding tangible heritage, the majority doesn't know which old buildings are relevant for this neighborhood; those that did respond made reference to religious buildings. Similarly, an important lack of knowledge about the state of conservation of buildings in the historic monuments zone and their own neighborhood came across, although they did declare themselves in favor of their preservation due to their history and architecture.

The most popular and representative tradition of this neighborhood is the San Agustín el Retablo fiesta; the people consider themselves identified with it and people that live around this neighborhood's temple always go to celebrate its patron saint.

Meanwhile, 8 out of 10 people expressed that its tranquility is what they like most about their neighborhood. 4 out of 10 people referred to insecurity and drug addiction as the main problems, combined with the lack of parking, congestion on one of their main roads, and the pollution of the River Querétaro.

Lastly, distrust and the lack of unity between neighbors stand out as being constant in this neighborhood, which is also reflected in the absence of any significant citizen leadership.

### El Tepetate Neighborhood Summary

El Tepetate is one of the neighborhoods known collectively as “la otra banda”, and currently it is predominantly commercial, being home to one of the main markets and most populous street markets in the city of Santiago de Querétaro. We were able to empathize with those surveyed, despite the suspicion they showed during the first contact. All of them recognized the name of their neighborhood and 8 out of 10 considered their neighborhood part of the Historic Center.

It stands out that the majority of those surveyed were homemakers, merchants, retirees or had some kind of trade; to a lesser extent, there were students, laborers and professionals and only one person said they were unemployed. Regarding education, this is one of the neighborhoods with the lowest levels, as 7% are illiterate, 30% went to primary school, 23% have a secondary (middle school) level of education, 20% have a high school diploma and another 20% studied at university.

There are important roots in this neighborhood, which is denoted by the majority having spent more than 10 years living here, and 7 out of 10 have always lived in this neighborhood or in the Historic Center. Only 1 in 10 people are from other municipalities of the state of Querétaro or other federal states.

In contrast to the El Cerrito neighborhood, the majority of the population that resides in El Tepetate travel on foot to the main gardens zone in the center, and the majority consider the buildings and constructions of the Historic Center as being conserved, whilst declaring themselves in favor of preserving them due to their historic and architectural value.

The residents' level of participation in the neighborhood's most representative festivities stands out; these are mainly religious and other holiday season festivities. Its people, its traditions and its public spaces were referred to as what people like most about the neighborhood they live in.

The majority of the abandoned old buildings or constructions are residential, which is one of the variables to be attended to as part of improving the urban image, along with the homogenization and updating of street nomenclature and the presence of graffiti.

Other major problems are insecurity, the lack of control over the sale of alcohol, drug dealing, drug addiction, alcoholism, informal trade and dirty streets. To a lesser extent, the residents surveyed also mentioned road congestion, public lighting and garbage collection, as well as the lack of government attention as being problems. They also declared themselves in favor of increasing the amount of green spaces and improving public services.

Regarding representation or citizen leaders, 6 out of 10 people surveyed didn't mention anyone, but the others made an allusion to different names, of which the colonies president and government representatives (those of the Solutions programs in particular) stood out, amongst others.

Finally, it is worth mentioning the disposition to contribute of all those interviewed, be it through participating in labor or even reforestation.

#### La Piedad Neighborhood Survey

The people of La Piedad Neighborhood have significant roots in the place in which they live, as 90% have spent more than 10 years residing there, of which the majority are natives to the city of Santiago de Querétaro; only 12% come from other federal states and 4% come from other municipalities in the state of Querétaro.

In this neighborhood of La Piedad, an air of distrust came across from the resident population whilst the survey was being conducted, and discontent with government actions was also expressed, as they are not seen to have been reflected in an improved quality of life in this zone. Although the majority considers their neighborhood as part of the Historic Center, 2 out of 10 people do not.

Although the majority of the population recognized the neighborhood they reside in, there was an obvious amount of confusion in block 13, which belongs to the La Piedad neighborhood and is located between the university campus and Río Ayutla. Here, they called their district the university neighborhood or the center as this is the name established on the proofs of address of their electricity and water bills.

In general, there is a constant between residents whereby the older they are, the lower their level of education. 6% are illiterate, 25% have a primary level of education and 3 out of 10 finished middle school. 2 out of 10 people have high school diplomas and university degrees. This is reflected in people's main jobs here being as tradesmen, merchants, laborers, store assistants and being pensioned. 7% even declared themselves as unemployed.

Urban public transport is the main method of travel for the people that reside here, and the number of public transport routes that run down Universidad Ave. providing connections to the Historic Center and other zones in Querétaro is significant. Despite this, it is evident that 1 in 3 people use motor vehicles to travel to the first quarter of the city, and only 2 out of 10 walk or cycle there.

The majority declared themselves in favor of conserving old buildings and constructions, which are in a good state, mainly due to their being tourist attractions, as well as their functional, historical and architectural appeal. Regarding festivities and traditions, the majority recognizes those religious and holiday season ones, and although 25% recognize that they don't assist any events, the rest do participate in those religious, civic and cultural ones.

The inhabitants of La Piedad emphasized that its tranquility, the people that reside there and its festivities are what they like most about their neighborhood, as well as its being well connected and having functional public spaces and services.

Although the population of this neighborhood feels calm, they do perceive alcoholism, drug addiction, prostitution, the lack of security services in the district and the lack of control over the sale of alcohol as being its main problems, along with road congestion, the lack of paving and public lighting, and the lack of attention from government authorities.

Greater social unity can be seen here, and people declare their disposition to participate with labor, in kind, with cash and even by reforestation in order to maintain their neighborhood; only 1 in 10 people ruled it out for a number of reasons. Regarding citizen leaders, the presence of Teresa Ovalle as one of the most recognized people in the neighborhood stands out, seconded by the father of San Agustín el Retablo church, despite 7 out of 10 people not recognizing anyone.

#### La Trinidad Neighborhood Summary

The inhabitants of the La Trinidad neighborhood named their neighborhood perfectly and their important sense of belonging also showed. The majority also recognized themselves as part of the Historic Center, representing the familiarization of these people with everyday life in the first quarter of the Historic Center.

The most representative celebrations of these neighborhoods are religious par excellence and the practicing of these collective manifestations is part of the neighborhoods' lives and essence as they are greatly influenced by important traditions; after all, they are what characterize the neighborhoods.

On the matter of the inhabitants of these neighborhoods' participation in the events carried out in the CHQ, it is worth mentioning that the vast majority does



traditionally assist, and even though everyone goes to different events throughout the year, the majority coincide with Querétaro's most traditional events, such as the La Cruz festivities, the Day of the Dead, holiday season festivities and the silent procession, for example.

In this neighborhood, ground use is predominantly for housing, and the majority of the people from this neighborhood, 8 out of 10 residents, are natives of Querétaro from some generations back, or if not, are people from neighboring communities that arrived more than 20 years ago to occupy the territory formally called "la otra banda", due to its being on the other side of the river.

In the same way, 80% of those surveyed have always lived in this neighborhood, 13% more have always lived in the same city, and only 7% come from other municipalities of the state of Querétaro.

Of those surveyed who are older than 20, 30% have up to a middle school level of education, and the fact that 50% have a high school diploma and 20% more have university degrees really stands out. Regarding employment, the majority are store assistants, merchants, students and homemakers. The fact that 10% are unemployed also stands out, and to a lesser extent, we find those who work in some sort of trade, laborers and professionals.

The majority travel on foot to the first quarter of the city, 20% use their own vehicles and 15% use public transport. People recognize public services, and they are even mentioned as being what people like most about the zone.

The majority of identified old buildings are religious in nature, although, due to their proximity to buildings belonging to other neighborhoods, people also identify the Marista School, the train station or San Sebastián church as part of their environment and therefore part of the definition of their neighborhood or identity. Despite this, the main building that in fact gives this neighborhood its name is the "Trinidad" church, around which its main festivities and traditions are celebrated.

The population pointed out that what they like most about their neighborhood is how well connected it is, its tranquility, its people, its traditions and its customs. They also agreed on its problems being the lack of police presence and alcoholism, and to a lesser extent the lack of urban equipment and paving, road congestion and abandoned houses.

As regards representation, the majority mentioned that there is no reliable figure or anyone with greater leadership, as they agreed that everyone and senior citizens in particular are important; only 6% referred to the government authority without mentioning any names, denoting government presence.

Although the majority showed their disposition to participate, contribute cash or help with labor to improve the neighborhood, this is neighborhood that showed the lowest percentage of will to do so.

### San Francisquito Neighborhood Summary

San Francisquito is one of the Querétaro neighborhoods that, according to historical data “was founded in 1796 and was limited by the streets that were then called Diamante Alley and Desafío y Culebra Street, which now make up Altamirano, and the street of Carrera de Callejas, which corresponds to the now Constituyentes Ave.”<sup>9</sup>

This neighborhood’s public fountain was in front of the Divina Pastora temple, which is a symbol of the greatest fiesta that its residents carried out and today is conserved as one of the most traditional fiestas; *el Santo de la Divina Pastora* (the saint of the divine shepherdess).

There was a disposition to collaborate in the majority of cases during the implementation of the surveys, although they did question the objective of the study and they disqualified the use of the information for government purposes due to its lack of actions.

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<sup>9</sup> Blog page [www.eloficiodehistoriar.com](http://www.eloficiodehistoriar.com)

The majority of the population recognized the neighborhood they live in and have significant roots in it, as 9 out of 10 have lived there for more than 20 years. It's relevant that more than 60% have always lived in the same neighborhood, 15% more lived in the same municipality before moving here and a quarter come from other municipalities of the state of Querétaro or other federal states.

Despite this neighborhood being located in vicinity of the first quarter, and the majority of people considering themselves part of the Historic Center, only 60% travel on foot, while 30% travel in their own vehicles or on public transport.

The San Francisquito neighborhood is very well linked; it has important roads, along which the majority of urban public transport routes run, connecting this neighborhood with other urban and outlying districts and even industrial zones.

Everyone that resides in this neighborhood recognizes the historic, cultural and heritage value of the Historic Center, and they consider the buildings to be in a fair to very good state of conservation, of which they predominantly identify those of a public or religious nature.

Due to the significant roots that prevail in this neighborhood, the main festivities that they recognize are of a religious nature or the *Conchero* (a traditional, indigenous dance and ceremony that has been performed in Mexico since early in the colonial period) festivities, which they mainly participate in, along with artistic, cultural and civic events.

What they like most about the San Francisquito neighborhood are its people, its traditions and its customs, as well as the fact that it's clean and well linked. Meanwhile, what they least like, and what could be identified as its main problems are insecurity, drug addiction, drug dealing, road congestion and the presence of stray dogs.

Public services and urban infrastructure are generally considered to be good, but the population does mention the need to improve the supply of drinking water

and public lighting, and increase the amount of green and sports areas, as well as the lack of paving on some streets.

The inhabitants show their disposition to participate, help with labor, reforest or give some kind of economic distribution to improve the neighborhood in joint responsibility with government authorities; only 15% declared their lack of disposition.

On representation and leadership, 6 out of 10 did not recognize any leader or person with greater presence. Ecclesiastic roots proved relevant as 30% identified some representative of the Catholic Church, from the father of the church to the bishop himself. Only 6% named their colonies representative, and lastly the holders of state and municipal executive power.

### San Gregorio Neighborhood Summary

In the San Gregorio neighborhood, less than half the population recognized the neighborhood in which they live, maybe because just 36%, a similar percentage, have always lived in the same neighborhood. Another 35% come from different neighborhoods or districts in the same municipality of Querétaro, 20% come from other municipalities of the state of Querétaro, and 10% from other states. This is combined with the fact that almost 15% have lived in this neighborhood for 5 years or less.

It stands out that 10% of the population is illiterate and only 30% have a primary level of education, 26% a secondary level (middle school), only 17% have a high school diploma and 18% went to university. This is reflected in the main economic activities that take place here; 50% are homemakers and 2 out of 10 are self-employed in some kind of trade, followed by store assistants, merchants and retirees. To a lesser extent, there are also professionals, salesmen or unemployed people.

The entire population has a good concept of what the historic monuments zone represents, although only 70% understand themselves as being part of the

Historic Center. To travel to this spot in the city, more than 60% use public transport, 2 out of 10 use their own vehicle and only 15% travel on foot.

In this neighborhood they mainly identify old religious buildings, followed by public buildings and housing, which are largely in a good state; only 6% considered them to be in poor condition. The people declared themselves in favor of conserving these buildings due to their history, identity, age and architecture; only 8% told us that they should be rebuilt due to the risk they represent, their age, or because of their being unsightly. Although 7 out of 10 residents didn't identify old buildings, 20% considered the number of abandoned buildings to be lower than 10 and mainly of residential use. Despite this, an indefinite number of houses was observed that appeared to be abandoned or in ruins.

With regard to traditions, it is significant that the majority pointed out that religious fiestas are the most traditional ones in the San Gregorio neighborhood, although only 15% admitted to participating in them. They mainly assist civic or cultural events.

The neighborhood's tranquility, its people, its traditions and the fact that it is well linked are what the people like most about this neighborhood, although 1 in 2 referred to insecurity and alcoholism as its main problems, followed by trash on the streets, the coverage of the public lighting service, the lack of paving and the public transport timetable.

The residents told us that a few years ago the area was very safe, and the problem was caused by people from outside the neighborhood who bring about vandalism and an air of insecurity at night.

Although the lack of unity between residents is considered as one of the neighborhood's main problems and 6 out of 10 people didn't identify any kind of leadership, it stands out that person named the most was Noemí Ledezma, followed by other people that belong to the colonies committee. This committee was questioned due the minimal amount of achievements it has made and

government presence in it, as well as the use of her position to benefit those closest to Noemí.

### San Roque Neighborhood Summary

San Roque is a neighborhood of significant importance, which is largely recognized by its name and its being part of the center. 60% of people here have always lived in this neighborhood, 25% used to live in another neighborhood in the Historic Center before moving here, 10% come from other districts in the municipality, and only 5% come from other states in the Republic of Mexico.

This neighborhood is also characterized by its low level of education, as 16% of its residents are illiterate, only 12% have a primary level of education, 38% have a secondary level of education (middle school), 15% have a high school diploma, and a similar percentage have some sort of university degree. With regard to the main types of occupation in this neighborhood, homemakers, self-employed merchants in some kind of trade, laborers and pensioners stands out; to a lesser extent there are also professionals and students, and 6% of people are unemployed.

The main old buildings that residents locate in this neighborhood are of a religious nature, are in a fair to good state of conservation, and should be preserved because of their identity, history and architecture and because they are tourist attractions. Most people located fewer than 10 old buildings that have been abandoned.

An important sector of the population surveyed pointed out that religious festivities and those of the holiday season are the most important ones carried out in the neighborhood and that, including civic and cultural events, they are the main events that they assist.

Almost 8 out of 10 people travel to the first quarter on foot, followed by using public transport and their own car. This is due to how close the Historic Center



is, people's taste for visiting the main plazas and gardens and their hold on them.

The majority of the population said that what they liked most about their neighborhood was its tranquility and its being well linked, combined with its people, its traditions and its customs.

In contrast to the previous paragraph, insecurity, alcoholism and drug addiction are considered as the neighborhood's main problems due to the inadequate presence of police corporations and the lack of control over the sale of alcohol. Similarly, people that throw trash in the street, immigration, informal trade and the lack of government actions are what they like least about this neighborhood.

Although 80% of people didn't mention any leaders in the neighborhood, the rest mentioned members of the colonies committee, Teresa Jiménez, alleged coordinator of neighborhood celebrations and traditions, and the Solutions Program.

On this topic, it stands out that Teresa Jiménez is writing a book that talks about the origins of the neighborhood, which could be recovered to document and strengthen cultural promotion in San Roque.

The majority of the population showed a disposition to participate in looking after, protecting or improving the neighborhood by helping with labor, reforesting or participating; those who refused did so for health reasons.

### San Sebastián Neighborhood Summary

The San Sebastián neighborhood is delimited by the railway lines, Marte Street, Universidad Avenue and Nicolás Bravo Street, and is an attractive residential zone for immigrants due to its proximity to the first quarter. This is the neighborhood with the lowest native population, with only 1 in 5 being so; 40% have lived in other districts in the same municipality of Querétaro and 30%

come from other municipalities in the state, from other federal states and even from other countries.

Although the population showed their disposition to collaborate and the majority recognized the neighborhood they live in and its being part of the Historic Center, it stands out that 40% of residents have spent less than 10 years living there; 10% have been living there for less than a year. These indicators show us the important dynamic of living conditions there, which could have an impact of the loss of identity and the influence of traditions in the neighborhood.

The residents' main occupations here are as homemakers, store assistants, merchants, retirees, professionals or working in some kind of trade, followed by laborers and students; 5% mentioned that they are unemployed. High levels of education predominate (high school and university studies), and only a third said that they have a primary level, middle school level or no level of education.

Although the majority of the population travels on foot to the first quarter, due to its proximity, 1 in 10 do use their own vehicles and 10% use public transport to travel to the main gardens zone in the center.

The majority of the population that resides in this neighborhood can identify old, mainly public buildings, followed by religious and residential ones, and they consider them to be in a good state; only 12% told us that they were in poor or very poor condition. Similarly, the majority think that they should be conserved due to their history, identity and architecture.

Although 5 out of 10 people don't know of any abandoned old buildings in this neighborhood, 40% told us that there are fewer than 10, which are mainly houses and public buildings, and to a lesser extent, commercial and religious buildings.

As regards traditions, although the majority recognizes the religious and holiday season festivities carried out in the San Sebastián neighborhood, 17% do not

and only 6% mentioned traditions as being what they like most about this neighborhood.

It stands out that artistic and cultural events are the main ones that the population of the San Sebastián neighborhood attends, followed by civic events, religious events and holiday season events; approximately 17% do not assist events or do not know of them.

What the population living here most likes about its neighborhood are its tranquility, its people, its public spaces, the fact that it is well linked and its traditions. Meanwhile, others identified its main problems as being insecurity, alcoholism, the lack of paving on some streets, the lack of public lighting and people who throw trash in the street. To a lesser extent, people cited the lack of unity between neighbors, road congestion, stray dogs, access roads, vacant lots, abandoned houses and, due to its proximity, the pollution of the River Querétaro.

Due to the unchanging demographic dynamic registered in this zone, a lack of social cohesion is perceived; 9 out of 10 people don't even recognize a single person with greater leadership or who is greatly trusted. Those who did mention people spoke of Prof. Ignacio Pérez, Javier Verdi, the father of San Sebastián Church, Roberto Servín and María Luisa Alcocer Granados.

Helping with labor or participating by contributing their time or money, all in joint responsibility with government authorities, are the main ways in which the people showed their disposition to caring for or protecting their neighborhood

### Santa Ana Neighborhood Summary

In the Santa Ana neighborhood little disposition to participate came across from the population, by virtue of their identifying the study as being for government purposes. They did show their irritation over the delays in paving works on Hidalgo Street; a period that coincided with the time when this study was carried out.

Those interviewed in the Santa Ana neighborhood, who were mostly more than 40 years old, recognized the neighborhood they live in, as more than half of them are native to the area and another 40% come from other neighborhoods or districts in the municipality of Querétaro itself; only 10% come from other municipalities in the state and other federal states.

People's roots in the neighborhood in which they live, and the fact that they clearly identify themselves with the Historic Center also stand out, as 9 out of 10 people have been living in Santa Ana for more than 10 years, and 8 out of 10 for more than 20 years.

There is an elevated level of education in this neighborhood as less than 30% have only a basic level of education (primary and middle school), another 40% have high school diplomas or similar, and 27% have university degrees. Regarding the occupations of those surveyed homemakers and retirees or pensioners predominate, followed by merchants, self-employed people and also businessmen/women.

Despite the proximity of the main gardens zone of the center, more than 15% use their own vehicles to travel there, largely due to their old age. The vast majority of people go on foot and in some cases by bicycle.

The most important old buildings for those that live in the Santa Ana neighborhood are of a religious nature, followed by public buildings. Although 40% consider them to be in a good state, the rest consider them to be in a fair – very poor state. The vast majority recognizes the historic and cultural value that these buildings have, and for this reason, they declared themselves in favor of their conservation.

Despite the majority considering there to be no abandoned buildings, those who did think there were didn't identify more than 5, which were mainly houses or for commercial use.

The main traditions and festivities carried out here are of a religious nature, the most popular celebration being that of Santa Ana, followed by the San Antoñito celebration. They even mentioned their traditional *santaneada* (a traditional festival in honor of Saint Anne, celebrated on the 26<sup>th</sup> July in the Catholic Church), even though it doesn't take place anymore. 2 out of 10 people do not assist public events carried out in open spaces in the Historic Center and 20% assist artistic and cultural events, followed by holiday season events and those related to the founding of Querétaro.

The majority considered the Santa Ana neighborhood to be peaceful, and this quality plus its people are what they most like about the place they live in. Despite this, another sector of people considered road congestion and insecurity to be the main problems in this neighborhood, along with the lack of paving and the presence of some parked buses, and to a lesser extent informal trade, people who throw trash in the street and unemployment.

Even though he has died, Father Morales was one of the people mentioned most frequently as having leadership in the neighborhood, followed by Tolita, Estela "N", Javier Aguilar Sanchez, Uriel, Esperanza and Genaro Zacarías. 6 out of 10 people couldn't identify a single person.

Regarding social participation, 70% of the population showed their disposition to participate in labor, with their opinion, or by reforesting in order to improve or conserve their neighborhood; the rest turned it down due to health reasons or a lack of free time.

### Santa Catarina Neighborhood Summary

Santa Catarina is a neighborhood delimited by the streets of Ignacio Ramírez, Felipe Ángeles, Esmeralda and San Roque Avenue, where only a portion of the population has significant roots. Only 1 out of 2 people recognized the neighborhood and identified themselves as part of the Historic Center, which they recognize for its beauty, history and architecture.

A similar number of the people that live here are natives of the neighborhood itself and 25% have lived in another neighborhood in the municipality of Querétaro itself. Because of this, it's relevant to mention that 2 out of 10 people come from other states, and the rest come from other municipalities in the state of Querétaro.

With regard to education, this neighborhood has low levels, with 7% being illiterate and 30% having studied up to some grade in primary school. 20% more have a middle school level of education, another 20% studied at high school or a technical course, and another 20% have some kind of university degree.

The most common occupations are those of homemakers, store assistants, merchants, students, retirees or pensioners and professionals. There is a smaller proportion made up of laborers and craftsmen/women and an additional 5% are unemployed.

The main way the people travel to the Historic Center is using public transport, as this is one of the neighborhoods that are furthest away. A smaller group of people walk to the center, and as many more use their own vehicles. It's worth mentioning here that the people of this neighborhood mentioned that it is essential to extend public transport timetables for the zone.

An important sector of the population doesn't recognize old buildings; those who did respond mainly located religious ones, followed by public ones and, to a lesser extent, housing and commercial buildings. Despite this, the majority considers these buildings to be in a fair to very poor state of conservation and only 2 out of 10 consider them to be well to very well conserved.

They believed that the buildings mentioned above should be conserved due to their history, architecture, age, identity, because of their culture, their being a tourist attraction and their service. A significant 13% of people did think that they need to be rebuilt because they're not important, they're dangerous or they're ugly.



When referring to abandoned buildings, only 20% said that there are fewer than 10, housing, religious or industrial buildings; the majority didn't identify them.

Regarding festivities or traditions carried out in their neighborhood, 9 out of 10 people recognized those of a religious nature and the holiday season ones as being the most important. Nevertheless, no-one mentioned them as being what they like the most about Santa Catarina.

The majority of the population frequents the main plazas and gardens of the Historic Center, followed by the churches, bars and Escobedo market. Additionally, artistic, cultural and civic public events are those that they assist the most, followed by the holiday season festivities.

On the topic of what they like most about their neighborhood, the majority mentioned its tranquility and its people. It stands out that 15% said that there was nothing they liked the most; that is to say, they have no ties to the Santa Catarina neighborhood, arguing that it's all they have and that they don't have the financial resources to move house.

What they like the least is insecurity, trash in the streets, the lack of paving and road congestion. They also referred to the lack of green and sports areas, the lack of garbage collection, inadequate public lighting, stray dogs and the lack of attention from government authorities, who focus their actions on Felipe Ángeles Street, where the main commercial zone is located.

Although 80% didn't recognize a single person with greater leadership or as being most trusted, the rest mentioned Severiano Pantoja, Teresa Carrasco and Carmen Aguilar. Those mentioned the least were Clemencia Ruiz Araujo, Gloria Muñoz, Liliana Castro and even the Municipal President.

In the Santa Catarina neighborhood, the population showed their disposition to participate and to help with labor or reforestation in joint responsibility with government authorities to improve conditions in the neighborhood.

## La Cruz Neighborhood Summary

In the La Cruz neighborhood, the majority of the population showed interest in this study and were willing to collaborate. On top of this, there was significant recognition of the La Cruz neighborhood, and they clearly identified themselves as being part of the Historic Center of Querétaro.

50% of the population is native to neighborhood itself, 35% more have once lived in another neighborhood in the municipality of Querétaro, and the rest come from other municipalities in the state, other federal states and even other countries. They have important ties here, as more than 80% have lived in La Cruz for more than 20 years.

A good part of the people surveyed was made up of women dedicated to homemaking, and another good part was made up of professional men, followed by store assistants, merchants, people working in some kind of trade and others that have small businesses. The most common level of education presented here was having a university degree, followed by having a high school diploma and, to a lesser extent, having a middle school and primary level of education. There is a minimal level of illiteracy here, primarily among senior citizens.

The Historic Center was rated positively, as it represents history, culture, beauty, architecture, tradition and tranquility. Because of its location, the population of the La Cruz neighborhood travel to the main plazas and gardens on foot.

Neighbors mainly located old religious buildings in this neighborhood, followed by public ones and, to a lesser extent, those for housing and commercial use. In general they consider these buildings to be in a good to very good state of conservation, and that they should be kept this way because of what they represent. 20% said that they are in a fair state and 5% said they are in a poor to very poor state – these are the people who were most in favor of rebuilding them due to the risk they represent.

Although there are large houses in the neighborhood, the majority of houses are small and modest, some with a considerable level of deterioration which, due to the purchasing power of the people, they haven't been able to maintain; on top of this, the INAH have rules for these buildings that they can't resolve. The majority of people located an average of fewer than 50 abandoned old buildings; largely housing or for commercial buildings.

The main representative festivities people recognize in this neighborhood are religious in nature, followed by civic events and holiday season events. These events, which form part of the La Cruz neighborhood's traditions, are some of the things that people like most about this neighborhood, along with its tranquility, its public spaces and its people, representing significant ties and identity for those that live here.

The main problems that the population identifies in this neighborhood are insecurity, drug addiction, alcoholism, road congestion and informal trade, along with parked buses, abandoned houses, the lack of public lighting and the lack public restrooms, especially during festivities.

They specified that the presence of bars and nightclubs causes an increase in traffic, and people park in the streets, obstructing their garages, or in places where the neighbors park. On top of this, these bars and nightclubs generate a lot of noise and cause disturbances at night.

Although the majority of people do not know of anyone that is working or doing something to maintain and conserve their neighborhood, those most mentioned as doing so were the priests or friars of the La Cruz Temple, the INAH, Public Works and the local representative Salvador Martínez, amongst other people.

Helping with labor, reforestation or participating with their time or with monetary contributions are the ways in which the majority of those who live here participate to improve or conserve their neighborhood. Only 7% turned down

participating due to health problems, or would refuse to participate unless government authorities took joint responsibility.

### Santa Rosa Neighborhood Summary

The Santa Rosa neighborhood is located in front of the Santa Rosa de Viterbo Temple, and is made up of 19 blocks, delimited by Melchor Ocampo Street, Madero Street, Ignacio Zaragoza Avenue and Tecnológico Avenue.

The population was suspicious whilst we were gathering information on site, and they had little disposition to collaborate with the study. They also expressed critical comments about government actions, politicians during election times and the INAH due to its housing construction regulations.

It's significant that no-one identified the name of the Santa Rosa neighborhood, identifying it as the center, despite half the population being native to this neighborhood and another 20% having come from another neighborhood belonging to the Historic Center. 10% have lived in another district in the municipality of Querétaro itself, and the rest come from other federal states, followed by other municipalities in the state and other countries.

There is considerable recognition of the history, beauty, heritage and culture of the Historic Center, which they do feel part of, and they frequent its plazas, gardens and churches, normally traveling to the area on foot.

The old buildings in the neighborhood considered as being most important by those who live here are those of a religious nature, followed by public buildings. A minimal amount of people recognize old commercial and residential buildings; that is to say, their own homes. They assessed these buildings as being in a good to very good state of conservation, and think they should be kept that way due to their history, architecture, age, identity and their being a tourist attraction. Although the majority doesn't know of any abandoned old buildings, an average of 20 were identified.

The people that live in the Santa Rosa neighborhood identified the different festivities carried out there, predominantly religious ones, holiday season festivities and civic festivities; only 8% didn't identify them. Nevertheless, 1 in 4 mentioned that they don't participate in open public events.

The neighborhood's tranquility, its public spaces, its people and its traditions are the main factors that the people who live here like about it. Meanwhile, the main problems they identified in their neighborhood are road congestion, insecurity, public lighting, the lack of unity between people, informal trade and destitute people. It does stand out however, that 1 in 10 people didn't identify any problems.

These problems are similar to those that are generally assigned to the Historic Center, combined with the lack of attention from government authorities and the lack of control or regulation over the construction of housing.

With regard to the people they consider to have most leadership in the Santa Rosa neighborhood, they identified holders of state and municipal executive power, the municipal representative, priests or nuns, as well as other personalities such as the chronicler, Master Aurelio Olvera, Enrique Burgos and Gil Mendoza Pichardo, amongst others.

