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## ENTREPRENEURIAL INCLUSIVE CIVIL CULTURE AS AN OPTION FOR THE FUTURE OF WORK FOR THE UNDESERVED

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### **ABSTRACT**

This research aims to analyze the model of entrepreneurial inclusive civic culture created and developed in the Agro ecological Park of Zapopan (PAZ) and discusses it as an option to generate income for the unemployed and underserved. Based on the need to rescue vacant urban land use with the participation of residents residing in the surrounding colonies, social movements, civil society and local government, they have designed and implemented actions to create PAZ (PEACE) as an area of green innovation. In addition to the cultivation of vegetables, medicinal plants and decoration under relations of cooperation, trust and community support, the formation of social capital that sustains a culture of peace based on environmental sustainability activities. The results of the implementation of this project, born from bottom of the social and power structures, constitute a significant experience in the regeneration of public spaces and green areas that provides greater economic efficiency in terms of family income, a greater relevance of equity, inclusion and social justice and improvement of environmental sustainability.

**Keywords:** Inclusive civic culture, agro ecological park, environmental sustainability, Zapopan.

## INTRODUCTION

There is an increasing number of urban inhabitants that have migrated from their rural locations and have no other means of generating income which have contributed to have all added to high levels of poverty, especially among the households headed by women. Moreover, poor households in urban communities protect themselves from income risks by seeking and diversifying their sources of income such as formal employment and some informal small scale entrepreneurial activities, which only provide the necessary for subsistence and is not secure.

It has been historically evident the restrictions on creating and developing an entrepreneurial inclusive civic culture because the poor support from public, governmental, private or social organizations and institutions in terms of providing access to scarce resources and skill training.

The motivation to conduct this study springs from these needs and have different intentions. One is the global struggle for urban community development to address the main issues of global sustainable development goals in areas such as food, health, security, etc. The emerging sanitary, economic, social, political, and cultural crisis intersecting access to resources and skills with social inclusiveness, inequality and justice, economic growth and efficiency, and environmental sustainability.

The motivation of this study emerges from the question How do actor with diverse and compiling interests work out their differences to work on a community project? The rationale for undertaking this analysis is to identify to what extent community changes and transformations into a more oriented entrepreneurial inclusive culture can contribute economic, social and environmental development.

Attached to this question are other important motivations: There is misleading wide-spread assumption based on the argument that community development is linear and continuous. This study intends to demonstrate the reality based on the assumption that community development in one domain may coexist with inequality in others. However, the study goes beyond to demonstrate that community development can be more harmonious in all domains if all the stakeholders involved have the intentions to overcome the determinants that are the obstacle by promoting changes toward a more entrepreneurial inclusive civic culture.

This study analyses the factors that successfully contribute to social transformation of a community through the creation and development of an entrepreneurial inclusive civic culture based on agro ecology and green practices in an urban space. The analysis highlights the empowerment of disadvantaged inhabitants to gain access to natural resources and skills to enable and sustain the

implementation of an entrepreneurial inclusive civic culture in a community that allow them to gain economic growth, social inclusiveness and justice, and environmental sustainability.

This study has an impact on design and implementation of public policy and local governance, research and practice. It can be a guide to replicate the study and achieve the social and community benefits.

### **Future of Work and entrepreneurship for the underserved**

The future of work for the underserved is now more uncertain than ever. The challenges facing the workforce seem quite daunting. Nowadays confronted by the sanitary crisis, millions of jobs are being displaced worldwide, aggravating the already global economic crisis and the implementation of automation as a way to cut labor costs by reshoring and relocating production activities, which is a solution for the de-globalization economic processes.

Automation technologies are already substituting human labor capital and talent in very specific projects and tasks at a lower cost than salaries of full-time employment. Nevertheless, the amount of unemployment will be growing during the next decades, and the existing jobs are being transformed at an alarming rate by the digital technology advances and breakthroughs in artificial intelligence, robotics and other areas. The digital-based economy is sharply eroding and dramatically reshaping the future of the workplace (Sundararajan, 2017).

Recent analyses have documented a rise in the nonemployment labor force due to these tendencies in the working places. The confluence of these forces are rising nonemployment work and changing the traditional model of earning a living because the labor displacement effects by automation due to the lower cost of doing the tasks. All these changes in work have impacts on the income and wealth of workers by increasing job insecurity, low wages and the gap of economic and social inequalities leading the an undeserved working society. Moreover, the social safety net for the underserved is an assignment that requires to rethought in terms of entrepreneurship.

National governments and societies must have to keep pace with these tendencies in work change to avoid further increases in economic and social inequalities and underserved workforce. The full employed workforce is pushed to unemployment or degraded labor activities with lower wages or to move into other forms such as freelance arrangements and entrepreneurship to derive their income. The alternative for the talented labor providers is to shift from full time employment into a midcareer transition towards a micro entrepreneurship self-employed activities in order to improve the quality standards of life. Microentrepreneurship might provide solutions to the underserved.