## **II.9 Vision**

For the year 2030, The Historic Center of the City of Querétaro will be: a conserved center that is the model of identity with a healthy environment. It will be inclusive of various generations and diverse tangible and intangible cultural expressions, having a profound and intense cultural life which is linked to its culture, where appropriate. The center will be full of life and appropriated by the people, with their infrastructure and equipment requirements satisfied and adequate urban regulations.

## Traditional Neighborhoods

### Vision

The definition of the vision for the Action and Conservation Plan of the Historic Monument Zone, particularly for the traditional neighborhoods by the year 2030, was the product of public consultation with those people that reside there. These visions are listed below:

“By the year 2030, **The Center** will be a peaceful and safe neighborhood, with its traditions, customs, festivities and historical buildings all well conserved, and with sufficient high quality public spaces and services.”

“By the year 2030, **The Center** will be a pretty and safe zone, with greater unity between its residents and better promotion of its well conserved traditions, customs, festivities and historical buildings. It will have sufficient, high quality public spaces and services.”

“By the year 2030, **El Retablo** will be a safe neighborhood with a larger population, its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **El Tepetate** will be a united, safe neighborhood, with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **La Piedad** will be a pretty, peaceful and safe neighborhood, with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **La Trinidad** will be a calm, peaceful neighborhood, with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **San Francisquito** will be a safer and more peaceful neighborhood, with greater unity between its inhabitants and greater cultural



promotion of its traditions, customs, festivities and historical buildings, which will be better conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **San Gregorio** will be a safer neighborhood, with its traditions, customs, festivities and historical buildings well conserved, with sufficient, high quality public spaces and services and better unity between, and participation from its residents.”

“By the year 2030, **San Roque** will be a peaceful and safe neighborhood with its traditions, customs, festivities and historical buildings better conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **San Sebastián** will be a habitable, peaceful and safe neighborhood, with its traditions, customs, festivities and historical buildings better conserved, with cultural promotion actions and with sufficient, high quality public spaces and services.”

“By the year 2030, **Santa Ana** will be a peaceful and safe neighborhood, with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **Santa Catarina** will be a peaceful and safe neighborhood with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **La Cruz** will be a peaceful and safe neighborhood with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

“By the year 2030, **Santa Rosa** will be a peaceful and safe neighborhood, with its traditions, customs, festivities and historical buildings well conserved, and with sufficient, high quality public spaces and services.”

## **II.10 Scenario Projections**

For the scenario projections the different levels of marginalization were established with the intention of defining the main trends in the field of performance of the PMCZMHSQ and, based on this, defining the optimum scenario that would allow for the social development of the population that resides in the zone of influence of the field of performance of action.

Three scenarios were set out; in the short term (3 years), medium term (10 years) and long term (15 years).

Solid urban planning will be needed that considers strategies for preventing the problems of urban deterioration in the inner city, and models that incorporate the urban suburbs, both of which being aspects that are related to the environmental quality and hydraulic functioning of the River Querétaro.



### **III INSTRUMENTATION.**

#### **III.1 STRATEGIC PLANNING.**

The Action Plan has been conceived and designed as a participative and consensual instrument; the vision and future landscape or desirable scenario that constitutes the end goal of the proposals has been formulated through consensus in workshops open to the local collective's contribution, its institutions, interest groups and people who have manifested their interest in answering our official communicates. The problems and matters or critical issues that the Plan deems necessary to mention, as well as the main proposals have also been identified in the inclusive workshops which took place at different times starting in the year 2003.

##### **III.1.1 Mission.**

The Historic Center of Queretaro is the emblematic nucleus of the city where not only are the most relevant cultural heritage elements concentrated, but also the most representative elements of the city's civil and religious authorities and the memory of the intangible heritage of "Queretano identity" (TN: the essence of what makes someone or something from Queretaro). In this sense, the plan's mission consists of preserving the values, functions and expressions of the city's rich heritage by enhancing and revitalizing it towards the benefit of the current and future inhabitants of Santiago de Queretaro and its visitors.

##### **III.1.2 Vision.**

It is important to point out that the vision of the Historic Center's future is not just a simple statement brought forth by technicians and development planners. It is the result of the collective work of the people of Queretaro; it comes from civil participation of people, institutions, groups and organizations that have influence in the area.



This Action Plan, that is defined as consensual and participative is based on the identification of strengths, weaknesses, opportunities and threats to the Historic Center and not only establishes a Shared Vision of the future for this important area of the city, but also defines strategic objectives and lines of action in order to reach this vision; important propositions were brought forth in the aforementioned workshops and that are being developed by different working commissions. At the end of the consultation and participative work process, a preliminary version of the Shared Vision for the Historic Center in 2030 was set.

***“The Historic Center in 2030 is a place that is intensely alive, plural, inhabited and imaginative; it is a place which is also safe and in order; it is place of enjoyment which is part of the identity of the inhabitants of Queretaro; it is a place that keeps its historical heritage, its traditions, its customs, its festivals and its values along with its uniqueness as the city’s center of history and culture while being profitable and competitive at the same time.”***

“It has a zone for rescued monuments and landmarks along with regulated land use which is integrated to the rest of the city; with vitality, a unique identity and limited, outdoor, public commerce that is both ordered and fitting to its surroundings.”

“Regarding the urban setting, it will be well kept and orderly, entirely integrated to the surrounding neighborhoods; it shall be functional and accessible to all, with its pedestrian and vehicular mobility situation solved; it will have a clean, attractive, urban image with no makeup or set pieces, with greenery, an adequate sonic landscape and an efficient handling of solid wastes.”

“Economically speaking, it is attractive to invest in; it is oriented towards cultural, recreational and business tourism with businesses and services which are recognized around the world.”



“The Historic Center, authentic and majestic, with its substantial heritage and historic memories; loved, respected and well-tended by its inhabitants and visitors because it represents a recognized reference of identity and personality.”

### **III.1.3 Objectives.**

Being conceptually strategic, the Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro defines the ideal end image as a collective goal in progress. It determines the means and builds managing and improvement procedures for the benefit of society and territorial spaces while identifying tasks as actions articulated in programs and projects as well as the operators or implementing bodies responsible.

#### **III.1.3.1 Target Image.**

Under the assumption that there is an amply disseminated consensus of the aforementioned Vision regarding the Historic Center of Queretaro, and having already considered, understood, and mentioned in the introduction the Historic Monument and (its) traditional neighborhoods Zone and that of the development of its Action Plan, the general objective is understood as the follows:

To strengthen and order the public management of the ZMHQ (Historic Monument Zone of Queretaro by its Spanish Acronym) and its immediate context made up by the traditional neighborhoods in order to orient and guide the priority actions regarding urban development and the conservation of the cultural heritage taking into account its function as an active center of the metropolitan area of the city of Santiago de Queretaro.

Likewise, it will promote and guide public and private investment, articulating government actions through the agreement of public and private actors for the furthering of sustainable development and the conservation of the universal and exceptional value of its style.



### III.1.3.1.1 General Objectives.

The **General Objectives** of the Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro (PM CZMHSQ by its acronym in Spanish) are:

- To order and strengthen public management in order to guide and execute priority actions in terms of the conservation and comprehensive development in reference to the Plan's of in and articulated, consensual way in its metropolitan context.
- To create the conditions which lead to comprehensive development, that is, the solution to issues as well as investment in the Historic Center, encouraging agreements and shared commitments between public and private agents as well as social, economic and cultural actors.
- To declare the total integration of the social and territorial space and the homogenization process of the quality of space and life in Plan's of in this ways boosting the conservation of cultural heritage as well as the rehabilitation of its deteriorated areas.
- To reduce the overuse of the Historic Center through a functional and territorial de-concentration process towards the periphery of the area of study without demerit to its centrality.
- To regulate land use as an urban regeneration factor by encouraging public and private investment in the building of housing within the area pertaining to the study.
- To improve the quality of its public services, the conservation of the environment and the prevention and mitigation of natural hazards as well as, public safety.





### **III.1.3.2 Strategic Objectives.**

The Strategic Objectives are the following:

1. To establish a strengthened central area as well as have urban consolidation.
2. To protect and conservation of the ZMHQ and the recognition of the value of the Traditional Neighborhoods.
3. Balanced and sustainable social and economic development.
4. The improvement of Public Management in areas that concern the Plan's of
5. The improvement of Standards of Living and Environmental Quality.

#### **1. - To establish a representative, strengthened and consolidated urban center**

- Strengthen its political, civic, cultural, symbolic and heritage function.
- Consolidate the variety of uses and the heterogeneity of its population, both residents and visitors.
- The improvement and ordering of the special structure and mobility in the Historic Center and the reordering of public transportation in relation to the functional articulation with the metropolitan area.
- The functional reorganization of the Historic Center which boosts the development of its competitiveness as well as strengthens the urban economy in a sustainable way.
- To improve the social infrastructure and existing services (Consolidation of neighborhood infrastructure, rehabilitation of educational, health, supply, social and cultural infrastructure according to the new needs of the resident population; Institutional coordination for the development of programs that give attention to populations at risk.)

#### **2. - The Protection and conservation of the Historic Monuments Zone and recognition of the value of traditional neighborhoods not incorporated to the Zone.**



- To preserve the Exceptional Universal Value, the local values, the compatible functions and the expressions of richness of heritage by enhancing and revitalizing them for the benefit of the current and future inhabitants of Santiago de Queretaro and its visitors.
- The comprehensive rehabilitation of the traditional neighborhoods linked to the ZMHQ through the regeneration of its urban and social fabric based on the recognition of value of its monument heritage and that of urban spaces by incorporating them to the active life of the central nucleus of the ZMHQ; also the improvement of social infrastructure and the public services that allow the quality of life and social welfare of its inhabitants to increase.
- The fusing and empowerment of “queratano identity” with the Historic Center. Education and communication for the preserving of the historic memory and the strengthening of the local cultural identity.
- The use of historical heritage for the development of economic activities which are compatible with its characteristics as a building.

### **3. - Balanced and sustainable social and economic development.**

The socio-economic development goal of the of of the PMCZMHSQ is also:

- To regenerate social and community bonds.
- To enjoy public spaces based on collective re-appropriation of said spaces (recovery of squares and public forums for collective use; the proliferation of spaces for citizen participation.)
- Economic development is an important goal in the process of consolidation of the Plan’s of in terms of the creation of jobs for the resident population linked to small scale tourism.
- The promotion and strengthening of cultural and touristic activities. The development of local tourism.
- To raise the Historic Centers competitiveness and improve the conditions of its public spaces.
-



#### **4. The Improvement of Public Management in the Plan's of**

This goal intends to strengthen the management of the Historic Center of the city of Santiago de Queretaro, through:

- Incorporating the community and its representative institutions in the solution of their own issues. Participative planning and agreement stand out as the best solution in order to generate a democratic space at a local level.
- An efficient and comprehensive information system is fundamental in decision making with least risk and the highest effectiveness.
- It is important to have a clear, defined and respected standard that gives the process credibility and transparency.
- A permanent broadcasting and distribution that eases in the communication understanding of value of the site.
- Citizen safety and security is a necessary condition for the development of policy that will make the Historic Center a more adequate place for living, coexisting and doing recreational activities.

#### **5. The Improvement of Habitability and Environmental Quality.**

This strategic objective seeks the procurement of a high quality of life and environment through the renewal of the urban image, the control of pollution and urban cleanliness by involving the resident population and users in necessary tasks.

- The creation and modernization of public services, communal tools and social services and the improvement of the environment which in turn helps raise the standard of living as well as social welfare.
- The conditions of habitability should be improved in order to maintain a lively traditional neighborhood and Monument Zone while guaranteeing the socio-economic diversity of its inhabitants (furtherance of the mix of households with compatible economic activities. Proposal for the creation of a housing program in the Plan's of ).



### III.1.3.3 Specific Objectives.

- To order land use standards and define means to guarantee compliance in order to allow for the structural and economic revitalization of the historic buildings according to their characteristics and potential and to the urban framework as a whole.
- To raise the level of habitability of perimeter “A” of the ZMHQ, through policies and strategies in order to keep households as well as the furtherance of residential use in the Zone.
- To define usage of public spaces and property, taking into account their own characteristics and cultural and historic potential.
- To identify strategies for the furtherance of tasks related to Edified Cultural Heritage rescue and conservation by promoting the recuperation of original land use of the building whose condition and location allow for this to happen and assign different uses to historically valuable buildings; uses that allow for a revaluing process to occur.
- To set the criteria for the conservation and rescue of traditional urban imagery and design the means that will help reach this goal.
- To design a new model of mobility by modifying in the medium-term the share and distribution each mean of transportation has in the Plan’s of Increase the practice of walking while also increasing the use of public transportation as well as the use of the bicycle in favor of the use of a private vehicle without forgetting the resident’s need for circulation and parking.
- To modernize and increase the capacity of existing public parking facilities.
- To identify the actions needed for the improvement, consolidation and relocation of the infrastructure and equipment not linked to activities which benefit the residents of the Historic Center Zone.
- To rescue monuments and residential heritage sites by rehabilitating the urban image and strengthening the supply of tourist services.
- To rescue heritage buildings for residential use.



- To foster urban revitalization by promoting the reactivation of economic activities thus, further dignifying the area by expelling non-desirable activities and in turn providing an attractive environment for the placement of new activities. The implementation and enhancement of cultural activities that will endow the Historic Monument Zone with “centralness”. The promotion of the “visitable” valuables which constitute the Historic Center of Santiago de Queretaro.
- Furtherance and regulation of night time activities related to culture and entertainment.
- To enhance the touristic potential of the central historic area through the recovery of public space, the improvement of the area’s urban image, the improvement of the quality of the environment, and the consolidating of its services.
- To design the mechanisms in order to allow the community to participate in the rescue, conservation appreciation and promotion of the local cultures values expressed through the areas architecture, its customs and traditions, and the natural landscape and buildings that make up the city’s image.
- To collectively recover public space as well as adequately line streets and plazas with trees.
- To propose and identify actions which will help consolidate the organic structure in order to guarantee a professional and participative urban administration and management of the Historic Monument and neighborhoods Zone of Santiago de Queretaro.
- To promote national and international conservation programs for the strengthening of social development and the consolidation of projects sponsored by civil entities with help from private parties; comprehensive programs which link projects regarding economic development, social development, training and jobs.



- To create guidelines which help direct the design of standards and administrative instruments for urban development management in the Historic Center
- To determine the necessary actions in the short and medium term to reduce and mitigate hazards of the natural type as well as any man-made hazards with the aim of creating a safe-zone.
- To enforce loading and unloading regulations; the furtherance of small businesses that are compatible with the urban environment and which are involved in new economic activities.
- To recover and use underused commercial spaces.
- The managing organism of the Historic Center will carry out the designation of priority elements of projects to be implemented in the short and mid-term derived from the strategies that govern the Action and Conservation Plan of the Historic Monument Zone.

#### **III.1.4 of .**

The critical subjects the pans deems necessary to bring up as well as the main proposals have been identified in the participative workshops which have taken place at different times starting in the year 2003. This method of approximation has not only built a valuable cluster of consensuses about the future of the Historic Center, but has also had a positive impact regarding the increase of the technical body's ability to identify and examine critical matters and subjects.

Regarding the time frame for actions hereby established in this PMCZMHSQ, it is based on both the Queretaro Municipal Government's as well as the State Government's terms in office with the intention that there be continuity and congruency regarding the time frame for the execution of the programs hereby established.

In this sense, the short term is understood as the current term in office of the state branch as well as the municipal branch; the medium term is understood as lasting





until the end of the next state administration’s term, and the long term is understood as being congruent with other state and municipal planning instruments as well as with the dynamics which present themselves in the area of study and their consequences within the context of regional development in foresight that the variables currently considered might change substantially in the medium term. With these considerations the planning limits are defined in the following way:

**Table III.1** Scale of actions time frame.

Term	Period
Short	2010 – 2015
Medium	2016 – 2021
Long	2022 – 2030

Source: Construcciones JAVE, S.A de C.V. 2010.

### III.1.5 Future scenarios.

In the projection of the population, the year 2030 was taken as the horizon and is based on the inter-census growth in the period between 1990 a 2010.

**Table III.2** Population increase in the monument and traditional neighborhood zone of the city of Queretaro.

Year	Population
1990	79,151
1995	77,880
2000	80,677
2006	83,451
2010	86,790

Source: INEGI, 1990, 1995 and 2000; 2006 and 2010 based on the water feeds per neighborhood CEA (State Water Commission), 2010.

Based on the pervious calculation, the following is the population projection which includes the officially accepted allocation base from the compound interest method for the period going from 2010 to 2030 which is a period of time in accordance with the needs of the Monuments and Traditional Neighborhoods Zone of the City of Santiago de Queretaro and which is in synchrony with the terms in power of the municipal government.



In this projection an initial growth rate was applied to each one of the zones that make up the of of the Action Plan; each zone is differentiated by the population's growth behavior in the period of 1990-2000. The growth rates vary from -1.23 in the Monument Zone Perimeter "B", -0.62 in Perimeter "A", 1.30 in the Transition Zone and 0.69 in the Traditional Neighborhood Zone; together they form a growth trend towards 2030. The results are presented in table III.3 and chart II.1.

**Table III.3** Population growth projection in the Monument and Traditional Neighborhoods Zone of the City of Santiago de Queretaro in the period between 2010-2030.

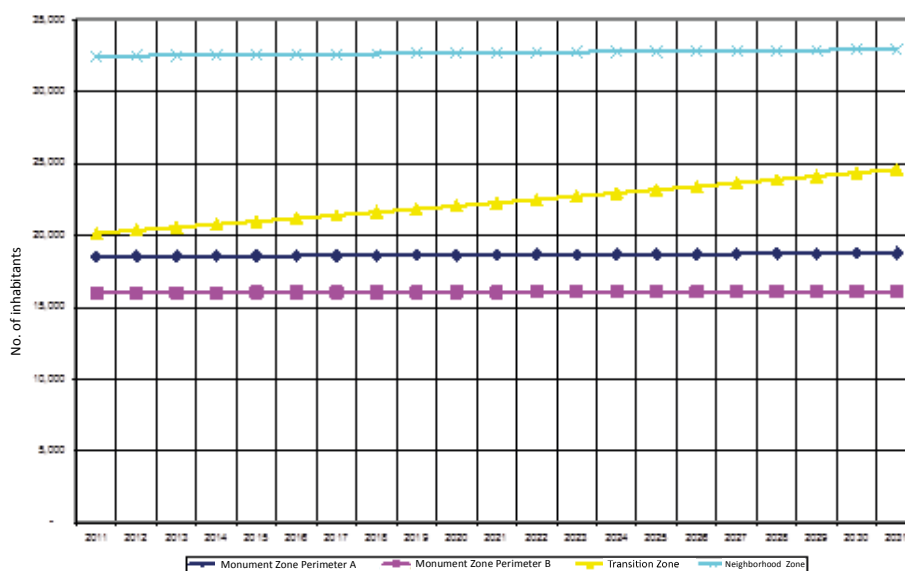
Years	Monument Zone Perimeter A	Monument Zone Perimeter B	Transition Zone	Neighborhood Zone	of of the PMCZMSQ
2011	18,539	16,009	20,171	32,498	87,218
2012	18,551	16,014	20,373	32,521	87,458
2013	18,562	16,019	20,577	32,543	87,700
2014	18,573	16,024	20,782	32,566	87,945
2015	18,584	16,028	20,990	32,589	88,191
2016	18,595	16,033	21,200	32,612	88,440
2017	18,606	16,038	21,412	32,635	88,691
2018	18,617	16,043	21,626	32,657	88,418
2019	18,629	16,048	21,843	32,680	89,199
2020	18,640	16,052	22,061	32,703	89,456
2021	18,651	16,057	22,282	32,726	89,716
2022	18,662	16,062	22,504	32,749	89,978
2023	18,673	16,067	22,729	32,772	90,242
2024	18,685	16,072	22,957	32,795	90,508
2025	18,696	16,077	23,186	32,818	90,776
2026	18,707	16,081	23,418	32,841	91,047
2027	18,718	16,086	23,652	32,864	91,321
2028	18,729	16,091	23,889	32,887	91,596
2029	18,741	16,096	24,128	32,910	91,874
2030	18,752	16,101	24,369	32,933	92,155

Source: Construcciones JAVE, S.A de C.V. 2010.

**Chart III.1** Population projection in the monument and traditional neighborhoods zone for the period between 2010-2030.



## Action and Conservation Plan of the Historic Monument Zone of Santiago de Queretaro



Fuente: Construcciones JAVE, S.A de C.V. 2010.

According to this behavior in the transition zone the growth trend presents itself with a markedly with a growth curve with a more pronounced slope. This is not so in the in the Decreed Historic Monument Zone, perimeters and “A” y “B” which present a decrease. The curve behaves with a moderate downward slope, which reflects a stagnation of the population in both perimeters. In regards to the traditional neighborhoods, they tend to have an increase in population as they approach the 2030 planning horizon.

It expected that by the 2015 horizon, the saturation of the Monument and traditional neighborhoods Zone reaches its limit due to the fact that by that year, vacant urban sites for household (18.47 ha) will have been exhausted and the population will reach a total of 88,191, in accordance to the calculations made for that year.

For perimeter “A” it is suggested that a policy of re-densification be implemented that can bare 3,890 inhabitants and which allows the process of tertiarization, currently present in the perimeter, to be reverted. Within the perimeter, different “possible” areas for re-densification were observed. A total of 824 plots with a joint surface area larger than 250 m<sup>2</sup> and with a level of overcrowding of 4.15 inhabitants per household, as calculated by INEGI (National Institute of Statistics and Geography) in



the year 2000. This adds up to 3,890 more inhabitants which will have living space within perimeter “A” of the Decreed Historic Monument Zone; those together with the 17,890 inhabitants in 2010 will come to a total of 21,779. In accordance with these figures, perimeter “A” of the Decreed Historic Monument Zone would then reach its long term saturation potential (2030). With this amount of inhabitants, the population’s growth model is identified in the following way (see table III.4).

**Table III.4** Population growth projection with the application of the re-densification policy in the perimeter “A” Monument Zone in the city of Queretaro in the period between 2010-2030.

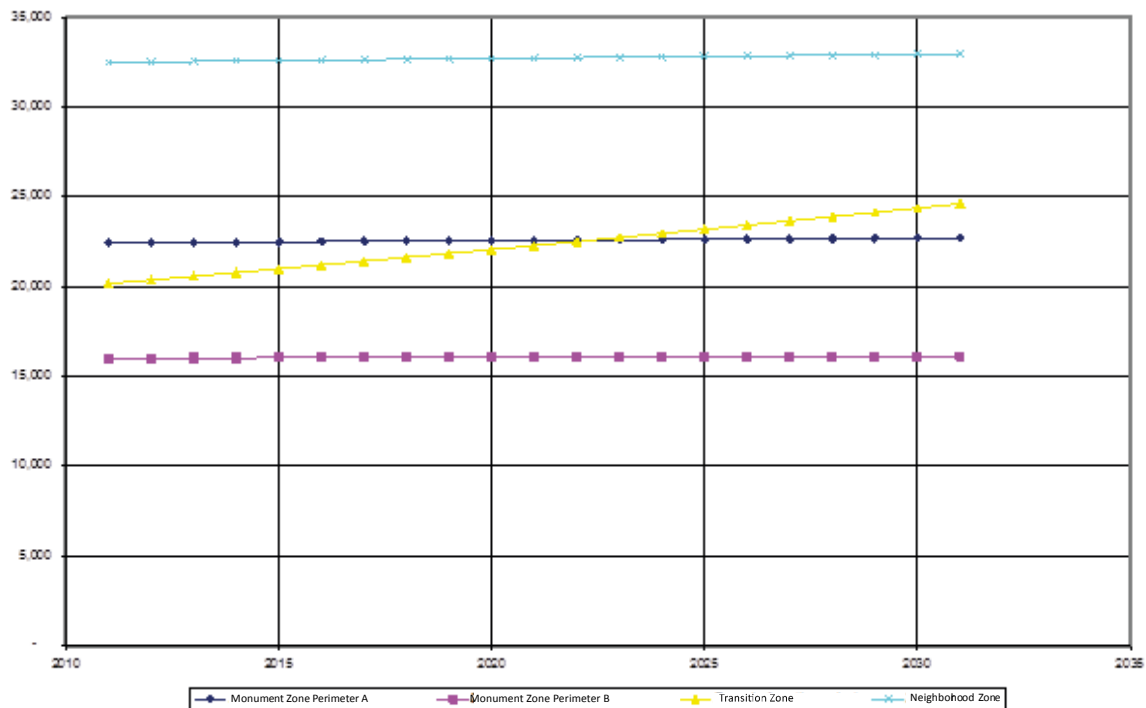
Years	Monument Zone Perimeter A	Monument Zone Perimeter B	Transition Zone	Neighborhood Zone	of of the PMCZMSQ
2011	22,439	16,009	20,171	32,498	91,117
2012	22,452	16,014	20,373	32,521	91,360
2013	22,466	16,019	20,577	32,543	91,604
2014	22,479	16,024	20,782	32,566	91,851
2015	22,493	16,028	20,990	32,589	92,100
2016	22,506	16,033	21,200	32,612	92,351
2017	22,520	16,038	21,412	32,635	92,604
2018	22,533	16,043	21,626	32,657	92,334
2019	22,547	16,048	21,843	32,680	93,117
2020	22,560	16,052	22,061	32,703	93,377
2021	22,574	16,057	22,282	32,726	93,639
2022	22,587	16,062	22,504	32,749	93,903
2023	22,601	16,067	22,729	32,772	94,169
2024	22,614	16,072	22,957	32,795	94,438
2025	22,628	16,077	23,186	32,818	94,709
2026	22,642	16,081	23,418	32,841	94,982
2027	22,655	16,086	23,652	32,864	95,258
2028	22,669	16,091	23,889	32,887	95,535
2029	22,682	16,096	24,128	32,910	95,816
2030	22,696	16,101	24,369	32,933	96,099

Source: Construcciones JAVE, S.A de C.V. 2010.

In this model it is stipulated that of the previously calculated growth trend, the first stage of the re-re-densification policy in perimeter “A” be applied in the short term (2011.)



Chart III.2 Population Projection in the monument and traditional neighborhoods zone for the period between 2010-2031, with the re-densification policy in perimeter "A".



Source: Construcciones JAVE, S.A de C.V. 2010.

### III.2 INTERVENTION STRATEGIES.

#### III.2.1 Policies.

##### III.2.1.1 Urban planning policies.

The policies considered in this plan apply to urban areas that make up both the Historic Monument Zone as well as the Traditional neighborhoods which surround it. These areas are jointly what we refer to as the Historic Center of the City of Santiago de Queretaro. Furthermore, said policies result in strategic lines belonging to the different issues regarding development and that are solutions to the problems detected in the diagnostic chapter.

The planning policies incorporated in the Action Plan are classified in:



### Conservation Policy.

The comprehensive conservation of the Historic Center implies a clear policy of prioritizing the protection and conservation of Zones of Artistic and Architectural Heritage, the recognition of these zone's value as well as their adaptation to compatible ends, and the promotion and regulation of public and private investment.

Fundamentally, the aim is the improvement of the "urban image", as well as the "human scale" in the heritage-rich Historic Center with special attention to its transition zone which is made up by the traditional neighborhoods and the blocks neighboring the zone dually declared the Historic Monument Zone. This will be done through the restoration of the urban ensemble, through public space recovery actions, the improvement of adornment and urban-architectural improvements of the monument environments as well as the promotion of investment and intervention in urban renovation along with household regeneration.

- The protection of inherited cultural heritage managed as a single urban unit, under comprehensive treatment, which not only considers the monumental architecture linked to the ZMHQ, but also traditional architecture or that typical of the traditional neighborhoods Zone as well as the urban landscape of the Transition Zone.
- Urban-architectural treatment compatible with the conservation of the aforementioned heritage and the advancement of the revitalization of structures with historic value; building in a modern but appropriate way beside the existing public and private infrastructure.
- The sustainable restoration that generates the appropriate conditions for the development of a dynamic and diversified local economy compatible with standards of habitation and conservation of the ZMHQ.
- The improvement of public space image both in main thoroughways as well as in green spaces, and public squares along with neighborhood gardens.





- The creation of an urban image improvement program in the areas neighboring the monuments and at historical sites located in the traditional Neighborhoods.
- The conservation of traditions that make up the intangible cultural heritage of the city.
- The dissemination, furtherance and dignifying of public spaces where popular festivals and celebrations take place. To further external promotion through festivals of a regional tone which encourage tourists to visits the city.
- 

#### Urban Consolidation Policy.

It suggests that the Historic Monument Zone be treated as the active, central nucleus of Queretaro's Urban Area, to be strengthened and improved in terms of the use of resources and the values such as its cultural inclination as well as its rich heritage in terms of history and monuments with the goal of perpetuating itself as the living center of a particularly dynamic city. It seeks the strengthening of the Historic Center as the representative civic and administrative center of the city and the state: a place of business, tourism, specialized trade; a place to live, to meet; a place that represents the community, a place that vindicates cultural and political diversity; and that does this in an environment of physical and social safety and security that guarantees the reproduction of life in a quality environment.

In this sense, public spaces (*Plaza de Armas*, small plazas, arcades, churches courtyards, streets and walkways) play an important role as surroundings for collective recovery and re-appropriation on behalf of residents, both for permanent users as well as for visitors. They also play an important role as privileged spaces for meeting, social interaction, cultural development, and places for rest and relaxation.

The Plan also seeks to articulate its area of operation with the City of Queretaro's Urban Area, thus improving its accessibility through a network of roads that will streamline traffic, and deter the use of private vehicles as well as that of inadequate public transportation that generates traffic jams and environmental degradation.