Rolle and Kisato (2019) discuss the underutilization of diverse talent for the underserved resulting from racism and poverty and explore options for increasing the use and application of their talent in technological capacity building for entrepreneurial innovations. The emergence of sharing economy and other forms of professional services platforms may contribute to solve part of problems in future work at feasible scales.

### **Location as a determinant factor**

The Zapopan agro ecological Park is located in “Cerrada Santa Laura” within Santa Margaritas colony in the municipality of Zapopan, State of Jalisco. The located zones will be defined within the municipality of Zapopan. The population of Zapopan in 2015 according to InterCensus Survey was 1,332,272 people; 48.8 percent of men and 51.2 percent of women. Comparing the estimated population in 2015 with the population in 2010 it can be perceived that the population increased 7.1 percent in five years. It is estimated that in 2020 this population will increase close to 1,414,972 habitants. Nowadays 689,327 million, are men and 725,645 are women, representing 16.92 percent of the total population of Jalisco. In 2010 the municipality counted in total 234 localities. The municipal head of Zapopan is the most populated locality with 1,142,483 people, representing 91.9% of the population, followed by San Francisco. Tesistán with 5.0% , “La Venta del Astillero”(Sale of the Shipyard) with 0.5%, “Fraccionamiento Campestre Las Palomas” with 0.4% percent and “Nextipac” with 0.3% percent of the municipal total. (IIEG, 2016).

Most of the existing buildings have electricity, but only a few have access to piped water and drainage. The constructions are made with timber, concrete, bricks and adobe. The municipality offers public lighting services, markets, trails, parking lots, cemeteries, roads, public toilets, public security, traffic, parks, gardens and sports centers. Regarding basic services, 94.8% of the installed infrastructure has potable water, 96.9% of sewage and 98.9% of electric energy. Most of the municipality of Zapopan (85.4%) has a semi-warm climate, half damp. The average annual temperature is 20.5 ° C, while the maximum and minimum average oscillates between 32.1 ° C and 8.4 ° C respectively. The climate of the municipality is temperate, semi-dry, with dry winters and dry springs. It is semi-warm with benign winter, it also has an average annual temperature of 23.5° C, and an average annual rainfall of 906.1 millimeters with rainfalls from June to October.

The lands of the municipality are mostly composed from rocks, basalt and tuff. The dominant soils have Eúgic Regosol, Haplic Feozem and chromic Luvisol. The predominant soil is the Phaeozem (Feozem) with almost 50.6%, and it is presented in any type of land relief. It has a dark, soft, rich surface layer with organic matter and a lot of nutrients. Most of the land is only used for agricultural purposes.

The municipality also has three characteristic forms of reliefs. In a higher percentage the injured zones are formed by a height of 1,500 to 2,000 meters, following the flat and semi-flat areas. The main elevations of the municipality are: “Las Colinas de La Col” (2,200 masl), “El Tepopote” (1950 masl), “La Mesa del Burro” (1,700 masl), “El Tule” (2,050 masl), “El Chapulin” (2,000 masl) high (1,990 masl), “El Colli” (1,950 masl), “El Chato” (1,800 masl), “El Masahuate” (2,100 masl), and the Lobera with (1,900 masl). The municipality of Zapopan registered the highest education levels in 2012 with 10.4 years as the average. Zapopan also has the lowest education gap (28.6%) and follows Guadalajara in concentration of the enrollment with 27.0% (Plan Estatal de Desarrollo Jalisco, 2013).

### **Natural resources and economics**

The natural wealth of the municipality is represented by 11,400 hectares of forest, where pine, encino, creton, jonote, madroño, oak, oyamel and tepame predominate. Its mineral resources are deposits of marble, kaolin, feldspar, agate, tezontle, gravel and sand (clay). The vegetation of the municipality is conformed mostly by pine and encino; both species are in the forests of the municipality: “El bosque de la primavera”, “Bosque de Nixticuil” and “Bosque del Centinela”. The current fauna of the place, includes 106 species of animals such as white-tailed deer, puma, lynx, coyote, gray fox, badger, hare and raccoon, among others. Nearly 137 species of migratory and resident birds have been identified and can be observed hawks, eagles, herons, thrushes, quail, roadrunners, woodpeckers, etc.