The area of operation of the present Plan does not include plans of territorial expansion because it is limited to a zone within the Historic Center District; for this reason the proposed growth strategy is primarily based on the concept of controlled re-densification of the existing urban structure. In consequence, the proposed urban development measures will be geared towards the improved functioning of the area of intervention with emphasis on habitability in order to improve the lives of residents.

- Promotion of the Historic Monument Zone as residential areas by furthering investment in the use of historic monuments as mid-to-upper-income type residential buildings.
- The keeping of its function as place of residence for the population, regulating land use with the aim of making conservation and urban revitalization options viable, encouraging public and private investment in residential buildings to revert the trend towards de-population that currently exists in the Historic Monument Zone.
- Renovation and adaptation of the urban systems that further the degradation of the natural and urban environment of the historic area such as the reordering of the transportation system and urban flow.
- The functional de-concentration of perimeter "A" of the ZMHQ by reducing its overuse and permanently encouraging decentralized development without the loss of its centrally representative characteristics as well as enhancing its touristic competitiveness without affecting its habitability.
- The relocation of lines of business and services that require the mobilization of vehicles with load capacities of over 3 metric tons and that constantly distribute their products with the use of vehicles, as well as the relocation of those businesses that are incompatible with the neighboring residential areas or that pose some kind of environmental threat.



- Relocation of facilities and services, both public and private, that gather, on a daily basis, a great number of non-resident users that, in the most part, travel by car such as in the case of non-representative public agencies as well as private and public schools. Only the government office area that has a representative civic value for the community must be included.

The decentralization of public facilities and services is a measure with a positive impact in all areas; socially, mobility wise, and furthermore it positively impacts the living standards of the area. Economically it impacts by reducing commutes as well as in the effective use of resources; environmentally there is an impact because of the reduction of atmosphere-bound emissions. It will reduce the consumption of resources, the production of waste, and finally, it furthers the conservation of properties as well as historical sites and thus enhances Zone's touristic appeal.

#### Policy Improvement.

The Plan deems that all residential uses must be kept in the ZMHQ y and the traditional Neighborhoods Zone, enhancing the very same mixed consistency the area currently exhibits. Likewise, the plan considers that the social complexity that currently exists, where inhabitants are not segregated by location based on their social class, must also be kept.

Towards this goal, the Plan proposes the improvement of the slums that exist in the traditional Neighborhood Zone, in this way avoiding social segregation and the reordering of the urban structures by helping build residential clusters that are wealthier and have a higher social standard. For this the following elements are considered:

- The creation of a Rotating Fund for programs that progressively restore derelict or deteriorated properties.
- Coordination and promotion of actions involving remodeling, urban renovation and household restoration.



- The enlightened use of the urban infrastructure that is good conditions and that function as economic units that have spontaneously developed as trade and service corridors in the traditional neighborhoods.
- The diversification of services for the benefit of the local population and visitors.
- Respect of public spaces both on sidewalks as well as around facades that make up the traditional urban physiognomy.
- Major participation of the lines of business that take advantage of the historic sites partaking in their maintenance and upkeep in exchange for tributary concessions and authorized cost differentiations.

#### Re-densification Policy.

The motive behind the ZMHQ and the traditional Neighborhood Zone is its people, its inhabitants and in that sense it looks to perpetuate the city's population through better living conditions, strengthened social networks, and a constant interaction with the evolutionary process that the center of the city produces. The consolidation of the residential function of the Historic Center constitutes a strategic objective essential to keeping the zone alive, and without which its comprehensive regeneration cannot be reached. The above is laid out in terms of the following guidelines:

- Use urban vacancies to promote residential use.
- Expansion and diversification of the housing market. Design housing options for groups of diverse levels of income.
- Increase of the area's total population density through the rehabilitation and adaptation of vacant, underused or derelict properties and the construction of households in vacant lots.
- Ease the user's involvement process by helping the dwellers organize as well as offering training or other mechanism that help add weight to their contribution.



- The search for Systems of funding for the restoration of historic building for residential use of for the building of new housing projects.

### **III.2.1.2 Policies for Balanced and Sustainable Social and Economic Development.**

This policy strives to achieve comprehensive development that simultaneously tends to the requirements for the conservation of heritage, the safeguarding of living traditions, and social development in terms of social opportunity regarding education, health, work, housing and social welfare in general. All this should be done while emphasizing the traditional neighborhoods known as the “*Otra Banda*” while encouraging investment and the creation of solid economic bases that are linked to the cultural aspect of ZMHQ’s perimeter “A” and that thrusts forward a dynamic and diverse economy that makes productive investments in the restoration and adapted use of the built cultural heritage without affecting its essence.

Evidence exists that tourism in which cultural heritage is a financial draw does cause pressure on and create factors that affect the conservation and integrity of said heritage as well as inducing terciarization processes that must be accounted for and mitigated.

The richness of culture of the historic urban layout, the historic monuments, and the historic sites that exist in perimeter “A” of the ZMHQ make up a potentially exploitable heritage base. For this reason it is fundamental to develop the zone in an integral and sustainable way that considers social, economic and environmental factors without damage to the areas habitability and all while being mindful of conserving its value as heritage. Furthermore, managing the historic urban area correctly is the path, the means, and the end leading to the obtainment of social and economic benefit as well as a chance for the site’s inhabitants to become protagonists of their home’s protection and managers of their own action budgets. However, only through real intent on the part of government in conjunction with their constituents awareness is it possible to guarantee direct profits from heritage as a result of its recognition as the protagonist of cultural tourism.



But it is evident that it cannot aspire to attract the interest of cultural tourism without conservation that is rightly done, the granting of value, and the adequate use of said heritage. And all this does not compromise nor does it corrupt the site's cultural values. The individualized aspects of natural and cultural heritage have different levels of signification; some have a universal value and other have a national, regional or local significance. Heritage interpretation programs must present these meanings in a relevant way, both for the host community as well as for the visitor by using appropriate, attractive and current methods in the area of education, information media, technology and personal development, while at the same time giving historical and cultural data as well as information about the physical environment.

This process is backed up on both ends by, on the one hand, it's maximum international cultural guarantor (UN - UNESCO) as well as by its profit oriented private tourist. Consequently, two particularly important points must be highlighted:

- The influx of tourist that determines the proper reevaluation of a monument and guarantees the returns on invested capital for such purposes.
- The touristic activity derived from the adequate presentation of a monument; it entails the profound economic transformation of the zone or area in which the monument is located possibly producing terciarization processes that significantly alter its characteristics regarding cultural identity and habitability.

For this reason, the planned development of tourism, of its services and facilities, and the enhancement of the cultural and touristic market within the limits of perimeter "A"'s capacity is an important factor for the sustained, socio-economic development the allows the advance of economic activities linked to tourism as well as the proliferation of small arts and crafts companies, manufacturing companies, and service providers all linked to the traditional neighborhoods Zone.



The policies that are to be applied to the economic activities focus on the decentralization of: commercial land usage, facilities, and especially the decentralization of all administrative and government services which are non-essential for the representative cultural identity of “centrality” in the area of intervention. However, the area must continue to be the highest ranking civic center of the urban area of the City of Queretaro which implies the return to the Historic Civic Center of the municipal government authorities.

- Conservation integrated into the social development objectives dually reconciling the conservation of heritage values with the population’s socio-economic needs.
- Sustainable restoration that will generate the necessary conditions in order to forge a dynamic and diversified local economy compatible with the heritage conservation of perimeter “A” of the ZMHQ as well as that of the traditional neighborhoods.
- The fostering of private investment with regards to the conservation and restoration of built heritage with technical and financial assistance, both of national origin.
- The refitting of property in accordance to heritage rescue criteria in the ZMHQ and in the traditional neighborhoods Zone through condominium or joint ownership schemes as well as the improvement of conditions regarding overcrowding and the deterioration of physical and spatial integrity of the historical monuments.

### **III.2.1.3 Policies of Urban Management and Administration for Sustainable Development.**

The process of decentralization with the ever growing transfer of powers, responsibilities and of necessary resources leads to the strengthening of the municipal branch of government since it is the branch closest to the community. The municipal government must in turn adapt its organization so that it can increase its





efficiency and effectiveness in order to fulfill the role assigned and respond to community demands through strategies that incorporate society and its institutions in the solution of their own problems. Participative planning and consensus building appear to be the best response in order to generate a democratic environment at a local level.

It is important to have clear, defined and respected standards that grant transparency and credibility to the process and a permanent diffusion of information that aids in the communication process. Likewise, information is fundamental in a decision making process with the least risk and the most effectiveness.

- The integration of public action, where the planning of social and economic development policy meets urban planning, thus guaranteeing congruency among the current plans and programs within the of of the PMCZMHSQ.
- The strengthening and reordering of the Municipal Government in order to focus and execute priority conservation and urban development actions within the Plan's of ; to be coherent with the zone's metropolitan environment, as well as the promotion, guidance and joining of public and private investment.
- The building of consensus between public and private agents as well as social, economic and cultural actors taking on shared responsibilities that will boost local development and solve of critical issues through the creation of integrated networks of social participation that deal with decision making and control based on a local, municipal and state consensus building system.
- Collaboration with both State and Federal Government agencies in the implementation of programs and actions to strengthen education, public health care, the protection of the environment as well as tangible and intangible heritage; the strengthening of economic and touristic development in the Zone, the conservation and improvement of the urban landscape including the implementation of the current Action Plan, its policies and strategies through dialogue and consensus for the common good.



- Give the municipal government Access to modern and efficient management systems with emphasis on the creation and application of tools and strategies that allow for local public action that is coherent with the requirements of both the heritage zones as well as those of the marginalized area in the traditional neighborhoods.
- Improve public safety conditions.

### Environmental Policy.

The achievement of comfortable, clean, healthy and habitable Historical Center implies the improvement of the environment which fulfills the role of place of residence, work and leisure of Queretaro's populations. This strategic objective seeks to obtain a high quality of life and environment through the restoration of the urban landscape, pollution control, and the involvement of the resident population and users in the necessary tZones in urban clean up.

The area of intervention's main natural resource in this partial plan, is the that runs through Queretaro, which is contaminated both in soil and water due to the deficient treatment of given to discharges of residual water and solid that are dumped further up the The development strategy is oriented toward the rescue and dignification of this linear resource of a high landscape value and its integration to the urban development of the Historic Monument Zone.

- Policies for the protection of basic natural resources for urban life.
  - ✓ Regarding water, the optimization of the resources will be promoted; averting waste through the restoration of distribution networks and the implementation of permanent citizen awareness campaigns regarding the lack of water and the importance of it rational use.
  - ✓ Protect soil from contaminating agents passed on by toxic urban wastes derived from productive activities. The protection and conservation policies will be applied; in order for this to happen, monitoring and control measures must be set in coordination with the municipal office of environmental affairs as to



guarantee the appropriate handling of toxic wastes and thus avoid contamination of soils.

- ✓ Environmental restoration of Queretaro's because despite the regenerative actions it has been the object of, it still presents clear signs noticeable through the murkiness and foul smell of the water caused by poorly treated sewer water discharges that still persist. For this reason, this integral project encompasses not only the sanitary and environmental regeneration measures, but also the design of spaces for recreation and permanent conservation of natural elements and of the necessary facilities for its operation.
- Policies for the protection of air quality.
  - ✓ To improve air quality through management of land use by relocating those lines of business at risk of emissions.
  - ✓ The recovery of mobility by avoiding traffic jams that are, in the Historic Center area, the main cause of air degradation.
  - ✓ The preservation of vegetation in public spaces and the tree clusters at the center of squares and consolidated areas.
  - ✓ The promotion of an environmental culture.

### **III.2.2 General Strategies.**

The strategy is the way a problem is faced and the techniques used to reach a goal or objective. Therefore, the following is the breakdown of the strategic lines as a way of adopting solutions to the great challenges detected and a way to achieve the goals anticipated.

### **III.2.3 Strategic Lines.**

#### **III.2.3.1 Heritage.**



Cultural heritage, both tangible and intangible, offers a perspective of historical development that plays an important role in the lives of people from Queretaro and its metropolitan area today and in the future. For this reason, the city's inhabitants must have physical as well as intellectual and/or emotional access to this heritage thus facilitating, in a balanced and enjoyable way, the understanding and the appreciation for the meaning of this heritage.

The ZMHQ and the traditional neighborhoods of its context are the basis for the Historic Center's base for cultural diversity and social development given the concentration of historic and monumental buildings and the presence of urban layout both indigenous and Spanish characterized by its nuclear pattern. A higher concentration of this type of layout is found in the geographic center of the city (some examples are *Jardín Guerrero*, *Jardín Zenea* y *Plaza de Armas*) and diminish in number towards the periphery. The long term protection and conservation of its living cultures, its varied historic properties and monuments, its physical and ecological integrity and its environmental context is fundamental due to its intrinsic value to the whole world.

Historic civil building currently have a commercial use, especially of the banking and institutional nature; these building show a greater degree of maintenance and conservation than other similar ones. Properties in bad shape must be restored in order to keep with trademark historic image of the city's center; this can be done through joint programs involving the Municipality, the State, the Federation and private actors.

The Historic Center of the City of Santiago de Queretaro represents an urban tapestry made up by the Historic Monument and traditional Neighborhoods Zone many of which were not included in the federal declaration of Historic Monument Zones; this educational space in the city, is not a homogeneous area in term of the quality of the buildings it holds. The urban grid in general and the profile of its streets and its proportions are part of the significant value that includes the monumental



buildings and public spaces of value. As a whole, it is an area that deserves care and that must be object of a comprehensive conservation effort. In order to do this it is necessary to set a specific conservation strategy that, without neglecting the quality of the sites and the characteristics of the urban layout, can take measures of intervention that allow for the eradication of derelict properties and their replacement by healthy household in compliance with the existing habitability standards.

In the present Plan's of , 3 major zones have been portrayed. These zones have decreasing indicators regarding the density of buildings and sites of monumental worth both of which determine if a given building receives differentiated treatment through intervention. It also determines how high or low a degree of conservation is needed in terms of the protection of architectural and urban heritage and of specific social sites conducive towards the integral conservation of the total value of the built cultural heritage

Sector "A", "Monumental-Urban Setting" (perimeter "A" of the ZMHQ).

This term is given to the central area of the city; it is the oldest part and it contains a high density of buildings and sites of heritage value which are part of a bigger setting with a higher degree of protection and restriction in reference to their comprehensive treatment. It includes urban subsectors– more or less homogeneous monuments that possess a physiognomy that is heavily based on architectural elements of a higher hierarchy that give character and identity to each limited urban setting.

The conservation of urban and architectural heritage of this sector must be rigorous and integral and should include the protection of the physical and cultural surroundings.

The Historic Monument Zone of the city of Queretaro, made up of 203 city squares, that represented at the moment the presidential decree was announced, 1400 with historic heritage sites built between the XVI and XIX centuries, of which some were intended for religious purposes, others for educative and care services, and others for



their use in civil, ecclesiastic and military activities. Another category of buildings are private properties with relevant architectural value in which material from the region was used; furthermore they are decorated in such a way that it makes them fit in the stylistic typology of the area (Queretaro's ultra-baroque, etc.) On the other hand, multifamily housing (TN: known as *vecindades* in Mexico), that exist in the traditional neighborhoods are highly deteriorated and require specific urban regeneration programs in order to recover their habitability.

In addition to the above, a set of public and private spaces that are defined as Special Treatment Areas and that make up units of intervention are subject to a special study meant to promote programs and interest projects, and set specific guidelines for intervention as well as for the urban planning treatment of the set.

The main categories of identified Special Treatment Areas are linked to the following types of projects of intervention.

1. Rehabilitation Projects of Public (plazas, small plazas, courtyards).

The areas of special treatment linked to Rehabilitation Projects of Public Spaces and their immediate surroundings are the most important traditional public spaces of the Public Spaces System of the City of Queretaro: the *Plaza de Armas*, the *Zenea* garden, the *Guerrero* garden, the *I. Mariano de las Casas* plaza and the spaces corresponding to the courtyards of the churches of *Santa Clara*, *El Carmen*, *San Francisco*, *San Antonio*, *Santo Domingo* and *San Agustin*.

2. Metropolitan Interest Projects.

2-The enhancement of the Cultural Axis– Institutional: the areas of special treatment related to metropolitan projects of interest linked to the furthering of cultural-institutional mission- of the Historic Center of The City of Santiago de Queretaro are: the City Theatre and its attachments in the former *Alameda* cinema complex, the Cultural Center of the former convent of *San Felipe Neri*, the relocation of the offices of the Ministry of Urban Development and Public Works, a Center of the Arts in the



ex-convent of *Santa Rosa de Viterbo* and a Multiple Events Center in the Municipal Soccer Stadium complementary to the M.G.M. Cultural Center. This involves interventions with new public works projects, partial or total remodeling, and/or the adaptation of monumental properties to new uses.

2-B The Revitalization of Recreational Areas– Scenic: the special treatment areas linked to metropolitan interest projects geared towards the Enhancement and Revitalization of Recreational Areas- Scenic and Areas of Protection located in the area immediately neighboring perimeter “A” of the ZMH, as for example: The linear Park Project on Queretaro , the expansion and revitalization of the North and South *Alcanfores* Park of the ex –Train Station, and the Remodeling Project of the *La Cruz* sports complex on the grounds of the former convent with the same name, and the carrying out of the allocation process for Site Museum of the Centerline just south of the courtyard of the convent of *La Cruz*.

Sector “B”, “Monumental Urban-Setting” (traditional Neighborhoods zone).

The term refers to the internal peripheral areas of perimeter “A” of the ZMH which are sub-sectors of the nucleus of the old city and with which it is formally and functionally related; made up by settings that are less represented, the sector contains some isolated or partial monumental properties and architecture of a relatively homogeneous nature that to a lesser degree is depositary of the city’s historic nature. It can be considered as a transition and buffer zone between the Historic Center and the urban sector of more recent creation.

In these zones the main categories of special treatment areas are linked to the following types of Intervention Projects:

1. Urban Renovation Projects for Housing Purposes

The special treatment areas for the promotion of housing is comprised by actions in renovation with housing purposes and partial or total remodeling of existing buildings





of through the functional re-adaptation and regularization of property by means of condominium regime as well as new construction works in vacant areas.

It includes improvement project for basic infrastructure and/or actions regarding the restoration of existing multi-family housing with the participation of the affected population. Other necessary actions for the promotion of households are technical and legal advisory, organization and dissemination of information, mechanisms for the acquisition of credit for homeownership, and the incentives for public investment.

## 2. Reordering of Commercial Activities.

Special treatment areas for the reordering of commercial activities: It is comprised of urban areas that present a phenomena related to the conglomeration of similar/ compatible commercial or service activities linked to public, outdoor markets, specifically the market of *El Tapete* (TN: the rug in English) as well as the flea market of *Invierno* street. In these areas of treatment, actions were suggested regarding promotion and urban reordering of the economic activities with the aim of reducing its impact on the city.

### Sector "C", "Protection and Special Treatment Areas" (perimeter "B" of the ZMHQ yand the Transition Zone).

Located on the western and southwestern periphery of perimeter "A" of the ZMHQ; the term corresponds to perimeter "B" of the ZMH and to the southernmost part of the this Plan's of , i.e., the strip between *Constituyentes Av.* and *Zaragoza Av.* It requires visual interference control measures or to be in compliance with the urban central nucleus; these actions are necessary for the integral conservation of the total value of what constitutes the Historic Center of the City of Santiago de Queretaro; furthermore, it is suggested that the strategy be extended to the territory that makes up the Historic Central District of Queretaro.

### **III.2.3.2 Urban Landscape.**



The Historic Monument Zone presents an adequate degree of conservation in terms of its urban landscape. However, a strong tendency towards the alteration of accesses and the proliferation of non-permanent signs does generate visual contamination. The rescue of the zone's urban image must be undertaken through the comprehensive improvement of the traditional neighborhoods and the planting of urban sign posting, the improvement of facade, the paving and expansion of sidewalks together with the planting of greenery alongside these –only in the non-historical contexts of the traditional neighborhoods, with tree species that are native to the area and are adequate for an urban environment-.

Adaptation of the existing guidelines in order to regulate commercial signposting-by avoiding the presence of non-permanent signs-,as well as the regulation of gathering points and leisure areas in the setting of the Historic Center.

The improvement of the rooftop landscape by eliminating add-ons and covering water tanks and television antennas is considered.

Properties that are untouched but in bad shape and/or abandoned are priorities for the heritage rescue actions because were there not to be an intervention, the run the risk of collapsing in the short term.

Enhance urban heritage properties and sites that are considered urban landmarks, as well as the walkways that connect them with each other, by using decorative lighting, tourist signposting and visual blowups.

### **III.2.3.3 Public Services.**



#### Running Water.

This concept suggests the replacement of 3.5 kilometers of distribution water piping which is more than 30 years old and which has brought as a consequence to the Decreed Historic Monument Zone especially, dampness that presents itself on the wall of the Historic Monuments with consequent degradation.

#### Sewage System.

In terms of the sewage system, the problem that exists is the age of the piping as well as the material used to build it, mainly in the decreed Historic Monument Zone. In this area, leaks, which are product of the materials the grid was built with, are common place. Top face this situation that Plan proposes the collection of manifolds older than 50 years of age and that jointly have a total length of 14.2 km. and that are located in perimeter "A" of the decreed Historic Monument Zone.

It important to point out that both strategies must go hand in hand with the applying of soil mechanics studies that allow the assessment of humidity and compressibility of the lower strata especially in order to apply the necessary compression to avoid the collapse of the subsurface strata and the implications this would have for the foundations of buildings classified as historical monuments.

#### Storm drainage.

In terms of storm drainage, there are some flood zones in the area; the Plan proposes the construction of 2.5 Km. of storm drain infrastructure which consists of the insertion of drains and culverts in the zones identified as at risk due to hydro-meteorological phenomena.



#### Solid waste collection.

In terms of the collection of solid wastes, the Plan proposes intensifying the garbage separation program the Municipality of Queretaro is currently undertaking.

In the neighborhood zone, the Plan proposes the review of collection routes and schedules to avoid the accumulation garbage for long period of time in public places.

#### Public Lighting system.

To set up a periodic review (no more than 6 months) of lighting in the neighborhood zone, especially in the neighborhoods known as *Tepetate* and *El Cerrito*, in order to avoid security risks for population that lives there.

In the decreed Historic Monument Zone, consolidate the lighting maintenance programs that the City of Queretaro undertakes.

Exchange old streetlight with new cutting–edge technology that fits the existing urban landscape. Adapt the public lighting system to the underground cabling program. Remove damaged lamp posts and place streetlight directly on the buildings' facades. Place event load centers, avoiding the provisional placement of wiring and contacts.

#### **III.2.3.4 Furnishing and Facilities.**

Given that the PMCZMHSQ's of is an area that concentrates facilities and services and due to its role as the city's Urban Center, one of the Plan's fundamental strategies is the de-concentration and relocation of these facilities and services. Along this line of action, it is a priority to prevent the installation of new schools and secondly, relocate private and public educational institutions that don't directly benefit the city center's inhabitants due to the fact that they convene daily a great number of



vehicles. As a starting point for this goal, it is useful to start with the facilities and services that do not have their own building and rather rent; their relocation will be promoted, in the case of services, by discouraging their permanence through taxation, such as increased taxes and municipal license fees.

Due to the fact that educational, health care, sports, commercial, supply and religious facilities eventually convene great numbers of people which, in turn, cause traffic obstruction, the Plan demands their relocation or transformation into compatible facilities with the historical context. Facilities of the educational-cultural training and/or geriatric line, etc., must relocate leaving only those facilities that satisfy the resident population's needs in the area. In the case of healthcare facilities, it is necessary to relocate private sanatoriums that do not have their own parking facilities and a pick-up/drop-off area. In the case of commercial and supply facilities, the permanence of the public market is necessary, but the installment of large scale businesses must be limited as well as the invasion of city streets by vendors. Said activity will only be allowed on weekends, under controlled criteria. For this point, it is necessary to revise the relevant municipal code.

In compliance with the existing planning instruments, the installation of new non-cultural educational institutions, religious institutions, and places of worship that generate concentrations of people and traffic must be avoided in the Historic Center.

To enable public buildings of a high historical or architectural value which function as non-representative government offices such as the State Governments Ministry of Urban Development and Public Works, the Land Registry, the Revenue Department, etc., as facilities for cultural uses such as: museums, libraries, galleries and exhibition halls, colleges and arts centers, theaters, etc., thus allowing their conservation and that the population enjoy the built heritage while restoring the building's value. The Agencies cited shall relocate in the Historic Monument Zone or its neighboring areas.

### **III.2.3.5 Traffic-flow and Transportation.**



The conditions of pedestrian mobility and vehicular function in the Historic Center must be improved through strategies that foster, walking, bicycle use, and road-transport reordering.

Traffic-flow.

A structure of pedestrian routes has been designed (see strategy layout E-04) that joins all public spaces considered urban landmarks while at the same time putting together tours with a unique identity, improving the Historic Center’s environment and scenery thus favoring the conservation of its heritage and the joining of the ventral nucleus of the ZMHQ with the traditional neighborhoods of the “Otra Banda” area.

The Plan’s of is known for having differences in the physical quality of the streets and road that make it up. These conditions were identified in the field and the following table is a summary of these conditions found.

**Table III.5** Strategies for maintenance and conservation of roads in the zone designated for the area of study.

Condition	Monument Zone Perimeter “B” (m)	Monument Zone Perimeter “A” (m)	Neighborhood Zone (m)	Buffer Zone	Strategy
Good	1,957	23,244	8,237	3,973	Maintenance
Regular	22,987	9,564	38,595	48,690	Corrective Maintenance (Level 1)* <sup>1</sup>
Bad	498	1,071	3,333	2,169	Corrective Maintenance (Level 2)*
Totals	25,442	33,879	50,165	54,832	

Source: JAVE S.A de C.V.; Derived from data collected in, 2010.

In the decreed Historic Monuments Zone together with perimeters “A” and “B”, the Plan suggests the implementation of a maintenance program applied to 42.48% of the cobblestone roadway surfaces. In 54.87% of the area, implement a first level corrective maintenance program and the remaining, 2.64% of the surface, apply a

<sup>1</sup> Firsts level corrective maintenance refers to the implementation of pot hole maintenance in zones that are paved as well as, in the partial substitution of cobblestone in bad shape at the monument zone (with surfaces under 1 m<sup>2</sup>.) The second level refers to repaving in the case of surfaces that were previously paved. In the case of the monument area it refers to the substitution of cobblestone in areas over 1 m<sup>2</sup>.



second level corrective maintenance program with the substitution of cobblestone in the area that is in bad shape.

For the traditional Neighborhood Zone the plan suggests that first level corrective maintenance be applied on 76.93% of the surfaces, second level corrective maintenance be applied to 6.64% of the surfaces, and maintenance that will keep the good conditions present be applied to 16.41%.

Regarding the buffer zone, 88.80% of roadway conditions are predominantly regular. On these, first level corrective maintenance treatment should be applied. 3.96% of the surface requires second level corrective maintenance treatment and 7.24% of streets and roadways are in good shape and only require preventive maintenance.

#### Public transportation.

For this instance the plan suggest the reordering of urban transport in the Historic Center laying out an internal route through a motorway designed for small and environmentally friendly vehicles. The route will be put together by using main transport lines on the primary roadways that exist on the periphery of the central nucleus of the ZMHQ. These will be complemented with the creation and improvement of parking lots. With these measures along with the implementation of new units that have the capacity that is needed to meet demand, it is expected that service will be improved.

The reordering of bus stops that minimize the risk to pedestrians and bystanders, especially those that are currently located no more than 50 m. away from school entrances.

Review and update of the transit law so that it states the average operating speed limit to be 20 Km. h. on local roadways and 40 Km./h. on primary road ways which is considered an acceptable speed for a mid-size city like Queretaro.





Relocate or install outside of the ZMHQ, loading sites, maintenance shops and vehicle holding-pens.

Comply with the current standards on supply transport loading and unloading schedules.

Parking lots.

In order to face the deficit of parking spaces in the decreed Historic Monument Zone, and especially related to commercial and service activity, the Plan suggest the construction of complementary areas to the parking lots that currently operate and that are presently available for expansion that will allow them to duplicate their holding capacities. On the following table and map, the public parking lots that are available for expansion are shown in order to increase the amount of public parking space.

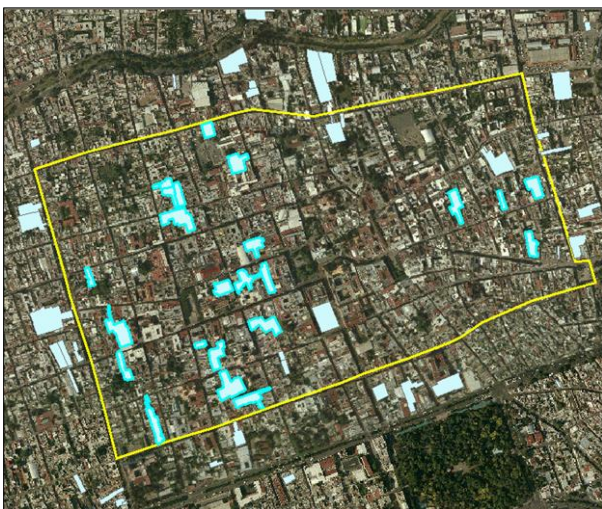
**Tabla III.6** Public parking lots susceptible to doubling their capacities.

Est. No.	Location	Number	No. Of levels	Vehicular Capacity	% of Occupation	
					On weekdays	On the weekend
4	16 de Septiembre	184	1	60	60%	45%
6	Fco. I. Madero	108 pte	1	88	85%	30%
7	Fco. I. Madero	111 pte	1	48	95%	35%
8	J. Ma. Arteaga	30 pte	1	90	60%	45%
9	J. Ma. Arteaga	53 pte	1	40	95%	20%
10	Pino Suárez	17 pte	1	50	95%	85%
12	Ezequiel Montes	81-C	1	50	80%	30%
13	Ezequiel Montes	69 nte	1	95	60%	20%
14	Ezequiel Montes	74	1	27	70%	35%
18	Corregidora	111	1	65	80%	95%
19	Corregidora sur		1	30	95%	75%
20	Corregidora	193 nte	1	70	85%	25%
21	Corregidora	68-A	1	80	85%	40%
22	Corregidora	87 sur	1	60	60%	30%
23	Mariano Escobedo	15	1	500	70%	35%
26	15 de Mayo	176	1	175	0%	95%
27	Venustiano Carranza	43	1	30	40%	70%
32	Av. Del 57	4	1	160	95%	85%
34	Damián Carmona		1	80	70%	10%
36	Arteaga	117	1	30	45%	15%

Source: Planning Institute of the Municipality of Queretaro, 2010.



**Figura III.1** Location of public parking lots within the area with the most pressure in the Historic Center's Zone which are susceptible to be increased.



Source: JAVE S.A. de C.V., Constructions

According to the physical conditions of the parking lots recorded and located on the map, the capacity should be increased by adding additional level that do not exceed the maximum height of the neighboring historic buildings, or by the implementation of mechanized duplicating or triplicating ramps; this easily allows for the duplication of the installed capacity of public parking spaces.

The total amount of parking spaces that would be achieved is of 2,656 which would in turn help to counteract the calculated deficit for the area of 1,021 spaces during the day.

Furthermore, once the expansion of the installed capacity is implemented in spaces deemed for this use, the improvement of service and costs reduction for the resident population will ensue and which will be regulated by the updated law on this matter. This action intends to motivate the population to re-inhabit the Monument Zone and minimize terciarization since no commercial or service use must be authorized that does not have a certified contract with a public parking lot within a 200 m. distance from its location; in consequence this guarantees beforehand the availability of enough parking spaces for the requirements of the area's inhabitants spaces in compliance with relevant construction codes.



Street parking shall be eliminated with the exception of areas destined for tourist service vehicles and furthermore reducing lane size to a maximum width of 3.6 m. on local roadways of the ZMHQ. This lane will function as a one way a shared lane for automobiles and bicycles, restricting cyclist circulation to only the right side of the

### **III.2.3.6 Housing.**

Foster real-estate development in the Historic Center through the applying of strategies regarding environment, de-concentration of facilities, traffic flow improvement, the reordering of land use and improvement of existing infrastructure and urban services that will have a direct positive impact in making the zone once again comfortable to live in.

To also further the consolidation of the traditional neighborhoods which are mainly residential by promoting their revitalization through improvement and maintenance actions of both properties and public spaces in conjunction with the Municipality- the State Government- and private parties, rehabilitating the current meaningful elements for the urban landscape while limiting the formation of slum areas.

Set up the recovery process of obsolete industrial areas and meaningful natural areas for the implementation of high impact facilities and strategic projects that will Foster real-estate investment in these areas.

Another useful measure for the conservation of residential in the Historic Monument Zone, especially in perimeter "A", is the use of properties that have mixed land use: residential and commercial-service. Other strategies are to enable the un-used back part of existing residential buildings, using condominium scheme projects, preserving greeneries, existing vegetation and dignifying space that is commonly neglected. This is also an alternative to open spaces that are scarce in households of the area since in second floor apartments, the option of a garden or patio is not feasible.

In addition to the aforementioned measures, it is necessary to raise the Historic Center's habitation level in order to use its urban infrastructure to the fullest; towards



this end, the strategy consist in promoting the controlled increment of building occupation without increasing buildings, that is, without the increase of built surfaces. This strategy goes together with the revitalization of existing, built interior spaces and that are unused for habitation purposes; so too will the use of backyards and neighborhood lots for environmental improvement through the increase of vegetation the creation of collective use greenery areas promoting the condominium property regime.

The funds for the conservation of traditional housing which is constantly deteriorated or abandoned due to economic hardship and that entail depreciation when the property is not located in a commercial or service area, can be done with the resources that the Historic Monument Zone itself generates through the taxation of service providers and other entrepreneurs in compensation for the benefit they receive through public investment in improving the urban landscape and tourism. In this way the plan's investment in the of balances out, and it is also a way of reducing income disparities.

### **III.2.3.7 Tourism.**

Evidence exists that when tourism uses heritage as an economic resource, it creates issues and pressures which affect its conservation, integrity and additionally introduce terciarization processes

Given the importance of cultural tourism as a factor in the economic development of the Historic Center, it is fundamental that it develop in an integral and sustainable manner, taking into account social, economic, and environmental factors; that it grow without habitability bias and that it keep its heritage values.

The rights and interests of the inhabitants of the ZMHQ and traditional neighborhoods must be respected in terms of the use given to public places and meaningful sites for the practice of cultural expressions in the touristic context, thus preserving its authenticity and integrity.



The management of heritage conservation and of touristic activities must provide equal benefits of an economic, social, and cultural nature to the inhabitants of the Historic Center at all levels. This shall be done through education, training and the creation of full-time job opportunities for which a network of touristic service providers must be designed with participation of the area's residents thus setting investigative, disseminative, and conservation paradigms of the local culture in order to guarantee it is passed on to future generations.

A significant part of the profit that generated through touristic activities belonging to this Plan's must be allocated for the protection, conservation and dissemination of the public spaces of the ZMHQ and its traditional neighborhoods including its natural and cultural contexts.

#### **III.2.3.8 Trade**

The comprehensive conservation of the site is based on sustainable development in terms of social, environmental and economic development.

The circle of commerce fostered by tourism and the concentration of administrative government activities raises commercial and service activities which leads to the substitution of residential land use for commercial land use. This causes the deterioration of the historic area and in consequence the mobility issue heightens as well as the parking spot deficit

It is necessary to build corridors in zone's with specific characteristics fostering the new enterprises with determined and compatible business lines with the original formal and spatial elements of the historical properties and the dominant land uses in each zone as well as taking advantage of visual elements in public spaces to create terrace zones for coffee and food shops which will help invite businesses like these to the area generating more activity and money flow in the area.

#### **III.2.3.9 Management.**



The actions and program that are implemented in the Historic Center reflect actions, many times circumstantial and other times disarticulated, that hinder the efficient use of public resources that are applied to said program. This is due to the lack of appropriate coordination between the different public and private bodies that act in this particular context. The implementation of a specific managing body for the Historic Center is necessary; a body made up of key players that impact the urban context, with efficient social participation mechanisms that not only manage the site, but also carry out actions in terms of research, promotion, dissemination and cultural heritage in general while simultaneously applying the permanent steps that will involve the different urban sectors and players regarding the social participation, environmental improvement, cleanliness, culture, and road way awareness campaigns.

Furthermore, the stated interest of government instances for the conservation of built cultural heritage through the inclusion of a clause relative to this in government plans; said clause would earmark in the yearly budget for public works and programs dedicated to the improvement of public sites located both in the Historic Monument Zone as well as in the traditional neighborhoods, a sum through which the dignifying of building and private property in the zone could be carried out.

The Plan also proposes the improvement of citizen participation through Public Participation Panels and through a body for the management of the Historic Center that allows for participative and democratic urban planning and that will validate government actions in terms of public works. In this sense, increased fiscal stimuli and greater benefits regarding the transfer of potentials for the owners that keep the historical buildings in good shape with the aim that said savings be applied to the building's upkeep, should be furthered.

Lastly, the aim is to place the Historical Center of the City of Santiago de Queretaro as the host of event circuits and cultural festivals of both a national and international



nature as well as to give the area national and international promotion, especially in its role as a World Cultural Heritage site.





#### **IV. FORMATION OF THE MANAGEMENT UNIT.**

##### **Conclusions from the participation workshops for the creation of The Management Body for the Historic Center of Santiago de Queretaro.**

The following results were obtained from the four participatory workshops undertaken to establish the features of the management mechanism:

##### **Workshop Participants.**

Of the 34 institutions and/ or organizations invited to the workshops, the following 24 attended:

- 1 Monterrey Institute of Technology and Higher Education, Queretaro Campus
- 2 The Autonomous University of Queretaro
- 3 Queretaro Institute of Technology
- 4 National Institute of Anthropology and History.
- 5 The University of León.
- 6 The Board of Trustees of the Historic Center.
- 7 Jaguar Tour Operators.
- 8 The National Chamber of Restaurants and Spicy Foods, Queretaro Branch.
- 9 Boutique Hotel Queretaro.
- 10 The Association of Tour Operators.
- 11 Toma's Tour.
- 12 The Delegation of the Historic Center.
- 13 The Queretaro State College of Architects.
- 14 President of the Historic Center Neighborhood Association.
- 15 International Council of Monuments and Sites, Queretaro (ICOMOS).



- 16 CIM Valuación.
- 17 The College of Civil Engineers.
- 18 The Institute of Culture [Municipality of Queretaro]
- 19 The Center for Investigation and Projects, Municipality of Queretaro (CEP).
- 20 Municipal Police Department.
- 21 State Emergency Management Agency.
- 22 The State Ministry of Urban Development and Public Works. Department of Sites and Monuments.
- 23 The Municipal Department of Civil Protection, Queretaro.
- 24 Ministry of Sustainable Development, Municipality of Queretaro

**In accordance with the responses from the Institutions.**

Based on the work done in the workshops, a number of specific **OBJECTIVES** for the management of Queretaro's Historic Monument Zone were established:

- 1) The preservation of World Heritage.
- 2) The protection of the Values of Authenticity.
- 3) Comprehensiveness of action.
- 4) Strengthening the processes of participatory planning
- 5) Continuity of policy for the Monument Zone.

In accordance with these proposals, taking into account the objectives of the Instruments carried out to date, and above all observing UN guidelines, the following powers for the Management Unit are proposed, corresponding to those expressed in the proposal for the Founding Regulation of the same:



I.- To act as an advisory and managing body for the municipal authorities on the subjects of conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro .

II. - To collaborate with the municipal authorities on planning matters when the exercising of the authorities' functions involves the Historic Monument Zone of Queretaro.

III. - To draw up, carry out, update, review, control and evaluate the projects pertaining to the Historic Monuments of Queretaro Management Programs, and to undertake any necessary modifications or adjustment of these, to be submitted to The City Council for consideration, study and approval.

IV. - To coordinate with the appropriate federal, state and municipal authorities on the design and execution of the programs and projects related to the Monument Zone, in order to guarantee congruence with national, state and municipal plans, as well as to ensure the conservation, protection and enrichment of the protected assets.

V.- To promote citizen participation through public consultations, via the Municipal Planning Council or any other municipal government unit, entity or body, as part of the process for developing studies, programs and projects that may be carried out by the Body, to be submitted to The City Council for approval.

VI.-To develop public work projects that will be proposed to The City Council, regarding the conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro .

VII. - To prepare programs of investigation, organize any necessary documentation, as well as to design proposals for urban and public works projects for the Historic Monument Zone of the Municipality, to be submitted to The City Council for approval.

VIII.- To recommend that the Mayor promote, to the relevant authorities, the expropriation of property on the grounds of public interest, in accordance with the



terms established in the corresponding laws, in order to guarantee the conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro.

IX. - To participate in the development and updating of contingency and maintenance plans on the subject of civil protection for the Historic Monument Zone of Queretaro.

X.- To define the criteria, technical standards and procedures necessary to guarantee the conservation, protection and enrichment of every aspect of the Historic Monument Zone in Queretaro, including its protected assets.

XI.-To develop, update and administrate the data, statistical and mapping system for the Historic Monument Zone of Queretaro

XII. - To promote and grant access to the public information within its field of performance.

XIII.- To design education campaigns to raise awareness among the public and authorities of the solutions that the Management Unit may provide to problems that fall within its field of performance, and of the need for programs aimed at conserving, protecting and enriching the protected assets of the Historic Monument Zone of Queretaro. This in turn will strengthen the collective sense of belonging and deepen community ties. And,

XIV. - To manage and update the Geographic Information System of the Monument Zone

The **STAKEHOLDERS** eligible to participate in the Management of the Historic Monument Zone of Queretaro, based on that which was discussed in the workshops, hereby propose that the Governing Board for the Management Unit be comprised of the following:

- INAH Center Queretaro
- The Federal Ministry of Social Development, Queretaro Branch



- The State Ministry of Internal Affairs.
- State Ministry of Urban Development and Public Works.
- The Mayor.
- The Director General of the Unit.
- The Municipal Ministry of Planning and Finances.
- Representatives from three legally constituted neighborhood associations.
- The National Chamber of Commerce.
- The National Chamber of Small Businesses
- The National Chamber of the Restaurant and Spicy Food Industry.
- The Mexican Association of Hotels and Motels.
- The Mexican Association of Real Estate Professionals.

Furthermore, in accordance with the suggestions expressed in the workshops, it is proposed that an Advisory Council for the Management Unit be comprised of the following:

- The Federal Ministry of Tourism.
- The Queretaro Institute of the Arts and Culture.
- The State Ministry of Tourism.
- The Mayor.
- The Director General of the Unit.
- The Municipal Ministry of Public Security.
- The Board of Trustees of the Festivities in Queretaro.
- The City Council Committees for Culture and Urban Development.
- Town Clerk.
- The Delegate from the Federal Ministry of Social Development.
- The Municipality of Queretaro's Historian.
- The Municipal Planning Institute.
- The Culture Institute of the Municipality of Queretaro.
- The System of Municipal Councils on Social Participation.



- Representatives from five legally constituted neighborhood associations.
- Representatives from the Boards of Trustees related to the protection of Cultural Heritage and Intangible Heritage in the Municipality of Queretaro.
- The Mexican College and Institution of Evaluation, Queretaro.
- The College of Architects of Queretaro State.
- The College of Civil Engineers of Queretaro State.
- The College of Sociologists of Queretaro.
- The Autonomous University of Queretaro.
- The Queretaro Institute of Technology
- Monterrey Institute of Technology and Higher Education, Queretaro Campus
- The University of “El Valle de Mexico”, Queretaro Campus.
- The National Chamber of Consulting Firms.

#### **The objectives of the proposals derived from the workshops.**

As put forward in the participation workshops, the proposed creation of a Management Unit for the Monument Zone aims from an operational standpoint to ensure the following:

- ✓ **Recognition** of the assets as World Heritage, by the stakeholders involved in the Zone.
- ✓ **Co-ordination** of the various Public and Private Institutions involved in the Monument Zone.
- ✓ **Continuity** of works and future policies for interventions in the Monument Zone.
- ✓ **Sustainability** in planning and intervention in the Heritage Zone.
- ✓ **Social Participation** in the design of public policy intervention in the Monument Zone.



#### **IV.1 CREATION OF THE MANAGING BODY.**

In recognition of the distinct features of the Historic Monument Zone and traditional neighborhoods; unique among the municipality of Queretaro and connected as they are to the administration and management of tangible and intangible cultural heritage as well as the values associated with this heritage, and conforming to results established in the aforementioned participatory workshops, a special management body is hereby established for the area to guarantee the sustainable and integral development of the Historic Monument Zone and the traditional neighborhoods of the city of Santiago de Queretaro.

To achieve this, a decentralized public body for the Municipality of Queretaro should be established with its own legal status and property, which will exercise its functions within the area designated as the Historic Monument Zone of Queretaro, and including the traditional neighborhoods, in line with this action plan.

#### **IV.2 THE OBJECTIVES OF THE MANAGING BODY.**

- The safeguarding of the heritage listed as World Heritage.
- The protection of the Values of Authenticity and Integrity.
- Comprehensiveness of actions.
- Strengthening the processes of participatory planning.
- Continuity of conservation policies for the Historic Monument Zone in Queretaro (ZMHQ by its Spanish acronym)

#### **IV.3 POWERS OF THE MANAGING BODY**

I. - To act as an advisory and management body for the municipal authorities on the subjects of conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro.

II. - To collaborate with the municipal authorities on planning matters when the exercising of the authorities' functions involves the ZMHQ.





III.- To draw up, carry out, update, review, control and evaluate the projects pertaining to the ZMHQ Management Programs, and to undertake any necessary modifications or adjustment of these, to be submitted to The City Council for consideration, study and approval.

IV. - To coordinate with the appropriate federal, state and municipal authorities on the design and execution of the programs and projects related to the Monument Zone in order to guarantee congruence with national, state and municipal plans, as well as to ensure the conservation, protection and enrichment of the protected assets.

V.- To promote citizen participation through public consultations, via the Municipal Planning Council or any other municipal government unit, entity or body, as part of the process for developing studies, programs and projects that may be carried out by the Body, to be submitted to The City Council for approval.

VI. - To develop public work projects that will be proposed to The City Council regarding the conservation, protection and enrichment of the protected assets of the ZMHQ.

VII. - To prepare programs of investigation, organize any necessary documentation, as well as to design proposals for urban and public works projects for the Historic Monument Zone of the Municipality, to be submitted to The City Council for approval.

VIII.- To recommend that the Mayor promote, to the relevant authorities, the expropriation of property on the grounds of public interest, in accordance with the terms established in the corresponding laws, for the conservation, protection and enrichment of the protected assets of the ZMHQ.

IX. - To participate in the development and updating of contingency and maintenance plans on the subject of civil protection for the ZMHQ.



X. - To define the criteria, technical standards and procedures for the conservation, protection and enrichment of every aspect of the ZMHQ, including its protected assets.

XI. - To develop, update and manage the data, statistical and mapping system for the ZMHQ.

XII. - To promote and grant access to the public information within its field of performance.

XIII. - To design education campaigns to raise awareness among the public and authorities of the solutions the Management Unit may provide to problems that fall within its remit, and of the need for programs aimed at conserving, protecting and enriching the protected assets of the Historic Monument Zone of Queretaro. This in turn will strengthen the collective sense of belonging and deepen community ties.

XIV. - To administrate and update the Geographic Information System of the Monument Zone. And,

XV. - All other powers granted by legal provisions.

#### **IV.4 THE BODY'S ASSETS.**

I. - Tangible and intangible property assigned to it by The City Council.

II. - The annual budget allocated to it by The City Council, which should be no less than 1.25% of the body's total annual budget.

III. - Grants and contributions allocated by federal or state governments, or any other body dependent on them.

IV. - Contributions, bequests or donations received from any individuals or legal entities.



V. - Resources generated by the provision of technical and administrative services, as well as by the sale of products, programs, regulations and public information possessed by the Body, and consistent with its objectives, subject to the fees agreed upon by The City Council.

VI. - Revenues and other income generated by its investments, property and operations.

VII. - All other property and income obtained through legal titles.

#### **IV.5 STRUCTURE OF THE MANAGEMENT BODY.**

The Unit will be composed of a Governing Board, an Advisory Body and an Operational Structure.

##### **IV.5.1 Governing Board.**

I. - INAH Center Queretaro.

II. - The Federal Ministry of Social Development, Queretaro Branch

III. - The State Ministry of Internal Affairs.

IV. - The State Ministry of Urban Development and Public Works.

V. - The Mayor.

VI. - The Director General of the Unit.

VII.- The Municipal Ministry of Planning and Finances.

VIII. - Representatives from three legally constituted neighborhood associations.

IX. - The National Chamber of Commerce.

X. - The National Chamber of Small Businesses

XI. - The National Chamber of the Restaurant and Spicy Food Industry.

XII. - The Mexican Association of Hotels and Motels. And

XIII. - The Mexican Association of Real Estate Professionals.

The positions on the Governing Board Council are honorary and each proprietary member will have an alternate.



The position of President of the Governing Board will be held by the Mayor, who will also preside over the sessions carried out by the Board. In his or her absence, the Director General will preside over the sessions of the Governing Board.

The Director General will serve as Secretary in the sessions of the Governing Board and will act as President in the Mayor's absence.

The Municipal Secretary of Planning and Finances will act as treasurer for the Governing Board Council.

The sessions of the Governing Board Council will be both ordinary and extraordinary. The Governing Board Council should meet once every three months on such dates as determined by the Council itself at the beginning of each year. The extraordinary sessions will be those convened at any moment.

The convening notice for ordinary meetings will be issued by the Director General at least two weeks in advance. In the case of extraordinary sessions, they must be convened with at least 48 hours notice. A session may be convened whenever the majority of the Governing Board members decide.

A session will be deemed valid if the simple majority of members are present in response to the first convening notice as well as the members present upon the second convening notice, which may be convened on the same day.

The sessions will be overseen by the Mayor, or in his or her absence, by the Director General. Resolutions will be deemed valid when adopted by the majority of those members present at the session. Before the Governing Board session convenes, the Director General will provide members with all documents, materials and other items that contain details of the subjects to be discussed in the respective session.



#### **IV.5.2 The Advisory or Deliberative Council.**

The body will have an Advisory Council composed of:

- I. - The Federal Ministry of Tourism.
- II. - The Queretaro Institute of the Arts and Culture.
- III. - The State Ministry of Tourism.
- IV.-The Mayor
- V. - The Director General of the body.
- VI. - The Municipal Ministry of Public Security.
- VII. - The Board of Trustees of the Festivities Queretaro.
- VIII. - The City Council Committees for Culture and Urban Development.
- IX. - Town Clerk.
- X. - The Delegate from the Federal Ministry of Social Development.
- XI. - Municipality of Queretaro's Historian
- XII. - The Municipal Planning Institute.
- XIII. - The Culture Institute of the Municipality of Queretaro.
- XIV. - The System of Municipal Councils on Social Participation.
- XV. - Representatives from five legally constituted neighborhood associations.
- XVI. - Representatives from the Boards of Trustees related to the protection of Cultural Heritage and Intangible Heritage in the Municipality of Queretaro.
- XVII. - The Mexican College and Institution of Evaluation, Queretaro.
- XVIII. - College of Architects of Queretaro State.
- XIX.-; The College of Civil Engineers of Queretaro State.
- XX. - The College of Sociologists of Queretaro.
- XXI. - The Autonomous University of Queretaro
- XXII. - The Queretaro Institute of Technology
- XXIII. - Monterrey Institute of Technology and Higher Education, Queretaro Campus.
- XXIV. - The University of "El Valle de Mexico", Queretaro Campus.
- XXV. - The National Chamber of Consulting Firms.



### **IV.5.3 The Operating Structure of the Body.**

In order to perform the matters under its jurisdiction, this decentralized public body will possess the following agencies as its basis.

- I. - Directorate General
- II. - Technical Council
- III. - Project Co-ordination Sub-Unit
- IV. - Management and Linking Co-ordination Sub-Unit
- V. - Administrative Co-ordination Sub-Unit

### **IV.6 POWERS OF THE GOVERNING BOARD.**

The Governing Board of the Unit will possess the following powers:

- I. - To approve the general administration and operational program of the body's assets.
- II. - To approve the annual operating program and budget.
- III.- To approve financing contracts and grant guarantees, with prior authorization from The City Council or State Congress if necessary, via a resolution passed by at least two thirds of the total number of members of the Governing Board Council.
- IV. - To authorize the provision of titles of credit.
- V. - To recommend the modification of this agreement and any other draft regulation, if necessary for the functioning of the Body.
- VI. - To name the Director General. Should no candidate obtain a majority after two consecutive votes, separated by a period of debate, the designation will be carried out via a balloting process of the eligible candidates.
- VII. - To analyze and approve the proposals made by the agencies of the body, which will be submitted to The City Council for its consideration and approval.



VIII. - To approve and authorize the publication of the financial state of the decentralized public institution, according to the pertinent law.

IX.- To approve the form and operating capacity that should govern the actions of the decentralized public body regarding acquisitions, leases, concessions and provision of services related to the work of the body, as well as tangible and intangible property, and where applicable, public works. This must conform to that which is expressly authorized by The City Council, and to the applicable regulations valid at the time of approval.

X.- To approve the basic structure of the decentralized public body, as well as any necessary modifications to the same, in those areas not determined by The City Council in the creation agreement.

XI. - To approve the administrative manuals that the decentralized public body may require to operate.

XII. - To propose mergers with other entities, to the Mayor, via the Finance Secretary.

XIII. - To analyze and approve where applicable, periodic reports provided by the Director General, with the Commissioner's pertinent involvement of the.

XIV.- Where necessary, to ensure that any donations or extraordinary payments are made in accordance with existing legal regulations, and to verify that they will be used to fulfill the objectives of the decentralized public body.

XV. - To approve the cancelation of the decentralized debts owed to the public body by third parties when the impossibility of their payment becomes apparent, informing the Finance Ministry of the situation through its representative. And,

XVI.- All other powers as determined by The City Council, other laws, decrees, regulations, agreements and any other applicable administrative regulations.

#### **IV.7 POWERS OF THE ADVISORY COUNCIL.**





The Advisory Council will possess the following powers:

I.- To review and authorize documentation issued by the institution in its role as a consultative and management body for the municipal authorities on the subject of management, protection and development of the protected assets of the Monument Zone and the traditional neighborhoods.

II. - To approve collaborative conventions and agreements with the municipal authorities on planning matters when the exercising of the authorities' functions involves the Monument Zone and traditional neighborhoods.

III.- To analyze and authorize the drafting of The Action Plan for the Monument Zone and traditional neighborhoods, and any necessary modifications or alterations to it, on the condition they be submitted to The City Council for consideration, study and approval.

IV. - To inform the responsible federal, state and municipal authorities of its opinion on the matter of the co-ordination of actions and agreements regarding the design and execution of plans and projects related to the Monument Zone and traditional neighborhoods, in order to ensure that these are congruent with national, state and municipal planning, as well as the management, protection and development of the protected assets.

V.- To authorize and express its opinion on the actions to promote citizen participation via public consultations in the process of developing studies, plans and projects that may be carried out by the institution, to be submitted to The City Council for approval.

VI. - To express its opinion regarding the public work projects pertaining to the management, protection and development of the protected assets of the Monument Zone and traditional neighborhoods, and especially of the Exceptional Universal Value of the Historic Center and other cultural sites listed as World Heritage, including the Values of Authenticity and Integrity.



VII.- To collaborate in the preparation of investigative programs, organization of documents, as well as designing proposals for public works and urban projects for the Monument Zone and traditional neighborhoods, that are to be submitted to The City Council for approval.

VIII. - To analyze and express its opinion to The City Council on the methodologies for identification and inventory of areas within the Monument Zone and traditional neighborhoods that are considered waste land or vacant, as well as on incentive and promotion proposals made to The City Council regarding the vacant lots, through programs and activities that will eventually be implemented.

IX.- To express its opinion on the recommendation that the Mayor promote, to the relevant authorities, the expropriation of property on the grounds of public interest, in accordance with the terms established in the corresponding laws, in order to guarantee the conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro.

X. - To express its opinion on the proposed contingency and maintenance plans on the subject of civil protection for the Monument Zone and traditional neighborhoods.

XI.- To approve the proposed criteria, technical standards and procedures necessary to guarantee the conservation, protection and enrichment of every aspect of the Historic Monument Zone in Queretaro , including its protected assets.

XII. - To express its opinion on the processes of development, updating and administration of the data, statistical and mapping system.

XIII.-. To express its opinion on the education campaigns aimed at raising awareness among the public and authorities of the solutions the Management Unit may provide to problems that fall within its remit, and of the need for programs aimed at conserving, protecting and enriching the protected assets of the Historic Monument



Zone of Queretaro . This in turn will strengthen the collective sense of belonging and deepen community ties.

#### **IV.8 POWERS OF THE DIRECTORATE GENERAL.**

The Directorate General will be the legal representative of the decentralized public body, and will possess the following powers and responsibilities:

- I. To administrate the decentralized public body.
- II. To carry out the analysis for determining the percentage of annual investment from total revenues, and to present this to the Governing Board for approval.
- III. To present the Annual Spending Plan of the decentralized public body to the Governing Board for approval.
- IV. To review short, medium and long-term institutional programs.
- V. To implement the budget of the decentralized public body, approved by the Governing Board.
- VI. To gather the annual work programs of the decentralized public body and submit them to the Governing Board and the Advisory Council.
- VII. To establish the methods and form that will allow for optimum use of the tangible and intangible property of the decentralized public body; whether they are the property of the institution, they belong to it in usufruct, or it has possession of them in any other form.
- VIII. To take necessary measures to ensure that the functions of the decentralized public body are carried out in a co-ordinated, coherent and efficient manner.
- IX. To establish the procedures to monitor the quality of supplies and reception programs to ensure the continuity of the services provided.



X. To propose to the Governing Board the appointment and removal of the two first levels of the structure, as well as the setting of salaries and other benefits in accordance with the overall designations in the budget

XI. To gather information and statistical components that reflect the functioning status of the decentralized public body, in order to improve its management.

XII. To establish the monitoring systems necessary to achieve the proposed targets, goals and objectives.

XIII. To present to the Governing Board when necessary, a report on the performance of the activities of the decentralized public body, the incomes and expenses for the financial year and the corresponding financial state.

XIV. To establish evaluation mechanisms to determine the efficiency and effectiveness of the decentralized public body's performance, and to present to the Governing Board, at least twice a year during the Ordinary Sessions, a management evaluation containing those details previously agreed upon by the Board and its Commissioner.

XV. To implement the agreements decided on by the Governing Board and the Advisory Council. And

XVI. . All other powers as determined by The City Council, the Governing Board, other laws, decrees, regulations, agreements and any other applicable administrative regulations.

The Director General will be named via a City Council Agreement. The term will last five years, with the possibility of re-election for an additional term.

The Director General will be elected from a list of three people proposed by the Advisory Council.



The City Council, if two-thirds of its members are in agreement, will have the power to dismiss the Director General of the Body in the event of serious non-compliance with the obligations of the position.

#### **IV.9. - TECHNICAL COUNCIL MEMBERS.**

- I. - The National Institute of Anthropology and History.
- II. - The Federal Ministry of Social Development.
- III. - The State Department of Sites and Monuments.
- IV. - The Municipal Department of Urban Development.
- V. - The Municipal Planning Institute.

The Technical Council possesses the following powers:

- I.-. Protection of the assets for which the Monument Zone of Queretaro was declared World Heritage.
- II. - To analyze the projects and proposals for intervention in the Monument Zone that may be submitted by individuals and public entities, in accordance with the mandates of each entity.
- III.- To issue the Technical Opinion certifying that a program, action, intervention, resolution, proposal or any other legal or material act provided by individual or municipal authorities or entities is congruent with and contributes or not to the adequate management, protection and development of the Monument Zone, in accordance with the Action Plan .

#### **IV.10. - POWERS OF THE PROJECT CO-ORDINATION SUB-UNIT.**

- I.- To design projects that will be carried out using municipal and federal funds, ensuring that they respect the values of the site and current legislation on construction.



- II. - To propose and/or participate in improvement, regeneration, urban and urban revitalization projects in the Monument Zone.
  
- III. - To administrate efficiently and effectively all resources required for the project design assigned to it.
  
- IV. - To supervise projects, ensuring that the values of the sites are respected in the various stages of the process.
  
- V. - To support the Technical Council in revising, co-ordinating and, where necessary, supervising the intervention works for the Monument Zone as suggested by different civil and governmental authorities, subject to the appropriate follow-up.
  
- VI. - To inventory and monitor the tangible assets of the Monument Zone via the Geographic Information System.
  
- VII. - To draw up and propose to the relevant authority, the technical standards for the planning, management and administration of the Monument Zone.
  
- VIII. - To propose to the relevant authority, the draft regulations and other legal guidelines for urban development and housing.
  
- IX. - To supervise the proper development of the project, as approved by this Project Co-ordination and the Technical Council.
  
- X. - To continuously evaluate the performance of its staff. And,
  
- XI. - All other powers conferred on it by the relevant legal provisions or expressly assigned to it by The City Council, or their superiors.



#### **IV.11. - POWERS OF THE MANAGEMENT AND LINKING CO-ORDINATION SUB-UNIT.**

I. - To develop and manage the participation mechanisms for the public and private institutions that may intervene in the Integral Development of the Monument Zone.

II. - To administrate and update the Geographic Information System of the Monument Zone and to liaise with members of the Technical Council on the subject.

III. - To recommend to the Governing Board agreements of co-ordination and investment as well as arrangements on the matter of the Management of the Monument Zone.

IV. - To provide timely and quality information to the public or private institutions that request it.

V. - To design and manage financing instruments for the plans developed by the Unit.

VI.-. All other powers conferred on it by the relevant legal provisions or expressly assigned to it by The City Council, or its superiors.

#### **IV.12. - POWERS OF ADMINISTRATIVE CO-ORDINATION SUB-UNIT.**

I. - To monitor the appropriate management of the budget for the Unit.

II.- To manage the purchase of tangible property, office and cleaning supplies, and to obtain the services necessary to ensure the proper functioning of the Unit and to supply those services to different areas so that they may adequately carry out their functions.

III. - To co-ordinate the administration of the Unit personnel.

IV. - To update and monitor the inventory of the tangible property of the Unit, in accordance with the corresponding legislation.





V. - To approve and control the implementation of the revolving fund, authorizing account movements in compliance with the corresponding regulations.

VI. - To develop and update the organization, procedures and public services manuals for the different areas of the Unit.

VII. - All other powers conferred on it by the relevant legal provisions or expressly assigned to it by The City Council or its superiors.

#### **IV.13. - POWERS OF THE OVERSIGHT BODY.**

The decentralized body will have an internal monitoring agency the function of which will be to support the workings of the directive branch and to promote the improved management of the decentralized public body. It will carry out its functions in compliance with the directives issued by the Office of the Chief Audit and the corresponding legislation. The agency will abide by the following:

I. It will conduct its activities in accordance with the rules and regulations that allow it to perform its duties in a self-sufficient and autonomous manner.

II. It will examine and evaluate the monitoring systems, mechanisms and procedures.

III. It will conduct audits and reviews.

IV. It will monitor the management and use of public resources in compliance with the applicable provisions.

V. It will present the reports on the audits, examinations and evaluations it carries out to the Director General, the Governing Board and, where necessary, other internal decision making bodies.



The Monitoring Agency of the decentralized public body will be composed of a Public Propriety Commissioner and an alternate Public Commissioner, whose responsibilities will be:

- I. To evaluate the overall performance of the decentralized public body.
- II. To conduct studies on the efficiency of spending in the areas of current expenditure and investment, as well as that of revenues.
- III. To request information and perform all acts necessary to successfully carry out its functions.



**DRAFT REGULATION FOR THE CREATION OF THE MANAGEMENT UNIT OF  
THE HISTORIC MONUMENT ZONE IN THE MUNICIPALITY OF QUERETARO**

(For the consideration of the Queretaro City Council)



\_\_\_\_\_, Mayor of Queretaro, exercising the powers vested in me by article 31 of the Organic Law of the Municipality of the State of Queretaro, and

**BASED ON ARTICLES; 115 OF THE CONSTITUTION OF THE UNITED STATES OF MEXICO ; 6, 35 AND 36 OF THE CONSTITUTION OF THE STATE OF QUERETARO ; 178 OF THE ORGANIC LAW OF THE MUNICIPALITY OF THE STATE OF QUERETARO ; 21, 22, 41, 63, 71, 139, 254, 248,273 AND 416 OF THE URBAN REGULATIONS CODE FOR THE STATE OF QUERETARO ; 134, 158, 189, 408A 435 AND 951A 953 OF THE MUNICIPAL CODE OF QUERETARO ; 54, 57 AND 58 OF THE RULES OF PROCEDURE FOR THE CITY COUNCIL OF QUERETARO , and**

**TAKING INTO CONSIDERATION:**

- I. - That the **Historic Monument Zone of Queretaro** has been declared a World Heritage Site by the United Nations Educational, Scientific and Cultural Organization (UNESCO) **on the basis of cultural criteria, being as it is of exceptional universal value and an exceptional example of a colonial city, whose legacy symbolizes the multi-ethnicity of its population. Furthermore, it possesses a number of important buildings, mainly dating from the 17th and 18th Centuries.**
- II. That, in accordance with the practical guidelines for the implementation of the World Heritage Convention:
- III. - The protection and management of the assets declared World Heritage must ensure that the Exceptional Universal Value and conditions of integrity and/or authenticity possessed at the moment when listed will be maintained or improved in the future.
- IV. - All property listed as World Heritage must have adequate legislative, regulatory, institutional and/or traditional protection and management to ensure their long-term safeguarding. This protection should include adequately delineated boundaries.
- V. - States Parties should demonstrate adequate protection at the national, regional, municipal, and/or traditional level for the nominated property. They must affix appropriate texts to the nomination clearly explaining the manner in which this legal protection will protect the property in question.
- VI. - Legislative and regulatory measures at national and local levels should guarantee the survival of the property and its protection against development and change that might negatively impact the Exceptional Universal Value, or the integrity and/or authenticity of the property. States Parties should also guarantee the full and effective implementation of such measures.
- VII. - Each nominated property should have an appropriate Action Plan or other documented management system specifying how the Outstanding Universal Value of the property should be preserved. This should preferably be through participatory means.



- VIII. - The management system is intended to ensure the effective protection of the nominated property for present and future generations.
- IX. In 1981 a Federal Decree was issued declaring a Historic Monument Zone in Queretaro City.
- X. - The Draft Integrated Urban Development Plan for the Historic Center of Queretaro was carried out in 1989.
- XI. - The Draft Urban Development Plan for the Monument Zone and traditional neighborhoods in Queretaro was developed in 2009.
- XII. Consultation Forums have been performed to take into account public considerations on the development of the Historic Monument Zone of Queretaro.
- XIII. There should be co-ordination among the institutions that are involved in the development and management of the Monument Zone.

For all the aforementioned reasons, the members of The Honorable City Council of Queretaro, in an Ordinary Council Session on the date \_\_\_\_\_, approve the following:

REGULATIONS FOR THE MANAGEMENT UNIT OF THE HISTORIC MONUMENT  
ZONE OF QUERETARO.

**SECTION I  
GENERAL PROVISIONS**

**Chapter I  
Initial Provisions**

**ARTICLE 1.** - The provisions of this Regulation are matters of public policy and social interest, and their objective is to establish the basis, criteria and guidelines related to the management, protection and development of the Historic Monument Zone of Queretaro, being as it is Cultural Heritage of the people of Queretaro, and in compliance with the guarantee provided in the terms of Article 6 of the .Constitution of the State of Queretaro.

**ARTICLE 2.** - The implementation and enforcement of this Regulation will be the responsibility of each and all municipal entities and agencies working within their remit. Municipal rules and regulations will be applied supplementarily according to the terms indicated in this Regulation.

**ARTICLE 3.** - The management, conservation, protection and development of the Monument Zone are of public interest and thus it constitutes an obligation for the



municipal bodies and agencies, as well as individuals. For this reason they should all adhere to the following principles:

I. - As part of the Cultural Heritage of the people of Queretaro , it is the obligation of both authorities and individuals to protect the Monument Zone, including its elements, features and values, as a fundamental and inalienable right of the inhabitants of the State of Queretaro .

II. - The objective of all actions by the authorities and individuals should be the protection and development of the Monument Zone.

III. - Any intervention in the Monument Zone should contribute to its protection and development.

IV. - The use of the tangible property within the Monument Zone should contribute to its protection and development.

V. - All income-generating, commercial, touristic or other activities carried out within the Monument Zone should guarantee its protection and development.

VI.-; The plans and actions issued by the municipal bodies and agencies regarding the Monument Zone should guarantee its management, protection and development, as well as the improvement of the quality of life of the population and their standards of living, and the adequate provision of public services.

VII.- The municipal bodies and agencies will establish the necessary means of collaboration and co-ordination with the relevant federal and state authorities, as well as academic, social and scientific bodies, as necessary, in order to implement integrated policies that will guarantee the management, protection and development of the Monument Zone.

VIII. - The municipal bodies and agencies will establish mechanisms for citizen information, participation and consultation to analyze the actions undertaken in relation to the Monument Zone. And,

IX.-. In order to guide the actions of authorities and citizens, the preservation of the protected assets of the Monument Zone should be their main objective at all times and in all actions they undertake.



## Chapter II Definitions

**ARTICLE 4.** - For the purpose of this Regulation, the following terms will be used:

**I. - The Municipality:** The Municipality of Queretaro;

**II. - The City Council:** The Honorable City Council of Queretaro;

**III. - The Management Unit:** The Management Unit of the Historic Monument Zone of Queretaro;

**IV. - Protected Assets:** This term will be used to refer in a joint manner to the Exceptional Universal Value, Value of Authenticity and Value of Integrity, in the case of sites included in the World Heritage List, or Cultural, Historic, Artistic, Archaeological, Traditional Values or others of a similar vein, in the case of Cultural Sites protected by the Federal Law on Monuments, state legislation or this Regulation.

**VI. - Exceptional Universal Value:** This means cultural and/or natural significance which is so unique as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole. The Committee defines the criteria for the inscription of properties on the World Heritage List.

**VII. - Value of Authenticity:** Values attributed to the heritage in every era and that depend largely on the extent to which the information sources about the property/property can be deemed credible and truthful.

**VIII. - Value of Integrity:** The wholeness and intactness of the natural and/ or cultural heritage and its attributes.

**IX. - Action Plan:** This management mechanism for a heritage site possesses a series of technical, strategic and operating instruments for joint action by the public and private sectors, as well as society in general. It is carried out through a planning process that promotes a systematic, participatory and integrated approach to the conservation, investigation and dissemination of the outstanding universal values of the site in a framework of sustainable development that takes into account the improvement of the quality of life of society.

**X.-Federal Law on Monuments:** For the Federal Law on Monuments and Archaeological, Artistic and Historic Zones





**XI. - Federal Declaration:** For the Declaration published in the Official Federal Gazette on March 30<sup>th</sup>, 1981, in which the Federal Executive Branch declared a Historic Monument Zone in the city of Queretaro.

**XII.- Intervention:** Any action that involves activities related to construction, enlargement, restoration, maintenance, modification, integration, withdrawal or demolition of tangible property, as well as the placement, modification or withdrawal of furnishings, structures, elements present in the area and public spaces of the Historic Center.

**XIII. - Municipal Bodies and Agencies:** For the bodies and agencies of the Municipal Public Administration that have competences over any of the matters pertaining to the Historic Center.

**XIV.- Historic Center:** For the area of the Historic Center Municipal District, the boundaries and features of which are determined by the Historic Monument Zone and the 13 traditional neighborhoods of the city of Santiago de Queretaro .

**XV. - The Monument Zone:** The area of the Historic Center defined as such in accordance with the Federal Declaration, and

a) The boundaries of which are the following:

1.- Perimeter "A".- Beginning at the point identified with the number (1), situated at the crossroads of *Nicolás Campa St. North* and *Universidad Avenue West*; the perimeter extends along *Universidad Avenue West* until the junction with *Nicolás Bravo Norte Street* (2). It then continues along *Nicolás Bravo St. North* until reaching the crossroad with *Ferrocarriles Nacionales de México St.* (3). It continues along *Ferrocarriles Nacionales de México West* and *Ferrocarriles Nacionales de México East* until the junction with *Rayón St. North* (4). It proceeds along *Rayón St. North* and its continuation, *Ignacio Altamirano St. North*, until the crossroads with *15 de Mayo St. East* (5). It extends along *15 de Mayo St. East* until the road meets *Calandrias St. North* (6). From there it proceeds along until the crossroads with *Prolongación 16 de Septiembre West* (7). It continues along *Prolongación 16 de Septiembre West* until the junction with *Circunvalación St. South* (8). From there it extends along the same road until the crossroads at the north sidewalk of *Calzada de los Arcos*. (9). It continues along the north walkway of *Calzada de los Arcos* until the beginning of the Aqueduct (10). It then extends from the end of the north walkway of *Calzada de los Arcos* to where *Cerrada de los Arcos St.* meets the south walkway at *Calzada de los Arcos* (11). From there it extends along the south walkway of *Calzada de los Arcos* until reaching *20 de Noviembre St. West* and *Ignacio Zaragoza Ave. East* (12). It continues along *Ignacio Zaragoza Ave. East* until the crossroads with *Dr. Luis Pasteur St. South*. (13). It then proceeds along *Prolongación Dr. Luis Pasteur St.* until the junction with *Constituyentes Ave. East* (14). There it continues along *Constituyentes Ave. East* until the crossroads with *Prolongación Corregidora St. South* (15). It then extends along *Prolongación Corregidora St. South* to the junction



with *Ignacio Zaragoza Ave. East* (16). From there it proceeds along *Ignacio Zaragoza Ave. East* and *Ignacio Zaragoza Ave. West* until the crossroads with *Nicolás Campa St. South* (17). It then continues along *Nicolás Campa St. South* and "*Nicolás Campa St. North* until meeting *Universidad Ave. West*; point (1) in zone "A" thus closing this perimeter

2.- Perimeter "B-1".- Beginning at the point identified with the number (8) from perimeter "A", a broken line continues along *Calzada Juan Caballero y Osio East* until the crossroad with *Antiguo Camino a la Cañada* (9). From there it extends along *Antiguo Camino a la Cañada* until reaching the junction with *Bajada La Peñita St.* (B). It proceeds in a straight line along *Bajada La Peñita St.* until it meets the crossroads at the northern-most walkway of *Calzada de los Arcos* (10). Then it extends along the northern path of *Calzada de los Arcos* until the junction at *Circunvalación St. South* and from there it continues along until the crossroads at *Prolongación 16 de Septiembre St. East* and *Calzada Juan Caballero y Osio* (8), thus closing this perimeter.

3.- Perimeter "B-2".- Beginning at the point identified with the number (11) from perimeter "A", a line extends along *Cerrada de los Arcos St.* until the junction with *Prolongación de la Calle Cerrada de la Asunción* (C). From there it continues along *Prolongación de la Calle Cerrada de la Asunción* and its continuation *Cerrada de la Asunción St.* until the end of the latter. From the end of *Cerrada de la Asunción St.* it proceeds in a straight line until reaching the junctions of *Calle del Seminario* and *Callejón de la Escondida* (E) It then extends from *Callejón de la Escondida* and its continuation *Santo Domingo St.* to the crossroads with *Puente de Alvarado St.* (F). It continues along *Puente de Alvarado St.* to the Junction with *Monasterios Ave.* (G). From there it runs along *Monasterios Ave.* until reaching the crossroads with *Ejército Republicano Ave. East* (H). It continues along *Ejército Republicano Ave. East* until the junction with *20 de Noviembre St. East* (I). From there it proceeds along *20 de Noviembre St. East* until the crossroads with *Ignacio Zaragoza Ave. East* and *Calzada de los Arcos* (12). It continues along the southern-most walkway of *Calzada de los Arcos* until it reaches the junction of *Cerrada de los Arcos St.*, thus closing this perimeter.

4.- Perimeter "B-3" Beginning at the crossroads of *Constitución Highway* and *Universidad Ave. West* (J), a curved line continues along *Universidad Ave. West* until the crossroads with *Nicolás Campa St. North.* (I). The perimeter then extends along *Nicolás Campa St. Nth.* until reaching the junction with *Hidalgo Ave. West* (K). From there it proceeds along *Hidalgo Ave West* until the crossroads with *Constitución Highway* (L). It then continues along *Constitución Highway* until the junction with *Universidad Ave. West.* the starting point of Zone "B-3", thus closing the perimeter.

b) The elements, qualities, feature and cultural values of which are:



1. - It is composed of 203 blocks and includes approximately 1,400 buildings of historic value built between the 16th and 19th centuries, some of which were dedicated to religious purposes. Of particular note among these are the convents of *San Francisco de Asís*, *San Domingo de Guzmán* and its Chapel of the Rosary, *San Antonio* and its Chapel of *la Santa Escala*, *San Agustín*, the Oratory of *San Felipe Neri*, *Santa Clara de Asís* and its Chapel of *el Sagrado Corazón de Jesús*, *Nuestra Señora del Carmen*, The Capuchins of *San José de Gracia* and *Santa Teresa*, the Parishes of Santiago, *San Sebastián* and *Santa Ana*, and the Temples and Chapels of *la Congregación de Guadalupe*, *La Merced*, *el Espíritu Santo*, *el Calvarito*, *San Antoñito*, the Pantheon of *la Santa Cruz* and *el Cerro de las Campanas*.

Apart from the aforementioned buildings, other properties were allocated for educational and care services, as well as for use by civil, ecclesiastic and military authorities. Of note amongst these are: the Hospitals *de la Purísima Concepción* and *de la Caridad de la Divina Providencia*, the Children's Hospice *Josefa Vergara*, The Nursing Home *Rivera*, the Colleges Propagation of the Faith (*Propaganda Fide in Latin*) *de la Santa Cruz de los Milagros* and its Chapel *de la Asunción*, *El Real de San Ignacio de Loyola* and *San Francisco Javier*, *el Real de Santa Rosa de Viterbo*, and *el Real de San José de Hermanas Carmelitas Descalzas*, the Primary School of *la Venerable Orden Tercera de San Francisco*, the Royal Houses of The City Council (TN: from the colonial period), the First Bishopric, the Episcopal Palace, the Palace of Government, *Iturbide* Theatre, the Railway Station and the Aqueduct.

The remaining buildings are public property for individual use whose architectural value is based on their use of material from the region and ornamental details that are of a style specific to the region. These features first appeared at the end of the 19th Century and integrated different stylistic features, including elements of the romanticism and ecclesiasticism of the Porfirio Diaz era, with many colonial structures being adapted or modified to reflect these.

2. - The complex layout of the city is a good example of the marked differences between European and Hispano-American urbanism; the city develops out from the "Plaza Mayor", the seat of various urban bodies, both civil and religious. Furthermore there are other plazas in different neighborhoods that form the center of communal life there. This system, which exists in hundreds of cities throughout the Americas, constitutes an exceptionally important contribution to 16th century urbanism

3. - The urban profile of the zone is characterized by the large number of church turrets and domes. It is further distinguished by the *Cerro de las Campanas*, the *Alameda*, the aqueduct and the hills of the neighborhoods of *Santa Cruz* and *San Francisquito*.

4. - Among the distinguished urban features of this city are the plazas, gardens, fountains and the aqueduct. Of particular note among these are; *Plaza de Armas* and *Plaza de la Independencia*; the Gardens *Zenea*, *de la Corregidora*, *de San Antonio*,



*de San Sebastián, Guerrero, de Santa Clara, de Santa Cruz and la Alameda; the Fountains of la Alameda, los Arcos, la Cañada, de Capulines, de la Plazuela de la Cruz, de la Carrera, de las Delicias, de la Divina Pastora, Garmilla, Fuente-Caja de Agua, la Virgen del Pilar, Hércules, la Plaza Independencia, la Laguna y Cigarrero, Mercado del Barrio del Tepetate, I Mexicano, Cantoya, Neptuno, Jardín de San Antonio, Santa Ana, Santa Catarina, de Santo Domingo, San Sebastián, Santa Rosa, los Ahorcados, Verdolagas, and Jardín de Zenea.*

The municipal authorities and the citizens should at all times attend to the protection of the elements, qualities, features and cultural values of the Historic Monument Zone of the Historic Center of Queretaro

**XVI. - The traditional neighborhoods**, used to refer to the 13 traditional neighborhoods in the Historic Center as defined in the Draft Integrated Urban Development Plan for the Historic Center and traditional neighborhoods of the City of Santiago de Queretaro , and listed as the following:

**Traditional neighborhoods:**

- La Cruz
- San Francisquito
- Santa Ana
- Santa Rosa

**Neighborhoods of *La Otra Banda*:**

- San Sebastián
- El Cerrito
- La Trinidad
- El Tepetate
- San Roque
- Santa Catarina
- San Gregorio
- La Piedad
- San Agustín del Retablo

**XVII. - Management:** the set of policies, criteria, guidelines, strategies and procedures provided to manage the actions to conserve and improve the elements, features and protected assets of a Cultural Site.

**XVIII. - Protection:** the set of technical, material and legal actions and activities necessary for the conservation and improvement of the elements, features and protected property of a Cultural Site.



**XIX.- Development:** the set of specific regulations, actions and projects that may be adopted for the conservation and improvement of the elements, features and protected assets of the Monument Zone, and are necessary to ensure the correct use of the assets, and respect for its diversity, sustainability and social appropriation.

**XX. - Technical Opinion:** the document published by the Management Unit certifying that any plan, program, action, intervention, resolution, proposal or other material or legal act, which proceeds from the municipal authorities and entities or from individuals, is congruent with, and contributes or not to, the appropriate management, protection and development as laid out in the Action Plan for the Monument Zone. And,

**XXI.- Technical Standards:** the documents issued by The City Council at the request of the Management Unit, which establish the criteria, techniques, procedures or parameters applicable to the specific interventions, projects or actions related to the Monument, to ensure the management, protection and development of the zone.

**ARTICLE 5-** In the case of the Monument Zone, inscribed in the World Heritage List, in accordance with the World Heritage Convention, located in the Municipality of Queretaro, all actions and projects undertaken by the municipal authorities, including the corresponding Action Plan, should contribute to the protection and enrichment of the Outstanding Universal Value and the Values of Authenticity and Integrity of the site in question.

**ARTICLE 6. -** In the case of the Landscape protected under this Regulation, all actions or projects undertaken by the municipal authorities, including the corresponding Action Plan, should contribute to the protection and enrichment of all of its manmade and natural elements, recognizing and preserving not only the physical elements, but also the human, natural, landscape and traditional elements associated with it as well as its context.

**ARTICLE 7. -** By order of this Regulation, the municipal authorities will not have the power to interpret, modify or refuse to acknowledge the assets included in this chapter during the design, planning, implementing or execution of any program, project, and/or legal or material act pertaining to the Monument Zone. The Management Unit will be the only municipal authority entity with the technical capacity to determine the actions to be taken to guarantee the protection, conservation and development of the Monument Zone.

## **Chapter IV Regarding Sustainable Cultural Development**





**ARTICLE 8.** - The assets of the Monument Zone as described in this Regulation must not be adversely affected by the acts, activities, or projects either by private individuals or legal entities, or government authorities of any level. Quite to the contrary, it is taken as a fundamental prerequisite that individuals or legal entities of a public or private nature will establish sustainable planning and design mechanisms for the assets of the Cultural Sites.

**ARTICLE 9.** - By order of this Regulation, the municipal authorities will not have the power to interpret, modify or refuse to acknowledge the criteria established by the Management Unit of the Monument Zone with regard to the culturally sustainable development of the Zone.

## **SECTION II REGARDING AUTHORITIES AND AUXILIARY BODIES**

### **Chapter I Regarding the Management Unit of the Monument Zone**

**ARTICLE 10.** - The Decentralized Public Body of the Municipality of Queretaro bearing the title “**The Management Body of the Monument Zone of Santiago de Queretaro** ” (**pending confirmation from The City Council**), is hereby established as a non-profit body in possession of its own legal status assets. It is responsible for guaranteeing, through the municipal authorities, the conservation, protection and enrichment of the cultural assets of the Monument Zone of the Municipality, with particular emphasis on the protection of the Outstanding Universal Value and values of authenticity and integrity of the Monument Zone and traditional neighborhoods in the City of Santiago de Queretaro.

**ARTICLE 11.** - The registered office of the decentralized public body will be located in the city of Santiago de Queretaro.

**ARTICLE 12.** - The body’s assets will be comprised of:

I. - Tangible and Intangible property assigned to it by The City Council.

II. - The budget allocated to it by The City Council annually, which should be no less than 1.25% of the body’s total annual budget.

III.-Grants and contributions allocated by federal or state governments, or any other body dependent on them.

IV. - Contributions, bequests or donations received from any individuals or legal entities.

V. - Resources generated by the provision of technical and administrative services, as well as by the sale of products, programs, regulations and public information possessed by the Body, and consistent with its objectives, subject to the fees agreed upon by The City Council.



VI. - Revenues and other income generated by its investments, property and operations.

VII. - All other property and income obtained through legal titles.

The Body will require express authorization from The City Council and the State Congress to dispose of tangible property.

**ARTICLE 13.** - The decentralized public body possesses the following powers:

I. - To act as an advisory and management body for the municipal authorities on the subjects of conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro and the traditional neighborhoods.

II. - To collaborate with the municipal authorities on planning matters when the exercising of the authorities' functions involves the Historic Monument Zone of Queretaro and the traditional neighborhoods.

III. - To draw up, carry out, update, review, control and evaluate the projects pertaining to the Historic Monuments of Queretaro Management Programs, and to undertake any necessary modifications or adjustment of these, to be submitted to The City Council for consideration, study and approval.

IV. - To co-ordinate with the appropriate federal, state and municipal authorities on the design and execution of the programs and projects related to the Monument Zone in order to guarantee congruence with national, state and municipal plans, as well as to ensure the conservation, protection and enrichment of the protected assets.

V.-To promote citizen participation through public consultations, via the Municipal Planning Council or any other municipal government unit, entity or body, as part of the process for developing studies, programs and projects that may be carried out by the Body, to be submitted to The City Council for approval.

VI.- To develop public work projects that will be proposed to The City Council on the conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro and the traditional neighborhoods.

VII. - To prepare programs of investigation, organize any necessary documentation, as well as to design proposals for urban and public works projects for the Historic Monument Zone of the Municipality and the traditional neighborhoods, to be submitted to The City Council for approval.





VIII.- To recommend that the Mayor promote, to the relevant authorities, the expropriation of property on the grounds of public interest, in accordance with the terms established in the corresponding laws, in order to guarantee the conservation, protection and enrichment of the protected assets of the Historic Monument Zone of Queretaro and the traditional neighborhoods.

IX. - To participate in the development and updating of contingency and maintenance plans on the subject of civil protection for the Historic Monument Zone of Queretaro and the traditional neighborhoods.

X.- To define the criteria, technical standards and procedures necessary to guarantee the conservation, protection and enrichment of every aspect of the Historic Monument Zone in Queretaro , including its protected assets.

XI. - To develop, update and administrate the data, statistical and mapping system for the Historic Monument Zone of Queretaro and the traditional neighborhoods.

XII. - To promote and grant access to the public information in its power.

XIII.- To design education campaigns to raise awareness among the public and authorities of the solutions that the Management Unit may provide to problems that fall within its remit, and of the need for programs aimed at conserving, protecting and enriching the protected assets of the Historic Monument Zone of Queretaro and the traditional neighborhoods. This in turn will strengthen the collective sense of belonging and deepen community ties.

XIV. - To administrate and update the Geographic Information System of the Monument Zone and the traditional neighborhoods. And

XV. - All other powers granted by legal provisions.

**ARTICLE 14.** - The Unit will be composed of a Governing Board, an Advisory Body and an Operational Structure.

**ARTICLE 15.** - The Governing Board will be comprised of:

I. - INAH Center Queretaro.

II. - The Federal Ministry of Social Development, Queretaro Branch.

III. - The State Ministry of Internal Affairs.



- IV. - The State Ministry of Urban Development and Public Works.
- V. - The Mayor
- VI. - The Director General of the Unit.
- VII. - The Municipal Ministry of Planning and Finances.
- VIII.-; Representatives from three legally constituted neighborhood associations.
- IX. - The National Chamber of Commerce.
- X. - The National Chamber of Small Businesses.
- XI. - The National Chamber of the Restaurant and Spicy Food Industry.
- XII. - The Mexican Association of Hotels and Motels. And
- XIII. - The Mexican Association of Real Estate Professionals.

**ARTICLE 16.** - The positions on the Governing Board Council are honorary and each proprietary member will have an alternate.

The position of President of the Governing Board will be held by the Mayor, who will also preside over the sessions carried out by the Board. In his or her absence, the Director General will preside over the sessions of the Governing Board.

The Director General will serve as Secretary in the sessions of the Governing Board and will act as President in the Mayor's absence.

The Municipal Secretary of Planning and Finances will act as treasurer for the Governing Board Council.

The sessions of the Governing Board Council will be both ordinary and extraordinary. The Governing Board Council should meet once every three months on such dates as determined by the Council itself at the beginning of each year. The extraordinary sessions will be those convened at any moment.

The convening notice for ordinary meetings will be issued by the Director General at least two weeks in advance. In the case of extraordinary sessions, they must be convened with at least 48 hours notice. A session may be convened whenever the majority of the Governing Board members decide.

A session will be deemed valid if the simple majority of members are present in response to the first convening notice as well as the members present upon the second convening notice, which may be convened on the same day.



The sessions will be overseen by the Mayor, or in his or her absence, by the Director General. Resolutions will be deemed valid when adopted by the majority of those members present at the session. Before the Governing Board session convenes, the Director General will provide members with all documents, materials and other items that contain details of the subjects to be discussed in the respective session.

**ARTICLE 17.** - The Governing Board of the Unit will possess the following powers:

I. - To approve the general administration and operational program of the body's assets.

II. - To approve the annual operating program and budget.

III.- If need be, to approve financing contracts and grant guarantees, with prior authorization from The City Council or State Congress via a resolution passed by at least two thirds of the total number of members of the Governing Board Council.

IV. - To authorize the provision of titles of credit.

V. - To recommend the alteration of this agreement and any other draft regulations, if necessary for the functioning of the Body.

VI. - To name the Director General. Should no candidate obtain a majority after two consecutive votes, separated by a period of debate, the designation shall be carried out via a balloting process of the eligible candidates.

VII. - To analyze and approve the proposals made by the boards of the body, which will be submitted to The City Council for its consideration and approval.

VIII. - To approve and authorize the publication of the financial state of the decentralized public institution, according to the pertinent law.

IX.- To approve the form and operating capacity that should govern the actions of the decentralized public body should be subject regarding acquisitions, leases, concessions and provision of services related to the work of the body, as well as tangible and intangible property, and where applicable, public works. This must conform to that which is expressly authorized by The City Council, and to the applicable regulations valid at the time of approval.

X.- To approve the basic structure of the decentralized public body, as well as any necessary modifications to the same, in those areas not determined by The City Council in the creation agreement.

XI. - To approve the administrative manuals that the decentralized public body may require to operate.



XII. - To recommend mergers with other entities to the Mayor, via the Finance Secretary.

XIII. - To analyze and approve where applicable, periodic reports provided by the Director General, with the Commissioner participating where necessary.

XIV. - Where necessary, to ensure that any donations or extraordinary payments are made in accordance with existing legal regulations, and to verify that they will be used to carry out the objectives of the decentralized public body.

XV. - To approve the cancelation of the decentralized debts owed to the public body by third parties when the impossibility of their payment becomes apparent, informing the Finance Ministry of the situation through its representative. And

XVI.- All other powers as determined by The City Council, other laws, decrees, regulations, agreements and any other applicable administrative regulations.

**ARTICLE 18.** - The Body will have an Advisory Board composed of:

I. - The Federal Ministry of Tourism.

II. - The Queretaro Institute of the Arts and Culture.

III. - The State Ministry of Tourism.

IV. - The Mayor

V. - The General Director of the Body

VI. - The Municipal Ministry of Public Security.

VII. - The Festivities Board of Queretaro

VIII. - The City Council Committees for Culture and Urban Development.

IX. - Town Clerk.

X. - The Delegate from the Federal Ministry of Social Development.

XI. - Municipality of Queretaro's Historian

XII. - The Municipal Planning Institute.

XIII. - The Culture Institute of the Municipality of Queretaro .

XIV. - The System of Municipal Councils on Social Participation.

XV.- Representatives from five legally constituted neighborhood associations.

XVI. - Representatives from the Governing Boards related to the protection of Cultural Heritage and Intangible Heritage in the Municipality of Queretaro.

XVII. - The Mexican College and Institution of Evaluation, Queretaro.



- XVIII. - The College of Architects of Queretaro State.
- XIX. - The College of Civil Engineers of Queretaro State.
- XX. - The College of Sociologists of Queretaro.
- XXI. - The Autonomous University of Queretaro.
- XXII. - The Queretaro Institute of Technology.
- XXIII. - Monterrey Institute of Technology and Higher Education-Queretaro Campus
- XXIV. - The University of "El Valle de Mexico", Queretaro Campus.
- XXV. - The National Chamber of Consulting Firms.

**ARTICLE 19.** - The position of President of the Advisory Council will be held by the Mayor, who will also preside over the sessions carried out by the Council. In his or her absence, the Director General will preside over the sessions of the Advisory Council.

The Director General will serve as Secretary in the sessions of the Advisory Council and will act as President in the Mayor's absence.

The sessions of the Advisory Council will be both ordinary and extraordinary. The Advisory Council should meet once a month. The extraordinary will be those convened at any moment.

The convening notice for ordinary meetings will be issued by the Director General at least two weeks in advance. In the case of extraordinary sessions, they must be convened with at least 48 hours notice. A session may be convened whenever the majority of the Advisory Council members decide.

A session will be deemed valid if the simple majority of members are present in response to the first convening notice as well as the members present upon the second convening notice, which may be convened on the same day.

Resolutions will be deemed valid when adopted by the majority of those members present at the session. Before the Advisory Council session convenes, the Director General will provide members with all documents, materials and other items that contain details of the subjects to be discussed in the respective session. Minutes will be taken in each meeting and signed by the President and Secretary of the meeting.

**ARTICLE 20.** - The Advisory Council will possess the following powers:

- I.- To review and authorize documentation issued by the institution in its role as a consultative and management body for the municipal authorities on the subject of management, protection and development of the protected assets of the Monument Zone and the traditional neighborhoods.



II. - To approve collaboration conventions and agreements with the municipal authorities on planning matters when the exercising of the authorities' functions involves the Monument Zone and traditional neighborhoods.

III.- To analyze and authorize the drafting of The Action Plan for the Monument Zone and traditional neighborhoods, and any necessary modifications or alterations to the same, to be submitted to The City Council for consideration, study and approval.

IV. - To inform the responsible federal, state and municipal authorities of its opinion on the matter of the co-ordination of actions and agreements regarding the design and execution of plans and projects related to the Monument Zone and traditional neighborhoods, in order to ensure that these are congruent with national, state and municipal planning, as well as the management, protection and development of the protected assets.

V.- To authorize and express its opinion on the actions to promote citizen participation via public consultations in the process of developing studies, plans and projects that may be carried out by the institution, to be submitted to The City Council for approval.

VI. - To express its opinion regarding the public work projects pertaining to the management, protection and development of the protected assets of the Monument Zone and traditional neighborhoods, and especially of the Exceptional Universal Value of the Historic Center and other cultural sites listed as World Heritage, including the Values of Authenticity and Integrity.

VII.- To collaborate on preparing programs of investigation, organization of documents, as well as designing proposals for public work and urban projects for the Monument Zone and traditional neighborhoods, to be submitted to The City Council for approval.

VIII. - To analyze and express its opinion to The City Council on the methodologies for identification and inventory of areas within the Monument Zone and traditional neighborhoods that are considered waste land or vacant, as well as on incentive and promotion proposals made to The City Council regarding the vacant lots, through programs and activities that will eventually be implemented.

IX. - To express its opinion on proposals to the Mayor to promote, to the relevant authorities, the expropriation of land in the public interest, according to those terms established in the corresponding laws for the management, protection and development of the protected assets of the Historic Monument Zone of Queretaro and traditional neighborhoods.

X.-; To express its opinion on the proposed contingency and maintenance plans on the subject of civil protection for the Monument Zone and traditional neighborhoods.



XI.- To define the criteria, technical standards and procedures necessary to guarantee the conservation, protection and enrichment of every aspect of the Historic Monument Zone in Queretaro , including its protected assets.

XII.-To express its opinion on the processes of development, updating and administration of the data, statistical and mapping system.

XIII. - To express its opinion on the education campaigns to aimed at raising awareness among the public and authorities of the solutions the Management Unit may provide to problems that fall within its remit, and of the need for programs aimed at conserving, protecting and enriching the protected assets of the Historic Monument Zone of Queretaro . This in turn will strengthen the collective sense of belonging and deepen community ties.

XIV. - All other powers granted by legal provisions.

**ARTICLE 21.** - in order to perform the matters under its jurisdiction, this decentralized public body will possess the following agencies as its basis.

I. - Directorate General

II. - Technical Council

III. - Project Co-ordination Sub-unit

IV. - Management and Linking Co-ordination Sub-unit.

V. - Administrative Co-ordination Sub-unit. And

VI. - All others decided on by the Governing Board at any moment.

**ARTICLE 22.** - The Directorate General will be the legal representative of the decentralized public body, and will possess the following powers and responsibilities:

I. To administrate the decentralized public body.

II. To carry out the analysis for determining the percentage of annual investment from total revenues, and to present this to the Governing Board for approval.

III. To present the Annual Spending Plan of the decentralized public body to the Governing Board for approval.

IV. To review short, medium and long-term institutional programs.





V. To implement the budget of the decentralized public body, approved by the Governing Board.

VI. To gather the annual work programs of the decentralized public body and submit them to the Governing Board and the Advisory Council.

VII. To establish the methods and form that will allow for optimum use of the tangible and intangible property of the decentralized public body, whether they are the property of the institution, they belong to it in usufruct, or it has possession of them in any other form.

VIII. To take necessary measures to ensure that the functions of the decentralized public body are realized in a co-ordinated, coherent and efficient manner.

IX. To establish the procedures to monitoring the quality of supplies and reception programs to ensure the continuity of the services provided

X. To propose to the Governing Board the appointment and removal of the two first levels of the structure, as well as the setting of salaries and other benefits in accordance with the overall designations in the budget.

XI. To gather information and statistical components that reflects the functioning status of the decentralized public body, in order to improve its management.

XII. To establish the monitoring systems necessary to achieve the proposed targets, goals and objectives.

XIII. To present to the Governing Board when necessary, a report on the performance of the activities of the decentralized public body, including the incomes and expenses for the financial year and the corresponding financial state.

XIV. To establish evaluation mechanisms to determine the efficiency and effectiveness of the decentralized public body's performance, and to present to the Governing Board, at least twice a year during the Ordinary Sessions, a management evaluation containing those details previously agreed upon by the Board and its Commissioner.

XV. To implement the agreements decided on by the Governing Board and the Advisory Council. And

XVI. All other powers as determined by The City Council, the Governing Board, other laws, decrees, regulations, agreements and any other applicable administrative regulations.



**ARTICLE 23.** - The Director General will be named via a City Council Agreement. The term will last five years, with the possibility of re-election for an additional term.

The Director General will be elected from a list of three people proposed by the Advisory Council.

The City Council, if two-thirds of its members are in agreement, will have the power to dismiss the Director General of the Body in the event of serious non-compliance with the obligations of the position.

**ARTICLE 24.-** The heads of the Co-ordination areas will possess the powers defined in this Regulation and will assist the Director General with the design, planning and execution of the plans, projects and matters with which they are entrusted.

**ARTICLE 25** The Members of the Technical Council are:

- I. - The National Institute of Anthropology and History
- II. - Federal Ministry of Social Development
- III. - The Department of Sites and Monuments
- IV. - The Department of Municipal Urban Development.
- V. - The Municipal Planning Institute.

**ARTICLE 26.** - Each of the institutions participating in the Technical Council will send the name of their representative and alternate to the Council in writing, in order that the Technical Opinion may be deemed legally valid when published.

**ARTICLE 27.** - The Technical Council possesses the following powers:

- I. - Protection of the assets for which the Monument Zone of Queretaro was declared World Heritage.
- II. - To analyze the projects and proposals for intervention in the Monument Zone that may be submitted by individuals and public entities, in accordance with the mandates of each entity.
- III.- To issue the Technical Opinion certifying that a program, action, intervention, resolution, proposal or any other legal or material act provided by individual or municipal authorities or entities that is congruent with and contributes or not to the adequate management, protection and development of the Monument Zone, in accordance with the Action Plan.

**ARTICLE 28.** - The Project Co-ordination will have the following powers:

- I.- To design projects that will be carried out using municipal and federal funds, ensuring that they respect the values of the site and current legislation on construction.
- II. - To propose and/or participate in improvement, regeneration, urban and urban revitalization projects in the Monument Zone.



III.- To administrate efficiently and effectively all resources required for the project design assigned to it.

IV. - To supervise projects, ensuring that the values of the sites are respected in the various stages of the process.

V. - To support the Technical Council in revising, co-ordinating and, where necessary, supervising the intervention works for the Monument Zone as suggested by different civil and governmental authorities, subject to the appropriate follow-up.

VI. - To inventory and monitor the immovable assets of the Monument Zone via the Geographic Information System.

VII. - To draw up and propose to the relevant authority, the technical standards for the planning, management and administration of the Monument Zone.

VIII. - To propose to the relevant authority, the draft regulations and other legal systems related to urban development and housing.

IX. - To supervise the proper development of the project, as approved by this Project Co-ordination and the Technical Council.

X. - To continuously evaluate the performance of its staff. And,

XI. - All other powers conferred on it by the relevant legal provisions or expressly assigned to it by The City Council, or their superiors.

**ARTICLE 29.** - The Management and Linkig Co-ordination Sub-unit will have then following powers:

I. - To develop and manage the participation mechanisms for the public and private institutions that may intervene in the Integral Development of the Monument Zone.

II. To administrate and update the Geographic Information System of the Monument Zone and to liaise with members of the Technical Council on the subject.

III. - To recommend to the Governing Board agreements of co-ordination and investment as well as arrangements on the matter of the Management of the Monument Zone.

IV. - To provide timely and quality information to the public or private institutions that request it.

V. - To design and manage financing instruments for the plans developed by the Unit. And,

VI. - All other powers conferred on it by the relevant legal provisions or expressly assigned to it by The City Council, or its superiors.

**ARTÍCULO 30.** - The Administrative Co-ordination Sub-unit will possess the following powers:

I. - To manage and monitor the appropriate management of the budget for the Unit.



II.- To manage the purchase of tangible property, office and cleaning supplies, and to obtain the services necessary to ensure the proper functioning of the Unit and to supply those services to different areas so that they may adequately carry out their functions.

III. - To co-ordinate the administration of the Unit personnel.

IV. - To update and monitor the inventory of the tangible property of the Unit, in accordance with the corresponding legislation.

V. - To approve and control the implementation of the revolving fund, authorizing financial account movements in compliance with the corresponding regulations.

VI. - To develop and update the organization, procedures and public services manuals for the different areas of the Unit.

VII. - All other powers conferred on it by other relevant legal provisions or expressly assigned to it by The City Council or its superiors.

**ARTICLE 31.** - The decentralized body will have an internal monitoring agency the function of which will be to support the working of the directive and to promote the improved management of the decentralized public body. It will carry out its functions in compliance with the directives issued by the Office of the Chief Audit and the corresponding legislation. The agency will abide by the following:

I. It will conduct its activities in accordance with the rules and regulations that allow it to perform its duties in a self-sufficient and autonomous manner.

II. It will examine and evaluate the monitoring systems, mechanisms and procedures.

III. It will conduct audits and reviews.

IV. It will monitor the management and use of public resources in compliance with the applicable provisions.

V. It will present the reports on the audits, examinations and evaluations it carries out to the Director General, the Governing Board and, where necessary, other internal decision making bodies.

The Monitoring Agency of the decentralized public body will be composed of a Public Propriety Commissioner and an alternate Public Commissioner, whose responsibilities will be:

I. To evaluate the overall performance of the decentralized public body.

II. To conduct studies on the efficiency of spending in the areas of current expenditure and investment, as well as that of revenues.



- III. To request information and perform all acts necessary to successfully carry out its functions.
- IV. All others as established by the corresponding regulations.

**ARTICLE 32.** - The decentralized public body should provide The City Council with a detailed trimestral report on the performance of its duties, actions and results, as well as on all other questions relating to the body.

**ARTICLE 33.** - The Geographic Information System of the Monument Zone and the traditional neighborhoods is Queretaro is hereby launched.

**ARTICLE 34.** - The Management and Linkig Co-ordination Sub-unit will administer and update the Geographic Information System of the Historic Monument Zone and the traditional neighborhoods.

**ARTICLE 35.** - Members of the Technical Council will have access to the Geographic Information System in order to identify actions to be taken based on the technical opinions and the Historic Monument Zone of Queretaro and the traditional neighborhoods.

**ARTICLE 36.** - The Management and Linkig Co-ordination Sub-unit alone will have the power to modify the data bases of the Geographic Information System for the Monument Zone and traditional neighborhoods, in compliance with the information provided by members of the Technical Council. The participating bodies of the Technical Council may modify the System data base in a copy of the System; this copy will then be presented to the Management and Linkig Co-ordination Sub-unit for evaluation and the eventual modification of the original data base.

**ARTICLE 37.** - The Geographic Information System of the Monument Zone is available for public consultation, with due regard for the protection of confidential information according to the stipulations of each Institution of the Technical Council.

## **Chapter II**

### **Regarding the co-ordination of actions among authorities**

**ARTICLE 38.** - It will be the obligation of the municipal authorities to establish the mechanisms for negotiation and consensus with the federal or state authorities when they believe that the legal, administrative or material acts issued by any of the authorities mentioned in this Regulation may affect the management, protection and development of the protected property of the Historic Monument Zone of Queretaro and the traditional neighborhoods.

**ARTICLE 39.** - By virtue of this Regulation, the Management Unit may establish specialized work groups for the management, co-ordination and enactment of programs, projects, actions or any other specific legal, administrative or material act



that may affect the Historic Monument Zone of Queretaro and the traditional neighborhoods directly or indirectly. These groups will be composed of the federal and municipal authorities whose competences include the management and protection of the Monument Zone in relation to the matter in question. The operating rules of these work groups will be defined in their installation meeting.

**ARTICLE 40.** - The Management Unit of the Monument Zone will be able to recommend co-operative agreements with federal and state departments and entities to The City Council, in order to establish specific projects and actions for the preservation of the Historic Monument Zone of Queretaro and the traditional neighborhoods.

### **Chapter III**

#### **Regarding the auxiliary agencies for the management, protection and development of the Monument Zone.**

**ARTICLE 41.** - The Management Unit may name individuals or legal entities as an auxiliary to the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods if they request it. The function of the auxiliary to the protection of the Monument Zone is to maintain close contact with the Management Unit should they detect any action that may represent a risk to the protected assets of the Zone.

**ARTICLE 42.** - Applications to be an auxiliary agency to the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods should be in writing and sent to the Management Unit. The application should include documentation that proves a physical proximity to the Cultural Site and should also express the motives for applying and should specify the Cultural Site that the applicant wishes to protect.

**ARTICLE 43.** - Any decisions regarding applications will be at the sole discretion of the Management Unit, and may be subject to restriction or modification at any stage.

**ARTICLE 44.** - The position of auxiliary to the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods will be honorary and without consideration. The term will last for one year with the possibility of extending it for four additional consecutive years. Once this period has passed, the same person may not serve as assistant for the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods until at least a period of time has passed equal to the duration that the post was held.

**ARTICLE 45.-** The person named auxiliary to the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods will have no powers to rule, express opinions, verify actions or any other similar power that are the reserve of the authorities. However, the reports issued by the auxiliary to the protection of the Monument Zone should receive a response no more than 48 hours after being presented to the Management Unit.





**ARTICLE 46.-** The position of auxiliary to the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods may be revoked by the Management Unit at any stage if, in the opinion of the Management Unit, the auxiliary is found to not be complying with the obligations of the post.

**ARTICLE 47. -** The Board of Trustees for the Historic Center of Queretaro, as well as other Trustee Boards of a similar nature, will be irrevocably deemed auxiliaries to the protection of the Historic Monument Zone of Queretaro and the traditional neighborhoods, thus enjoying the privileges laid out in this chapter.

### **SECTION III**

#### **REGARDING THE MONUMENT ZONE AND TRADITIONAL NEIGHBORHOODS IN THE HISTORIC CENTER OF THE CITY OF SANTIAGO DE QUERETARO**

##### **Chapter I**

##### **Regarding the Monument Zone and traditional neighborhoods in the Historic Center of the city of Santiago de Queretaro**

**ARTICLE 48. -** The protection of the Monument Zone and traditional neighborhoods in the Historic Center of the city of Santiago de Queretaro should be in line with the criteria established in this chapter.

**ARTICLE 49.-** The municipal authorities should guarantee the protection of the Outstanding Universal Value of the Monument Zone and the traditional neighborhoods of the Historic Center of the City of Santiago de Queretaro, as well as the Values of Authenticity and Integrity for which they were inscribed in the World Heritage List.

**ARTICLE 50.-** In order to guarantee what is established in the previous article, the municipal authorities and individuals should respect the following principles:

I. - The Exceptional Universal Value will be protected as a fundamental prerequisite for the design, substantiation, motivation and execution of the projects, programs or actions undertaken by the municipal authorities to ensure that the asset maintains its place on the World Heritage List.

III. - The projects, programs and actions undertaken by the municipal authorities, as well as the legal acts issued by the municipal authorities in compliance with municipal regulations, should, furthermore, contribute to the protection of the Values of Authenticity and Integrity of the Zone to ensure that it maintains its place on the World Heritage List.

III.- The projects, programs and actions undertaken by the municipal authorities, as well as the legal acts issued by the those authorities in compliance with municipal





regulations, should, furthermore, contribute to the protection, as provided by Federal Decree and state legislation, of the assets for which the area was declared a Historic Monument Zone.

IV. - The municipal authorities may not authorize any project, program, action or legal or material act that may endanger the Protected Assets of the zone.

VI. - As part of the protection of the Historic Monument Zone and traditional neighborhoods, public spaces should be protected to guarantee their social function as social meeting spaces.

VII. - The protection of the Historic Monument Zone and traditional neighborhoods should include those elements of Natural Heritage that are connected to the area on account of their contribution to the sustainable development of the Zone. And,

VIII. - The protection of the Historic Monument Zone and traditional neighborhoods of the City of Santiago de Queretaro should include those actions that help to strengthen the links between the Intangible Heritage, which provides meaning to the tangible property, and the Tangible Heritage and spaces located in the areas mentioned in this sub-section.

**ARTICLE 51.** - Urban and territorial planning actions, including those that are subject to the powers granted to the Municipality according to constitutional article 115 and other federal, general and state laws, should adhere to the principles established in the preceding article.

**ARTICLE 52.** - Any acts issued or carried out by the authorities that do not comply with what is established in this section will be null and void.

## **SECTION IV REGARDING THE ACTS OF AUTHORITY**

### **Chapter I Regarding the Action Plans**

**ARTICLE 53.-** The Action Plans are documents issued by The City Council that contain the plans, policies, strategies and lines of action of The City Council in conjunction with the competent state and federal authorities. These plans include general and specific actions and projects for the management, protection and development of the Historic Monument Zone of Queretaro and the traditional neighborhoods.



The actions and projects mentioned in this article will include at least the following aspects in relation to the Historic Monument Zone of Queretaro and the traditional neighborhoods:

I. The identification, management, protection and development of the protected assets.

II. Strategies for integrated, economic, touristic, cultural and social development.

III. Strengthening and spreading the customs and traditions and any other manifestation of the Cultural Heritage of the population of Queretaro.

IV. The assessment, regulation and improvement, within the competence of every level of government, of those areas that directly affect the Monument Zone; urban development, buildings, ground use, use of the public thoroughfare, informal and established business, public spaces, vehicle and pedestrian transit, housing, advertisements, awnings, street furniture and fixings, urban infrastructure, public works and anything of a similar nature.

V. Strategies to promote and facilitate productive investment in the Historic Monument Zone of Queretaro and the traditional neighborhoods.

VI. Strategies to establish co-ordination and management mechanisms among the different government levels. And

VII. All others that may be required, directly or indirectly, for a project or action of a general or specific nature, may be requested from the Town Council Commission(s)

**ARTICLE 54.** - The Management Unit will be in charge of decisions regarding the proposals, designs, administration, monitoring, management and control of the general and specific actions and projects, as well as proposing, where necessary, the modification of the Action Plan of the Historic Monument Zone of Queretaro and the traditional neighborhoods, or projects and actions derived from it.

Modifications issued by The City Council to the plans must have the Approved Technical Opinion of the Management Unit of the Historic Monument Zone of Queretaro and the traditional neighborhoods.

## **Chapter II Regarding Technical Standards**



**ARTICLE 55-** The Management Unit may propose the adoption of Technical Standards to The City Council for areas that require specific, scientific or technical regulations with regard to the Historic Monument Zone of Queretaro and the traditional neighborhoods.

**ARTICLE 56.-** Once the City Council issues the relevant Technical Standards by agreement, the provisions contained within will be obligatory for the municipal authorities.

### **Chapter III Approved Technical Opinion**

**ARTICLE 57. -** The Approved Technical Opinion will be issued by the Management Unit and should provide at least the following information:

I. - Name of the receiving authority

II. - Name and addresses of the interested party and proprietor.

III. - Description of the intervention, usage or activity for which the Technical Opinion was composed.

IV. - Certification that the intervention, usage or activity complies with the provisions contained in this Regulation or in the Technical Standards.

V. - Technical measures and legal provisions that are basis of the Opinion. .

V. - Conditions that should be taken into account by the relevant municipal agencies or entities in order to grant the applicable permit or authorization.

**ARTICLE 58. -** The Management Unit will issue the Approved Technical Opinion, or the official letter mentioned in the following paragraph, no more than 30 days from receipt of the request.

In the situation that the intervention, usage or activity does not represent an action that will contribute to the protection, development or management of the Historic Monument Zone of Queretaro and the traditional neighborhoods in compliance with the provisions contained in this Regulation or the Technical Standards, the Technical Commission will issue an official letter informing the responsible municipal agency or entity of the specific matter. This official letter will have the same function as the Approved Technical Opinion.



The municipal agencies and entities will refuse to provide a permit or authorization should any requests not have the Approved Technical Opinion. All acts of authority issued contrary to this provision will be null and void.

The terms and procedures for the municipal agencies and entities to obtain permits and authorization will be in line with the applicable regulation; therefore the Approved Technical Opinion will not serve as provisional authorization for the interventions, usages or activities for which permission is requested.

### **Chapter III Regarding the acts by the Municipal Authorities**

**ARTICLE 59.** - Upon issuing any legal, administrative or material acts that take into account the specific municipal norms that may apply to the Historic Monument Zone of Queretaro and the traditional neighborhoods in any form, the municipal authorities should guarantee that these acts comply with the principles and criteria established in this Regulation, as well as the Action Plan issued to that effect by the City Council.

**ARTICLE 60 .** - Any acts by the municipal authorities that contravene what is established in the previous article will be null and void.

## **SECTION IV CONCLUDING PROVISIONS**

### **Chapter I Regarding Social Participation**

**ARTICLE 61.** - The Management Unit will recommend to The City Council and the competent tax authorities, tax and duty exemption for the owners of the property located in the Monument Zone that may contribute to the protection of the assets Zone. In the event of failure on the part of the interested party to comply with the provisions of this Regulation, The City Council may revoke the benefits granted, and take action according to the current tax law.

**ARTICLE 62.** - The City Council may establish funds and trust funds to finance conservation, restoration, rescue, dissemination, investigation or development projects for the Historic Monument Zone of Queretaro and the traditional neighborhoods.

**ARTICLE 63.** - The City Council should implement special programs to promote and maintain housing in the Historic Monument Zone of Queretaro and the traditional neighborhoods. Where appropriate, the programs should possess the Approved Technical Opinion of the Management Unit.



**ARTICLE 64.** - The stipulations of the two previous articles will also apply to: the development of integrated development, economic, touristic, cultural and social projects; strengthening and spreading the customs and traditions and any other manifestation of the Cultural Heritage of the population of Queretaro; and advocacy to make productive investment in the Monument Zone easier.

**ARTICLE 65.-**

It will be the responsibility of The City Council to implement campaigns to increase awareness of the importance of protecting and developing the Monument Zone. To that effect, the Management Unit will co-ordinate with the corresponding education authorities to organize activities that will allow the public to learn more about the Cultural Sites and the development of programs of investigation.

**ARTICLE 66.** - The City Council will establish collaboration agreements with educational institutions, academic associations, professional colleges and social organizations for projects to conserve and protect the Monument Zone.

The Management Unit will be in charge of obtaining the authorizations and legal acts necessary to carry out the projects mentioned in this article.

**ARTICLE 67.** - The Management Unit will recommend the formation of Neighborhood Committees to act as agencies of support and social consultation for the conservation projects of the Monument Zone.

Furthermore, the Management Unit will organize collaboration agreements with the Board of Trustees and other social organizations in charge of celebrations and other traditional manifestations related to the Monument Zone, in order to strengthen the links between the social or community values, significance, relations and messages represented in these manifestations, customs and traditions that are related to the physical property from where they derive their meaning.

**ARTICLE 68.** - All individuals or legal entities can report to the Management Unit any acts that may cause damage to the Municipal Monument Zone, as well as any failure to carry out the provisions detailed in this Regulation and the Technical Standards.

The reports should be presented in writing and should be addressed by the Management Unit no more than two days from receipt of the notice.

The Management Unit should inform the appellant in writing of the actions undertaken, once they have been adopted. The Unit should strictly monitor these actions, informing The City Council of any detected anomaly.

## Chapter II

### Regarding verification, sanctions and means of defense



**ARTICLE 69.** - The Management Unit will provide assistance via the Technical Opinion on the process of verification, and will inform the National Institute of Anthropology and History or the National Institute of the Fine Arts and Literature of the implementation of sanctions on account of failure to comply with the provisions contained in this Regulation or the Technical Standards provided by the competent municipal authorities.

Regardless of this fact, the Unit may order the payment of a financial penalty equivalent to three to five hundred times the effective minimum wage in the State capital by the public servant who, while carrying out his or her functions, discovered the violation of any of the provisions related to the Monument Zone as laid out in this Regulation and failed to punish it immediately

**ARTICLE 70.-**

Without infringing upon the right to defense against the decisions of the competent authorities, as laid out in the applicable municipal, state or federal regulations, should the offender wish to avoid the penalty, he or she may apply for approval from the Management Unit for a regularization program, to be carried out under the guidance of the Unit.

Once the regularization program is authorized, the authorities should notify the complainant via a letter stating compliance with or dismissal of the petition, within the five working days following of the authorization of the program

**ARTICLE 71.-** Should the infringing conduct constitute a crime, The City Council will inform the competent authorities of the situation no more than 24 hours from the moment that it becomes aware of the fact.

### **Chapter III**

#### **Regarding Supplementary municipal regulation.**

**ARTICLE 72.** - Anything that is not expressly provided for in this Regulation or the Technical Standards will instead be subject to the applicable municipal regulation.



### Temporary Provisions

**FIRST ARTICLE.** - This Regulation will come into effect the day following its publication in the Official State Gazette.

**SECOND ARTICLE.**-All provisions contrary to the present additions are hereby revoked.

**THIRD ARTICLE.** - Those proceedings that are pending when the present reforms come into effect will continue to be processed until their resolution, in compliance with the provisions as modified by this Agreement





## **V. MECHANISMS FOR CITIZEN PARTICIPATION.**

The Historic Center of the city of Santiago de Queretaro, as an intervention space, is a complex area that should not only be the heart or central nucleus of the city, it should also interact with and be part of the contemporary city that surrounds it. In this way it can shape the metropolitan zone of Santiago de Queretaro, while also protecting and conserving the valuable cultural heritage contained within it.

The economic sustainability sought for the Historic Center should be contingent upon the conservation of its heritage, and should also be aligned with social sustainability. If this is not the case, it may result in social exclusion that will in turn generate social tensions and conflicts, which must not be allowed to spread to other sections of the metropolitan zone. Accordingly, it is essential to involve citizens, residents and users of the Historic Center in the processes of economic, social, cultural and spatial management, by involving them, together with technical experts, investors and government officials, in the integral analysis of the conflicts, which in many cases will be diverging. Through this process, the public sector will play a vital role in reaching balance, and thus the management process of the site will not be determined exclusively by market mechanisms.

The processes of physical conservation and rehabilitation for the ZMHQ (Spanish acronym for Historic Monument Zone of Queretaro) should be accompanied by the conservation of cultural patterns and equity among urban groups, as the foundation of social equality resulting from the rights and obligations of individuals and society and the effort to find equilibrium between the two.

Urban Groups are understood as societal groups categorized according to their sex, age, differently abled, place of residence, associations etc. Accordingly, to reach equality within the area covered by the Action Plan, it is necessary to establish mechanisms that will provide all groups access to the property and services, including housing, infrastructure, urban facilities and the basic services, required to meet their specific needs.



The restoration of the sense of neighborhood, in terms of territorial division relevant to this study, is essential for the recovery of EQUITY at the site:

- To establish the Governing Group of the neighborhood (Neighborhood Committee) via legally constituted structures,
- To implement every aspect of the proposed strategic actions in the neighborhoods (applying the Plan).
- To recover and foster the culture of the neighborhood.

The following five conditions are deemed essential for social sustainability:

- Public participation
- Assistance for vulnerable groups
- Generation of employment.
- Access to housing and basic services
- Resolution of social conflict.

The following are the conclusions from the study on the assessment of public perception and participation, carried out by the Local Urban Observatory in December 2005:

- The public is notably interested in participating, regardless of age, gender or occupation.
- The citizens are more willing to give their time than money.
- The citizens are more inclined to maintain contact with their community to reach common objectives and goals that benefit their surroundings.
- This assessment emphasizes that participatory democracy should be strengthened as a means of citizen inclusion.

With regard to public participation in society, there are two levels of participation:

- That of the members of the community to whom the programs are directed and who benefit from these. The necessary mechanisms should be established so that they may provide feedback on the actions.



- That of the people and groups with the capacity for intervention who belong to public organizations or simply have some measure of social commitment. In some cases the organizations themselves will carry out the program directly. In others they will be active participants in public or private initiatives. In both cases, mechanisms should be adopted to encourage their intervention, participation and joint responsibility in the whole process of program development.

The planning and management of the development is carried out, fundamentally, by the municipal administration. However, as it naturally covers the social, physical and economic spheres it is a collective competence. As such it requires the participation of the public, of government institutions of varying levels and policy areas, of private institutions and their representatives, and of the citizens in their role as individuals or affiliates of interest groups.

To achieve this, the Municipality of Queretaro possesses a number of institutionalized bodies for social participation within the area of municipal management, whose presence and competences should be strengthened to harness their capacities as bodies or instruments of social participation:

**The System of Municipal Councils on Social Participation:** Is an instrument through which the municipal authority promotes social planning and involvement in the government. Likewise, it allows the authority to discover and propose solutions to the most pressing needs of the population.

The system serves as an advisor to the municipal government on decision making regarding works, services and actions that it may undertake, and it also forms part of the Municipal Development Planning Committee (COPLADEM).

The objectives of the System are:

- To strengthen democracy
- To drive and co-ordinate social participation.
- To promote participatory planning.



- To provide integrated development in the Municipality.
- To be aware of, analyze, prioritize and propose solutions to public needs.

**Local Urban Observatory (OUL) of the Municipality of Queretaro:** The main objectives of the OUL are to influence public policy, to generate informed public participation and to possess updated information for decision making.

The Technical Advisory Council of the OUL is composed of various sectors and institutions from Queretaro society, such as: the Federation of Professional Colleges and Associations of the State of Queretaro (FECAPEQ), the College of Architects of Queretaro State (CAEQ), the National Chamber of Housing (CANADEVI), the Ministry of Social Development (SEDESOL), the Ministry of Urban Development and Public Works (SEDUOP), the State Water Commission (CEA), the National Institute of Geography and Informatics (INEGI), the Ministry of the Environment and Natural Resources (SEMARNAT), the Environmental Trust of Queretaro (FIQMA), the Autonomous University of Mexico Center for Geo-sciences (CG-UNAM), the Queretaro Center of Natural Resources of the CONCYTEQ, the Institute of Gender Equality, the Ministry of District Management of the Municipal Unit for Civil Protection, the Ministry of Public Safety, and others. The Board of Directors will include: LOCALIS Social Association and Public Opinion Queretaro (O.P.Q.), which have been part of the OUL since its establishment on 18th May 2005.

**The Municipal Planning Institute of Queretaro (IMPLAN):** This is a decentralized municipal public body which widens the financial and urban management capacity of the different actors in the municipality. Accordingly, it is established as a consultation body for the municipality on planning, and maintains a high degree of autonomy in decision making, having as it does its own legal status and property, and serving as the head of an administrative council with majority participation by the citizens.

**Office of the Delegation of the Historic Center:** This is the first point of contact available to the public and different agencies of the three levels of government, as



well as businesses and the general public, for the execution of and feedback on programs to be developed in the area for which the Delegation is responsible.

Apart from this institutionalized participatory structure, the Municipality of Queretaro has set up a series of mechanisms or actions to establish links with its citizens:

**Public Hearing:** It is recommended that the head of the Historic Center Delegation convene public hearings, in which the majority of residents of the neighborhoods in question will participate.

Similarly, should it be necessary, they may also request the presence of elected representatives and representatives of associations that fall within the action zone of the Action Plan. For this reason the head of the Historic Center Delegation will be responsible for hearing petitions from the public and should provide a response to the matters raised and requested.

**Public Dissemination:** The means of communication should be consolidated through which the competent authorities can inform the neighbors of the execution of public works and matters of interest for the community.

**Citizen Collaboration:** The public should be encouraged to participate with the competent authorities of the Historic Center Delegation in carrying out and providing of services.

**Neighborhood Consultation:** To encourage the participation of service providers, neighborhood associations and the inhabitants of the Monument Zone and traditional neighborhoods of Santiago de Queretaro, via neighborhood consultation forums, in order to compile their opinions, proposals and approach to their needs and interests.

**Complaints and Reports:** Furthermore, It is necessary to encourage the public to continue submitting complaints regarding provision of services or irregularity of actions by public servants.



**Periodic Visits by the Delegate:** The head of the delegation will visit the area covered by the Action Plan to check the public services in the different districts. It is recommended that he perform one check each month so that the inhabitants may inform him of their issues in person.

**Citizen Organizations:** The role of the government will move away from that of initiator of works to one of regulator and counselor on urban development. Consequently, social and private sector participation is fundamental to achieve the proposed objectives on sustainable urban development, and will be supported by the creation of specific instruments that allow the execution of recovery, restoration and revitalization urban and housing projects.

The organized community in the area will simultaneously serve as agent and beneficiary of the Plan: its active participation will help determine unidentified needs; it will provide possible alternatives solutions for carrying out the corresponding actions; through its aspirations for communal well-being and identification with their urban area; and with its contribution of material, economic, labor resources and the attainment of credit and incentives.

Based on the aforementioned, it is necessary to establish and strengthen alternative mechanisms and means of social participation beyond the formal systems:

The protection of the invaluable cultural heritage of the Historic Center of Santiago de Queretaro is only possible with the organized participation of society, based on its own form of social organizations such as stewardships, brotherhoods, committees, boards, civil associations, religious associations, social organizations, community museums, private museums, all of which may be established as supporting organizations if they are officially recognized by the government institutions in charge of heritage



Apart from the work done by the government institutions, their connection to the community via the protection of its heritage will ensure the long term protection of the cultural property.

Furthermore society requires the support of the government institutions that have systemized and accumulated the scientific knowledge, skills and procedures necessary to conserve the heritage.

In a similar vein, social participation should be established within a legal framework that provides channels for all social initiatives and concerns, explains what to protect and how, and what legal instruments can be harnessed for its protection.

The participation of society in the protection, use and effective exploitation of the cultural heritage does not involve its privatization, but rather the recognition that Mexican Society has moved into the 21st Century, and that the conservation and protection of the heritage is the responsibility of society at large, a society that is the repository of a legacy to be passed on to future generations.

#### **Board of Trustees:**

The Board of Trustees is a decentralized public body of public administration that possesses its own legal status and assets. The Historic Center of Santiago de Queretaro has its own Board of Trustees of the Historic Center of Santiago de Queretaro, the body that in 2003 initiated the process of drafting the Action Plan for the Historic Center as it was known then. Another Board of Trustees currently in existence is the Board of Trustees of the Festivities in Queretaro, whose purpose is to promote and disseminate via different events that it organizes throughout the year, the customs, traditions, culture, folklore and handcrafted products of Queretaro, as well as those practices that characterize our Society as one of the main tourist attractions in the center of Mexico. One of the many priorities of the Board of Trustees of the Festivities is to organize the traditional Christmas festivals in the city of Santiago de Queretaro.





**Neighborhood Advisory Groups:**

Citizen participation may also be carried out through the representative bodies of the neighborhood, block, district or housing unit representative bodies.

These bodies will be formed in the neighborhoods themselves so that through participation, training and citizen consultation they may participate in the planning for urban spaces designated for the development of artistic, recreational and social activities for every societal group, particularly the **young and children**.

Given the active role women play in the cultural and collective activities of the Historic Centre, it is essential to establish a link between civil society organizations and those women's groups whose objective is to foster cultural awareness and a sense of civic belonging among the population.



## VI. CONTROL MECHANISMS

One fundamental aspect of administering the Plan is carrying it out as close as possible to the original design. To achieve this, it's necessary to implement controls, that is, a process to monitor, track and evaluate the Plan to facilitate feedback and continuous improvement of the programs and actions laid out in it.

Two tasks are being carried out in order to meet this goal. The first is the making of the Urban Information System, whose continuous updates on the Historical Monuments Zone and historic district zone would facilitate site management. The second is the creation of Plan tracking and evaluation indicators that take into account the description of and statistics on the present state of the zone and the contents of this Action Plan.

Given that statistical indicators essentially express the present quantity or quality of Plan activity, the effect of that activity can be measured or compared to the change noted in the quantification or assessment of indicators at the end of specified measuring periods. This leaves open the possibility of adding new indicators regarding different aspects or variables to evaluate. The indicators methodology proposed here is done with the objective of establishing procedural criteria for its implementation and as such, can be added to or adjusted during the execution of the Plan.

Therefore, it's important to emphasize that each indicator has distinct methods or sources of verification. As such, some will be determined based on primary information contained in the analysis, while others will be estimated based on secondary information or projections, and the rest required shall be assessed based on the results of processing existing information, data generation, or information obtained through additional research and record keeping over time.

The chosen indicators facilitate tracking of Plan programs and actions, allowing their level of impact on the study's variables to be analyzed. Thus, indicators are proposed



as part of the control mechanism in order to monitor the impact made on the identified situation and the socio-cultural component of the Plan activity, as well as to allow for tracking of different plans and actions made to fulfill objectives, generating pertinent information for feedback, in a way that confirms Plan administration and results.

To this end, the proposal defines indicators as specific and objectively verifiable measurements of change or results of an activity. Their attributes depend greatly on the characteristics of the actions to be evaluated, and in particular on the type of indicators chosen.

The following are some attributes to consider when determining indicators:

- Easy to understand: accessible to lay-people
- Consistent: relevant to the interest of one or more decision-making groups
- Opportune: able to be established in a short amount of time
- Pertinent: feasible to change for use in policy tools
- Reliable: convincingly demonstrate that objectives are being met, based on direct, objective observation

## **VI.1 INVENTORY AND INFORMATION SYSTEM**

This idea is based on the spatial information collected between 2006 and 2007, making use of the field survey work that laid the way for the creation of the database and updating of information on the historic sites located in the Queretaro Historic Monuments Zone listed on the register of World Heritage Sites.

The geographic Information System is an important tool for the urban management and integrated development of the Historic center and its administrators. The geographic information system project is built upon on the previously mentioned information. The intent is to use tabular and graphic information within an Arc Map platform in an advanced digital format, along with a database of characteristics and



different attributes of the zone, in a way that allows for interaction with the cartographic data and real-time information reconciliation.

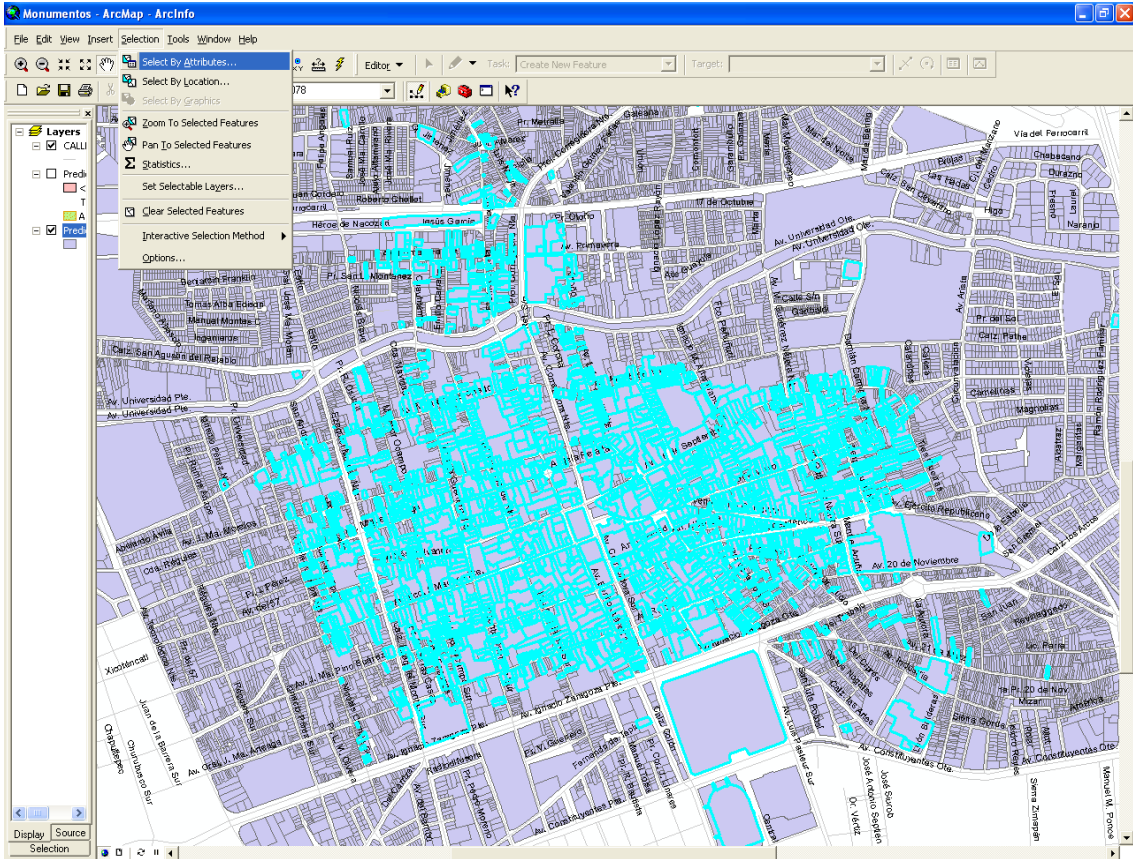
The monuments zone geographical information query system was created as part of this project. It was made based on a conceptual design for the query system and database maintenance and integrates indicators of preservation of historic buildings in the areas defined as the Historic Monuments and the traditional neighborhoods Zone of Queretaro.

The searchable database contains quantitative information on cataloged monuments' state of preservation, classified as good, poor, or average, based on their current status.

This is a meaningful and useful advance in the maintenance and promotion of the Historic Center. It should be enriched with systemized and permanent inventories, surveys, documents and records of historic buildings that determine classes of intangibility classify states of preservation and determine at-risk or emergency statuses, in order to be used as a technical regulatory tool for the protection, safeguarding and control of World Heritage.

A study of street facades and profiles should also be included as a resource for the preservation of the city aesthetic and landscape, urban improvement and control of public and private interventions. Facades on both sides of all streets in the Historic Monuments Zone should be surveyed and modifications to buildings (whether authorized or unauthorized) continually noted.

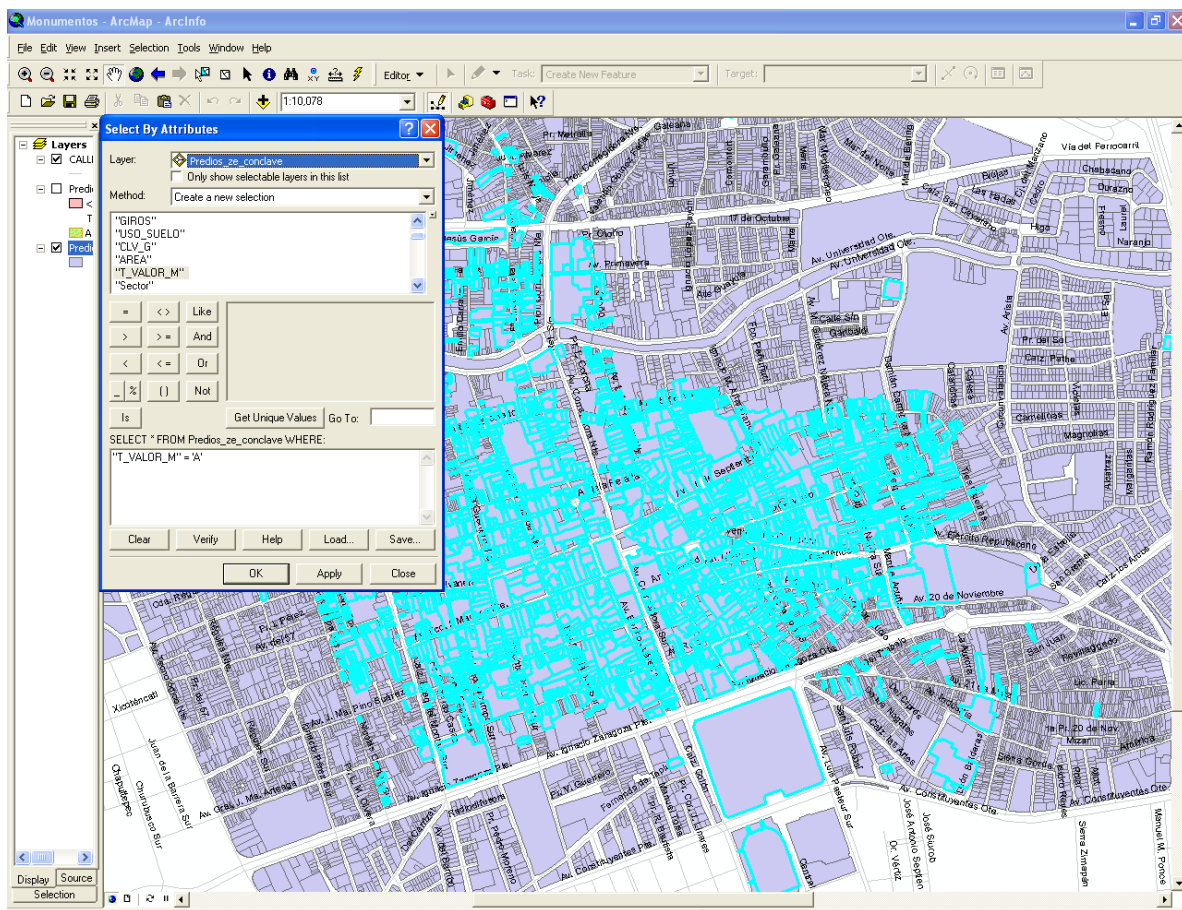
Fig. VI.1 Quantitative definition of the cataloged monuments in the activity area.



Source: Construcciones JAVE S.A. de C.V.



**Fig. VI.2** First steps for choosing attributes that meet search criteria from those implicitly included in the program.



Source: Construcciones JAVE S.A. de C.V.

The previous image shows the criteria that must be met to select the properties with the characteristics defined in the search. In this example, the search is defined as all the properties included in the National Institute of Anthropology and History's (INAH) 2003 catalog of historic monuments. All of the buildings highlighted in blue are the search results.

The following information on the search results is then obtained:



**Table VI.1** State of preservation of Class A buildings

State of Preservation	Quantity	%
Preserved	<b>729</b>	34.32
Degraded	964	45.39
Deteriorated	349	16.43
In Ruins	82	3.86
<b>Total</b>	<b>2124</b>	100

Source: Partial Plan for Urban Development of the Monuments Zone and traditional neighborhoods Zone, SDUOP (Ministry of Urban Development and Public Works), 2007.

This facilitates the definition of indicators, which are then used to create criteria for maintenance of historic monuments.

Other searches are run in the same way, such as this example from the Action Plan that compared buildings' states of preservation in 1990 and 2010.

**Table VI.2** Analysis of the State of Preservation of Class A Buildings (historic monuments) derived from subcategories from 1990 to 2006.

Year	State of Preservation							
	Good		Average		Poor		No information	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
1990	516	43.88	595	50.6	65	5.53	0	0
2000	422	35.88	631	53.66	59	5.02	64	5.44

Source: Partial Plan for Urban Development of the Monuments and traditional neighborhoods Zone, SDUOP, 2007.

The system includes a column with information from the National Catalog of Historic Monument Buildings (INAH, 2003) and another field listing the current state of preservation, as well as a recent photograph and the information upon which the state of preservation classification was based.

The Urban Information and Monuments and traditional neighborhoods Zone Database Search System project was installed on Municipal Planning Institute (IMPLAN) equipment. It was also turned in on a magnetic backup (CD) in shp format, in an mdx project, and on Bd MSQl databases, so it could be seen in gvSIG software. A vector image indicating street names was also included. This document is named calles.shp.





The following table shows the documents that make up the Urban Information and Monuments and traditional neighborhoods Zone Database Search System.

**Table VI.3** Documents that make up the City of Queretaro’s Monuments and traditional neighborhoods Zone database.

Name	Extension	Format
Monumentos	Mxd	Proyecto
Predios	Shp, Dbf, sbn,sbx,	Shp y auxiliares de SIG
Calles	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Limite_Delegación_ch	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
L_ZbarriosT	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
L_Ztransición	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Limite_estatal	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Limite_Municipal	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Limite_z_decretada	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Limite_ze	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Manzanas_entorno_ze	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG
Traza	Shp, Dbf, sbn,sbx	Shp y auxiliares de SIG

Source: Partial Plan for Urban Development of the Monuments and traditional neighborhoods Zone, SDUOP, 2007.

### VI.1.1 Conceptual design for database maintenance

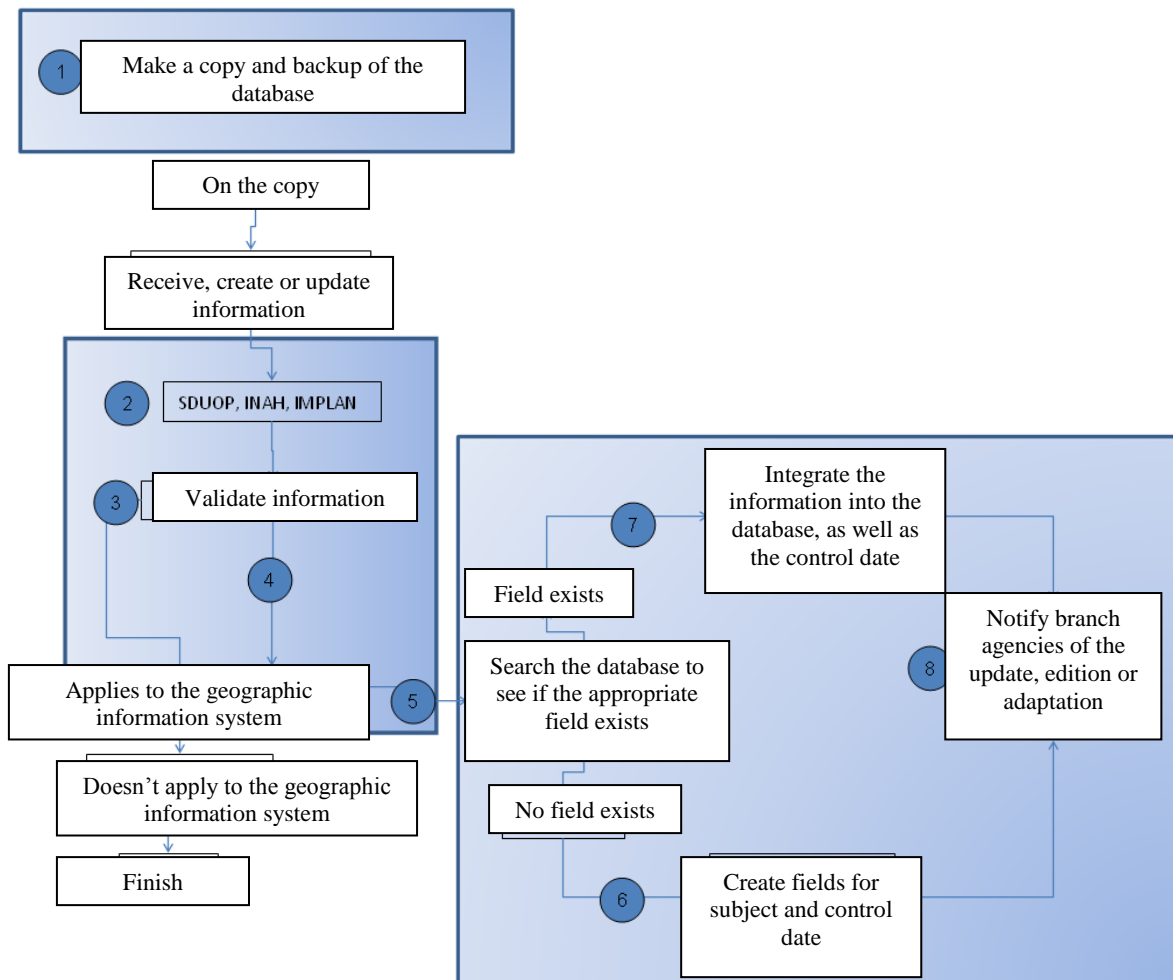
In order to administer the Action Plan properly, the conceptual design for maintaining the Geographic Information System database was conceived with the objective of establishing a process to administer changes without inordinately modifying the original database. The conceptual design includes processes for adapting the information when it is updated, in such a way that prevents the information’s original characteristics from being altered.

The key concept is creating backup copies of the database itself. The copies should be well-labeled with date of origin, project name, and should also be kept in a safe place under the supervision of the group designated to protect it.

The following figure graphically describes the way in which changes to the database should be carried out under minimal criteria for proper administration.



**Fig. VI.3** Process of administration for database modifications, updates and adaptations by branch agencies.



Source: Construcciones JAVE S.A. de C.V.

The above flow chart shows the steps that must be followed when maintaining or updating the database, which are the following:

1. All changes to the geographic information system database must be made to a copy. In this case it's recommended to have backup in a safe place, such as a backup device or a CD, rather than on the hard drive of a computer.
2. Modifications made by branches or organizations that are involved with this project, such as SDUOP, INAH, and IMPLAN, among others, should be done to a copy.



3. In the event that these branches or organizations make modifications, the office responsible for project oversight (prior to the creation of the Center for Documentation and Diffusion of World Heritage and Urban Land of the Historic Center of Santiago de Queretaro, in partnership with the Santiago de Queretaro Historic Center Urban Administration Group) should, upon receiving modifications or updates to information, validate the information, that is, verify whether it meets the criteria the database tracks and the type of information (numerical, alphanumeric or graphic). Those criteria will determine whether the information is applicable to the geographic information system or not.
4. If the information does not apply, the process ends, since the information would not meet the essential requirements for addition to the database.
5. If the information applies to the geographic information system, the process continues.
6. Then the database must be searched to see if an appropriate field for the information exists. If the field does not exist, one will be created and the information entered into it. Another field will be created to note the modification date. Each of these modifications should be documented in a log kept by the organization responsible for the database.
7. If the relevant field does exist, the information is added to it and a new field is created for adding the modification date.
8. Finally, after making changes to the copy of the database, the organizations involved in the city of Queretaro's historic heritage restoration and protection project must be notified.



### **VI.1.2 Urban information systems and reference of the monument zone and traditional neighborhoods of Queretaro database**

The following actions are necessary in order to maintain control of the information per the database use and maintenance guidelines:

- The creation of the geographic Information System for the administration of Santiago de Queretaro's Historic Center, to the Administrative Team. Among other duties, this organization is responsible for administering and updating the monuments and traditional neighborhoods zone database. Therefore, it should define the rules of operation and the structure of the information system in a way that allows for proper processing by the different agencies with jurisdiction in the management of the heritage sites of the historic center. While this organization is being created, the following basic, elemental procedures should be followed:
- Once the Santiago de Queretaro Historic Center Department of Management Geographic Information System is created, all users should turn in databases so the department can process, standardize and define the new, integrated database, which will be the foundation of the future Historic Center Geographic Information System.
- A register of database users should be made. It will be updated every six months in order to maintain control of the official copies of the database and to facilitate exchanges. This register should contain information on updates made to the database.
- Write a procedural manual on database management to be given to and complied with by the agencies that use the database.
- Use of the database shall be restricted to the official agencies, and any changes to it shall be made by personnel qualified to manage the geographical information system in general and the Arc GIS software in particular, having undergone training on the contents and structure of the database prior to receiving documents or respective information.



- Under no circumstances shall the information contained in the database be modified. Any changes must be made to a copy of the database, with the original sufficiently backed up for safety.
- The date of the copy and the organization or entity using it should be clearly identified.
- Any modification or updates to fields should be properly labeled, identifying the content and data processing date.
- Each organization that makes any adaptations, modifications or updates to the database shall notify the other organizations using the database of these changes.
- Each organization that uses the database shall share the information it updates or adapts within its field of jurisdiction, so that all of the organizations have the same information.

### VI.1.3 Database definition

This section describes the fields that make up the database. Fields of information provided by official agencies are listed in this first subsection.

**Table VI.4** Information provided by public agencies

	Num.	Field	DESCRIPTION
Information provided by public agencies	1	FID	Identification number automatically generated by the program
	2	Shape*	Type of element
	3	DRG_CVECAT	Building property key
	4	PROPIETARIO	Name of the building's owner
	5	CALLE	Name of the street where the building is located (Errors arise upon comparison in the field)
	6	NUMEXT	Address number (Errors arise upon comparison in the field)
	7	LETRA	Letter that identifies a repeated address number
	8	NUMINT	Unit number
	9	COLONIA	Name of the neighborhood where the building is located (Errors arise upon comparison in the field)

Source: Construcciones JAVE S.A. de C.V.



The second part of the database contains the information gathered in field as part of the Action Plan.

**Table VI.5** Information gathered in the field

	Num.	FIELD	DESCRIPTION
Information gathered in field survey	10	CODIGO	Number used to identify the building in the field survey, comprised of: 1 digit from the sector number 3 digits from the block number 3 digits from the building number (Data from the fields Sector, Block and Building)
	11	GIRO	Description of the building's current use
	13	USO_SUELO	Building's current land use
	14	CLV_G	Code to identify the building's current use (Per the attached table)
	15	AREA	Building's area
	16	T_VALOR_M	Class of the building's historical and monumental value A Monument cataloged by the I.N.A.H. B Monument, not cataloged by the I.N.A.H., of historical value C Contemporary building
	17	Sector	Number used to identify sectors and respective information in the field survey
	18	Manzana	Number used to identify blocks and respective information in the field survey
	19	Predio	Number used to identify buildings within a block and respective information in the field survey
	20	NoFoto	Number of the photo that shows the façade of the building
	21	Calle_12	Name of the street where the building is located
	22	NoOficial	Official address number
	23	Bis	Letter or number that identifies a repeated address number
	24	Interior	Unit number
	25	Colonia_12	Name of the neighborhood where the building is located
	26	Barrio	Name of the ward where the building is located
	27	CGINiveles	Number of stories tall the building is
	28	CGISubivid	Number indicating of building subdivision 0 Undivided building 1 Subdivided building
	29	CGIFragmen	Number indicating building fragmentation 0 Un-fragmented building 1 Fragmented building
	30	CGIProporc	Façade proportions Proportion = Height/ Width
31	CGIColorF	Color of Façade 1 Warm 2 Cold 3 White 4 Neutral	
32	TipoCubier	Type of roof 1 Flat 2 Inclined 3 Vaulted 4 Mixed	
33	DFAngo	Width of Façade	
34	DFAlto	Height of Façade	



**Table VI.5** Information gathered in the field (continued)

	Num.	FIELD	DESCRIPTION
Information gathered in field survey	35	ContamGraf	Visual pollution in the form of graffiti 0 Not present 1 Present
	36	ContamEspe	Visual pollution in the form of billboards 0 Not present 1 Present
	37	ContamPubl	Visual pollution in the form of publicity 0 Not present 1 Present
	38	ContamOtro	Other visual pollution
	39	Propiedad	Type of property 2 Abandoned 3 Individual 4 Condominium 5 Municipal 6 State 7 Federal
	40	Clasificac	Type of classification 2 Singular 3 Integral 4 Structural 5 Environmental
	41	VIntegraci	Level of integration 1 Positive 2 Negative 3 Neutral NA
	42	VConservac	Level of preservation Preserved Degraded Deteriorated In ruins NA
	43	SConstruct	Type of construction method 1 Framed 2 Linear 3 Mixed
	44	AltHumedad	Presence of Moisture 0 Not present 1 Present
	45	AltVegetac	Presence of vegetation 0 Not present 1 Present
	46	AltOtros	Other alteration
	47	MatAdobe	Percentage of adobe in the building
	48	MatCalyCan	Percentage of stone and lime mortar in the building
	49	MatTabique	Percentage of brick in the building
	50	MatAdobeCa	Percentage of adobe packed with lime and cement in the building
	51	MatAdobeTa	Percentage of adobe packed with brick in the building
	52	MatTabiq_1	Percentage of brick and/or cement block in the building
	53	MatOtros	Percentage of other materials in the building
	54	MatOtrosDe	Description of the other materials found in the building
55	PVPBAAncho	Width proportions of ground-floor portals	
56	PVPBAIt	Height proportions of ground-floor portals	





57	PVPBTotal	Portions of ground-floor portals PVPBAIto / PVPBAncho
58	PVPAAncho	Width proportions of second-floor portals

**Table VI.5** Information gathered in the field (continued)

	Num.	FIELD	DESCRIPTION
Information gathered in field survey	59	PVPAAlto	Height proportions of second-floor portals
	60	PVPATotal	Proportions of second-floor portals PVPAAlto/PVPAAncho
	61	PVOAncho	Width proportions of other-level portals
	62	PVOAlto	Height proportions of other-level portals
	63	PVOTotal	Proportions of other-level portals PVOAlto/PVOAncho
	64	AltVAcceso	Access obstructed 0 No 1 Yes
	65	AltVanos	Percentage of obstructed portals
	66	MVRejeria	Grillwork material 1 Wrought iron 2 Cast iron 3 Welded iron 4 Other
	67	MVRejeriaO	Other type of grillwork
	68	MVPerfil	Type of profile 1 Square 2 Round
	69	MVVentaner	Window frame material 1 Wood 2 Iron 3 Aluminum 4 Others
	70	MVVentan_1	Other window materials
	71	MVDintel	Window lintels 0 Does not have 1 Has
	72	MVJamba	Window jambs 0 Does not have 1 Has
	73	MVGuardama	Window valances 0 Does not have 1 Has
	74	MVGuardapo	Window mantle 0 Does not have 1 Has
	75	MVTGuardap	Mantle material 1 Stone 2 Mixed 3 Brick 4 Mosaic 5 Others
	76	USBaldio	Vacant building 0 Not vacant 1 Vacant
	77	AUMVialida	Street material 1 Concrete 2 Cobblestone 3 Unpaved 4 Asphalt 5 Pavers



	78	AUCVialida	<b>Street condition</b> 1 Good 2 Average 3 Poor
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**Table VI.5** Information gathered in the field (continued)

	Num.	FIELD	DESCRIPTION
Information gathered in field survey	79	AUAVialida	Street width
	80	AUMBanquet	Sidewalk material 1 Concrete 2 Cobblestone 3 Unpaved 4 Asphalt 5 Pavers
	81	AUCBanquet	Sidewalk condition 1 Good 2 Average 3 Poor
	82	AUABanquet	Sidewalk width
	83	AUIAguaP	Infrastructure: running water service 0 No service 1 Service
	84	AUIDrenaje	Infrastructure: drainage service 0 No service 1 Service
	85	AUIGas	Infrastructure: gas service 0 No service 1 Service
	86	AUITelefon	Infrastructure: telephone service 0 No service 1 Service
	87	AUICable	Infrastructure: cable service 0 No service 1 Service
	88	MOBPostes	Fixtures: Posts 0 No 1 Yes
	89	MOBBasurer	Fixtures: Trash cans 0 No 1 Yes
	90	MOBSenaliz	Fixtures: Signals 0 No 1 Yes
	91	MOBLetrero	Fixtures: Signs 0 No 1 Yes
	92	Observacio	Observations

The third part of the database incorporates information processed as part of projects described in the Action Plan. It includes information used to define the Action Plan strategy as well as information on land use, uses and destinations (secondary zoning), policies, interventions, actions and elements developed as a result of the



strategy for urban development of the city of Queretaro's monuments and traditional neighborhoods zone.

**Table VI.6** Analytical information processed off-site

	Num.	FIELD	DESCRIPTION	
Analytical information processed off-site	93	CLV_US	Land use code	
			C	Commerce
			CS	Commerce and services
			EQ	Facilities
			H	Residential
			MX	Mixed
			S	Services
			S/A	Inaccessible
			S/U	Unused
			VU	Urban void
	94	Zonific_2	Use and destinations strategy	
			AV	Green space or greenery
			CS	Commerce and services
			CR	Urban corridor
			CRM	Urban monument corridor
			CRP	Protective corridor
			CSI	Commerce, services and industry
			EA	Public administration facilities
			EAP	Public assistance facilities
			EC	Commerce facilities
			Ecom	Communications facilities
			ED	Sports facilities
			EE	Educational facilities
			EI	Infrastructure facilities
			ER	Recreational facilities
			ES	Health facilities
			ESU	Urban services facilities
			ET	Transportation facilities
			ZM	Multifunctional Area
			H1	Residential 100 inhab/ha
			H2	Residential 200 inhab/ha
			H3	Residential 300 inhab/ha
			H4	Residential 400 inhab/ha
			HCS2	Mixed Residential 200 inhab/ha
			HCS3	Mixed Residential 300 inhab/ha
			HCSI3	Mixed Micro-industrial Residential 300 inhab/ha
			HM1	Monumental Residential 100 inhab/ha
			HM2	Monumental Residential 200 inhab/ha
			HMCS1	Mixed Monumental Residential 100 inhab/ha
			HMCS2	Mixed Monumental Residential 200 inhab/ha
			HMCS3	Mixed Monumental Residential 300 inhab/ha
			IM	Medium Industry
			SE	Educational Service
			SS	Health Service
			ST	Transportation Service
			95	GIRO_ZS



**Table VI.6** Analytical information processed off-site (continued)

	Num.	FIELD	DESCRIPTION
Analytical information processed off-site	96	E_INTERVEN	Type of intervention: E1 Restoration E2 Maintenance E3 Integration E4 Revitalization E5 Adaptation E6 Use adaptation E7 Re-densification E8 Acquisition of urban reserve NA Not applicable
	97	E_ACCION	Type of Action A Aggregate liberation B Architectural reintegration C Aesthetic reintegration D Consolidation E Aesthetic adaptation F Relocation G Re-functionalization NA Not applicable
	98	E_ETAPA	Time frame CP Short term MP Medium term LP Long term NA Not applicable
	99	E_COS_1	Land occupancy Coefficient Excavated area/ plot area
	100	E_CAS_1	Land absorption Coefficient Green space area / plot area
	101	E_CUS_1	Land use Coefficient Constructed area / plot area
	102	COSXA_	Factor of the solution to: $E\_COS\_1 \times AREA$
	103	CUSXARea	Factor of the solution to: $E\_CUS\_1 \times AREA$
	104	XZSobreXY	Factor of the solution to: $CUSXARea / COSXA\_$
	105	Altura_m	Building's permitted height
	106	A_CCC	Type of homes 1 Two-story homes with private gate 2 One-story homes with side patios 3 One-story homes with central patios 4 One-story homes with one corridor 5 Two-story homes with two corridors and side access 6 Two-story homes with three corridors and central access 7 Homes with atypical layout
	107	POLITICAS	Type of policy to carry out
	108	Redensifi	Number of homes possible to implement
	109	USO_87	Land use according to catalog published in 1990
110	USO_00	Land use according to catalog published in 2003	
111	C_U_87_00	Whether land use has changed or not according to corresponding catalogs	
112	C_U_00_06	Whether land use has changed or not according to the 2003 catalog and the 2006 field survey	



## **VI.2 INDICATORS SYSTEM.**

A System of Indicators is essential to the continual review of this Plan. Indicators are essential for monitoring the adopted administration model and must be implemented in order to establish a permanent review system for this Plan. Establishing this system through the Administrative Team sets the foundation for an efficient urban control system and the development of a systematic review process that guarantees the Plan's permanent relevancy.

An indicator can be defined as a figure that is representative of a situation at a specific moment. If we look to the word's etymological root, it means to signal, which leads us to a clearer idea of pointing toward a desired state.

In either case, an indicator represents complex information that cannot be measured directly and is different from data collection or statistics (though it requires both). It can be a number (usually a rate or ratio), but it is a number that facilitates comparisons of time and space in addition to its potential use in politics and regulations.

The indicator as a model simplifies a complex object into some numbers that can be easily understood by decision makers and citizens, being available for a long period of time; can be compared to other regions or administrations; are relevant and opportune for applying to policy; are clear and easily understood by those involved; are precise in terms of methodological application; and are feasible in terms of the cost and information needed for their construction.

In recent years in our country, observatories have begun to be established and indicators developed. Each government agency wants to build its own system of social, economic, political, environmental, and other information. This proliferation of systems of indicators is found in practically every part of the country's life and is financed by all three levels of government, private foundations, and public organizations like NGOs, academic institutions and different civic associations,



sometimes tracking similar urban indicators, but with different methodologies, causing confusion and loss of credibility. This happens when there is much, and often times contradictory, information from different sources about a certain phenomenon. In these cases, the process of selection and prioritization becomes itself a topic of studies. Time and resources are needed to simply and sort out which information is truly useful.

Independent from the type or focus of a system of urban indicators such as this one is, it will have certain basic traits such as being exhaustive, clearly definable, reproducible, unambiguous, understandable and practical, as well as being meaningful for decision-makers but based in theory; that is, the indicator lies within a conceptual framework directly associated with that which is being monitored. It is specific and related to preserving the heritage of the historic center. It is explicit enough that its very name is sufficient enough to indicate whether it is an absolute or relative value, rate, etc.

Once information is gathered from the Citizen Panel and the Participatory Planning Workshop it will be analyzed to identify the quantitative indicators that would facilitate an evaluation of the urban sustainability and the state of preservation of the city of Queretaro's Monuments and traditional neighborhoods zone.

Permanent monitoring of the variables at play in the monuments zone regarding the topics of study relevant to the Action Plan and Historic Center Administrative Team is fundamental. It facilitates constant and permanent continuity in carrying out the task at hand, and the ability to observe advances and setbacks in the use and preservation of tangible as well as intangible heritage.

Thus, a fundamental process for measuring and evaluating economic, social, tourist, infrastructural and service resource variables is being established. It includes levels of advancement and/or setback in the frame of the City's Center Action Plan.



Using the methods designed for information management in the Geographical Information System, the administrative team shall establish the procedures for periodic updating of the management indicators, which should be updated for follow-up evaluation every six months.

This is the recommended time frame based on the work implied with the collection of information through surveys in the field and the different agencies involved in the Action Plan.

### **VI.2.1 Indicators tracking mechanism**

The administrative team (governing body) will form the geographic information system that will administer spatial, economic, social and environmental information, as well as projects, works and actions carried out as part of the Action Plan.

The sole administrator of the existing geographical database shall:

- Distribute the information via web (intranet or Internet) to the jurisdictional agencies.
- Each agency reports modifications made because of changes in the variables used in the system of indicators relevant to their area of jurisdiction.
- The geographic information system itself will serve primarily for permanent field verification of monuments and permitted land use with the purpose of establishing the maintenance of the database and the updating of the indicator variables that facilitate tracking of the advances or setbacks made in applying the Action Plan.
- Agencies may receive applications regarding changes in land use or licenses, from individuals or a regulatory agency (in the area of jurisdiction), and it will be their obligation, in accordance with the guidelines established previously by the governmental organization, to inform the Administrative Team, which will then proceed to add said information to the geographic information system so as to update it and maintain the database.





- This sets into action a process of observation within the administrative group (jurisdictional agencies). Each agency will be able to review the database through a visual display unit and track the periodic changes made by the information administrator.
- The geographic information system will include the cartographic information and data on each of the buildings, including each building's alphanumeric data, photograph of current conditions and records from the INAH catalog of monuments if such records exist for the particular building, as well as the option to manage alphanumeric information, facilitating the observation of variables in productive sectors as well as conditions of cataloged and non-cataloged monuments.

The objective of the system of indicators is to be the quantitative tool for measuring advances or setbacks in the application of the Action Plan and management of heritage in the city of Queretaro's monuments zone.

Topics covered will include:

- a) Economic indicator
- b) Social indicator
- c) Public services indicator
- d) Demographic indicator
- e) Indicator of deterioration of heritage buildings
- f) Safety/ security indicator

What follows is an explanation of the structure of the indicators chosen based upon the factors analyzed in the Action Plan. However, these may be adapted, or new indicators may be added, based upon the periodic work of the administrator and the administrative group itself and according to what is necessary to execute the Action Plan.



**Economic indicators.**

- INDICATOR 1: Structure of Production

Description: defines the distribution of productive activity per sector in accordance with the respective grouping. In the tertiary sector, mixed use buildings (residential/commercial as well as residential/services) were combined

Formula:

$$\% \text{ of buildings per sector} = \frac{\text{Buildings grouped by land use in economic activity}}{\text{Buildings total}}$$

Result:

Number of establishments	Totals	%
Primary sector	0	0.00
Secondary sector	135	2.80
Tertiary sector*	4,672	97.20
Totals	4,807	100.00

\*Includes residential/commercial, residential/industrial and residential/service mixed use buildings

Source:

Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 2: Structure of Production

Description: Defines the distribution of the economically active and working population by productive sector and gender

Formula:

% of population by gender and sector =

$$\frac{\text{Productive sector population grouped by gender}}{\text{Total population employed in productive sector}}$$



**Result:**

SECTOR	Men	Women	Totals	Percentage
Primary	45,378	6,568	51,946	8.17
Secondary	153,421	60,185	213,606	33.61
Tertiary	187,672	182,305	369,977	58.22
TOTAL	386,471	249,058	635,529	100.00

Source: [http://www.queretaro.gob.mx/SIPOGE/07\\_economia/frame\\_01.htm](http://www.queretaro.gob.mx/SIPOGE/07_economia/frame_01.htm)

- INDICATOR 3: number of inhabitants per hectare

Description: Defines population density; It is a ratio of total inhabitants to area in the zone studied. Furthermore, it allows for observation of evolving living conditions in the Historic Center, or the abandonment of it.

Formula:

$$\text{Inhabitants per hectare} = \frac{\text{Number of inhabitants}}{\text{Area (ha)}}$$

**Result:**

Year	Population	Area	Density
		Ha.	inhab/ha
1980	s/d	s/d	s/d
1990	79,151	931	85.02
1995	80,619	931	86.59
2000	80,677	931	86.66
2005	83,451	931	89.64

Source:

Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICADTOR 4: Population by gender (Total population/female male population)

Description: Defines gender distribution in the population of the area studied

Formula:

$$\text{Population by gender} = \frac{\text{Population by gender}}{\text{Total population}}$$



Result:

Gender	Percentage
Men	47%
Women	53%

Source:

Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 5: Population by age group (Total population/population by age ranges)

Description: Defines age range distribution of the population in the area studied and identifies the prevalence of children, adults and the elderly.

Formula:

$$\text{Age ranges} = \frac{\text{Population by age range}}{\text{Total population}}$$

Result:

Age distribution of the population	%
0-14 years	18%
15-64 years	68%
65 +	14%

Source:

Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 6: Literacy (Total population/literate population)

Description: Describes the existing ratio of total population above the age of 15 that does not know how to read or write to the total literate population of the same age range



Formula:

$$\text{Illiterate population} = \frac{\text{Total population over age 15}}{\text{Illiterate population over age 15}}$$

Result:

Topic	Percent
Illiteracy	3

Source:

S.D.U.O.P., City of Queretaro Monuments Zone and Historic District Zone Urban Development Program database from INEGI (The National Institute of Statistics and Geography), 2005

**Built Historic Heritage Indicators.**

- INDICATOR 7: Cataloged historic monuments compared to the total number of buildings in the Historic Center

Description: Compares the extent of information available on historic buildings compared to the total number of buildings, according to the information gathered by INAH for cataloging in 2000

Formula:

$$\% \text{ cataloged historic buildings} = \frac{\text{cataloged buildings in the historic center}}{\text{total buildings in the historic center}}$$

Result:

Buildings	Totals	Percentage
Cataloged	2,124	10.78
Not cataloged	17,586	89.22
Total buildings in the historic center	19,710	100.00

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database  
 - I.N.A.H., National Catalog of Built Historic Heritage in the State of Queretaro, 2000 edition

- INDICATOR 8: Cataloged historic monuments compared to the total number of historic buildings in the Historic Center



Description: Represents the extent of information available on the Center’s historic buildings compared to the total number of historic buildings, according to the information gathered by INAH for cataloging in 2000

Formula:

$$\% \text{ cataloged historic buildings} = \frac{\text{cataloged buildings in the historic center}}{\text{Total number of historic buildings in the historic center}}$$

Result:

Buildings	Totals	Percentage
Cataloged	2,124	74.82
Not cataloged	715	25.18
Total historic buildings in the Historic Center	2,839	100.00

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database
- I.N.A.H., National Catalog of Historic Buildings in the State of Queretaro, 2000 edition

- INDICATOR 9: Abandoned cataloged historic monuments compared to the total number of cataloged buildings in the Historic Center

Description: Describes the extent of obstacles to preservation due to building abandonment. It is based on the field survey made for the Partial Plan for Urban Development of the City of Queretaro’s Monuments Zone and Historic District Zone, about the existing information on historic buildings cataloged by INAH in 2000

Formula:

$$\% \text{ abandoned cataloged buildings} = \frac{\text{total number of abandoned cataloged buildings}}{\text{Cataloged buildings in the historic center}}$$

Result:

Buildings	Totals	Percentage
Abandoned	51	2.40
Not abandoned	2,073	97.60
Total cataloged buildings in the historic center	2,124	100.00

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database



- I.N.A.H., National Catalog of Historic Buildings in the State of Queretaro, 2000 edition

- INDICATOR 10: Historic monuments in tertiary use compared to the total number of cataloged buildings in the historic center

Description: Describes the prevalence of tertiary use in historic buildings in the Historic Center

Formula:

$$\% \text{ historic buildings in tertiary use} = \frac{\text{Cataloged buildings in tertiary use}}{\text{Total cataloged buildings in the historic center}}$$

Result:

Buildings	Totals	Percentage
In tertiary use	452	21.28
Not in tertiary use	1,672	78.72
Total cataloged buildings in the historic center	2,124	100.00

Fuente:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

**Indicators of access to services.**

- INDICATOR 11: Grade of water pressure

Description: Measurement of water balance based on the demand from the population living in the historic center. This information describes water service, not impacts on the aquifer.

Formula:

$$\text{Water balance} = \frac{\text{Demand for water}}{\text{Water available}}$$





Result:

Environmental indicator	Balance
Grade of water pressure (Running Water lps)	+12 surplus

Source:

- S.D.U.O.P., City of Queretaro Monuments Zone and Historic District Zone Urban Development Program database, CEA (State Water Commission)

- INDICATOR 12: Wastewater treatment

Description: Percentage of treatment of wastewater generated in the studied zone and the percentage of treatment according to the designed capacity of the central State Water Commission plant

Formula:

$$\text{Percentage of wastewater treatment} = \frac{\text{Generation of wastewater}}{\text{Designed treatment capacity}}$$

Result:

Environmental indicators	Treatment	Comment
Wastewater (lps)	165.35	Treatment 67%

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database. CEA.

- INDICATOR 13: Per capita generation of solid waste

Description: Indicator to measure the evolution solid waste generation in the studied zone and the impact on environmental programs implemented in the municipality of Queretaro

Formula:

$$\text{Per capita generation} = \frac{\text{Total solid waste production}}{\text{Total population of the area of study}}$$



**Result:**

Environmental indicator	
Total solid waste production	2,897 Ton/year
Total population (2009)	83,836 inhab
Per capita generation	0.094 Kg/day

**Source:**

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

**Building use indicators.**

- INDICATOR 14: Buildings in tertiary use compared to the total number of buildings in the historic center

**Description:** Describes the prevalence of tertiary land use in the Historic Center

**Formula:**

$$\% \text{ historic buildings in tertiary use} = \frac{\text{Buildings in tertiary use}}{\text{Total buildings in the historic center}}$$

**Result:**

Buildings	Totals	Percentage
In tertiary use	2,690	13.65
Not in tertiary use	17,020	86.35
Total buildings in the historic center	19,710	100.00

**Source:**

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 15: Buildings in residential use compared to the total number of buildings in the Historic Center

**Description:** Describes the Historic Center's level of living conditions

**Formula:**

$$\% \text{ buildings in residential use} = \frac{\text{buildings in residential use}}{\text{Total buildings in the historic center}}$$

**Result:**

Buildings	Totals	Percentage
In residential use	16,034	81.35
Not in residential use	3,676	18.65
Total buildings in the Historic Center	19,710	100.00



Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 16: Cataloged buildings in residential use compared to the total number of cataloged buildings in the Historic Center

Description: Describes the level of living conditions of historic monuments in the Historic Center

Formula:

$$\% \text{ cataloged buildings in residential use} = \frac{\text{cataloged buildings in residential use}}{\text{Total cataloged buildings}}$$

Result:

Buildings	Totals	Percentage
In residential use	1,492	70.24
Not in residential use	632	29.76
Total cataloged buildings in the historic center	2,124	100.00

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 17: Buildings with visual pollution compared to the total number of cataloged buildings in the Historic Center

Description: Describes the level of visual pollution on cataloged buildings in the Historic Center

Formula:

$$\% \text{ buildings with visual pollution} = \frac{\text{buildings with visual pollution}}{\text{Total cataloged buildings in the Historic Center}}$$



Result:

Buildings	Totals	Percentage
Total cataloged buildings in the historic center	2,124	100.00%
With visual pollution	310	14.60%
Total cataloged buildings free of visual pollution*	1,814	85.40%

\*counting buildings with some type visible pollution on their facade: billboards or publicity

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

**Tourism Indicator.**

- INDICATOR 18: Cataloged buildings in use for tourism compared to the total number of cataloged buildings in tertiary use in the Historic Center

Description: Describes the prevalence of tourism land use in tertiary use cataloged buildings in the Historic Center

Formula:

$$\% \text{ cataloged buildings in use for tourism} = \frac{\text{cataloged buildings in use for tourism}}{\text{Total cataloged buildings in tertiary use in the Historic Center}}$$

Result:

Buildings	Totals	Percentage
In use for tourism	8	1.77
Not in use for tourism	444	98.23
Total cataloged buildings in tertiary use in the historic center	452	100.00

Source:

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database

- INDICATOR 19: Buildings in use for tourism compared to the total number of buildings in tertiary use in the Historic Center

Description: Describes the prevalence of tourism land use in tertiary use buildings in the Historic Center

Formula:

$$\% \text{ buildings in use for tourism} = \frac{\text{Buildings in use for tourism}}{\text{Total buildings in tertiary use in the historic center}}$$



**Result:**

Buildings	Totals	Percentage
In use for tourism	20	0.74
Not in use for tourism	2,670	99.26
Total tertiary use buildings in the Historic Center	2,690	100.00

**Source:**

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database.

**Land ownership indicator.**

- INDICATOR 20: Privately owned cataloged buildings compared to the total number of cataloged buildings in the Historic Center

**Description:** Describes the prevalence of private property among the cataloged buildings in the Historic Center

**Formula:**

$$\% \text{ privately owned cataloged buildings} = \frac{\text{Privately owned cataloged buildings}}{\text{Total cataloged buildings in the historic center}}$$

**Result:**

Buildings	Totals	Percent
Privately owned	1,954	92.00
Not privately owned	170	8.00
Total cataloged buildings in the historic center	2,124	100.00

**Source:**

- Construcciones JAVE S.A. de C.V., Queretaro Historic Monuments Zone Database



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