Local crops include vegetables, fruits and seeds like corn, sorghum, zucchini, tomato, chickpea, avocado, mango and plum. Poultry, beef cattle, pig, sheep, goat meat and hives are also raised. A great industrial activity is developed. Companies like: Motorola and Coca-Cola, among others. According to (DENUE), the municipality of Zapopan by 2015 had 49,543 economic units and its sectors showed a predominance of economic service units, representing 47.3% of the total companies within the municipality (IIEG, 2016). The municipality has important shopping centers, named Plaza Patria, Plaza del Sol, Plaza Bonita, Plaza Universidad, Plaza Mexico (one part), Plaza Antares, La Gran Plaza, SAM'S, Price Club, Wall-Mart, Plaza San Isidro. Financial, professional, technical, administrative, communal, social, personal, tourist and maintenance are provided.

The number of insured workers also increased this year, where IMSS reported a total of 327,641 workers newly registered, representing in 55,025 more insured workers compared to the same month in 2012 (IIEG, 2016). Also by 2015 life expectancy in Jalisco where of 75 years old; 73 for men and 78 for women (IIEG, 2015). The Economically Active Population (EAP) represents 45.20% of the total population, that constitute 562,233 habitants, of whom, (96.49%) are employed and the rest (3.51%) are unemployed. 6,293 inhabitants are employed in the primary sector of the economy (Agriculture,

Livestock, Forestry, hunting and fishing), 141,375 inhabitants in the secondary sector (Mining, oil and gas extraction, manufacturing, electricity, water and construction) 388,48 work in the tertiary sector (Government, transportation, commerce and other services). And the remaining 6,781 inhabitants do not specify the sector to which their economic activity belongs (Gobierno de Zapopan, 2016).

Gross Domestic Product in 2015 was 889,703 pesos at 2008 prices. The per capita gross domestic product was 146,746 pesos (INEGI, 2015). The participation of Zapopan in the Gross Domestic Product in 2000 was 10630.2 (adjusted million dollars), which represented 31.9%, placing it in the second municipality in Jalisco, only after Guadalajara with 43.6% (Ayuntamiento de Tlajomulco de Zúñiga, Jalisco, 2015). GDP of Guadalajara and Zapopan as a percentage of the GDP of Jalisco 2000-2009 at current prices were 10.22. From the analysis of these data, it can be observed that there was a reduction in Zapopan for the GDP.

Zapopan is also one with highest index of wealth and income in the GDP of the State of Jalisco. Its urban panorama is made up of modern buildings and luxurious shopping centers, residential housing and green areas, that show the highest level in the metropolitan area (Zona Guadalajara, 2017). For the year 2013 intermediate consumption was 108,762 million pesos. (Gobierno de Zapopan, 2016). The municipality has air transportation, with a military base that receives airplanes DC-9 and the airport “La Cebadilla”, which is a particular property able to receive airplanes. Near Zapopan is the International Airport of Guadalajara Miguel Hidalgo y Costilla for the public air service which is located 50 minutes from the municipal center.

The land transportation to the municipality of Zapopan is done through the Mexico-Nogales, Guadalajara-Salttillo and Guadalajara-Barra de Navidad roads. It has a network of dirt and paved roads that communicate to localities. Because of its importance, the highway that connects with the north of the State of Jalisco with the State of Zacatecas stands out. Rail transportation is carried out through the Guadalajara-Nogales line of the “Ferrocarril Del Pacífico” system, only for cargo movement. Through the municipality passes the train called "Tequila Turístico" that goes from Guadalajara to the population of Tequila.

The terrestrial foreign transportation is done in direct buses for passengers concentrated in the terminals located in Zapopan, and other places such as Tlaquepaque and Tonalá in the Metropolitan Area of Guadalajara. Urban and rural transportation is done in rental vehicles, private vehicles and buses. It also has a bus terminal which is next to the roundabout Emiliano Zapata, on the road to Tesistán. The nearest ports are Puerto Vallarta and Manzanillo both located on the Pacific Ocean. The Agroecological Park has a community garden where the citizens can grow and harvest organic food, a classroom, built with natural materials, a module of dry ecological baths, a nursery area for plant production, a compost area

for fertilizer processing and recycling nutrients, an edible forest, a rainwater harvesting and distribution system and an ecological market area.

The surface it's occupied by the project which has 1.8 hectares, a neighborhood with about 40 thousand inhabitants, near the Pedagogical Water Forest in the area of the Colomos III Forest. Both park are connected as part of a network of agroecological parks in the Guadalajara Metropolitan Area.

What used to be a rubble and rubbish dump, is now the first Agroecological Park in Zapopan, thanks to the work of the neighbors, the Teocintle Collective and also with government support. It was inaugurated on March 27, 2015 by the Mayor Héctor Robles Peiro. The "Pedagogical Forest of Water" has local and national connection to roads, ports, railways and walking accessibility to markets & customers.

The municipality of Zapopan has important shopping centers, named Plaza Patria, Plaza del Sol, Plaza Bonita, Plaza Universidad, Plaza Mexico, La Gran Plaza, SAM'S, Price Club, Wall- Mart, Plaza San Isidro. Regarding supply, in terms of popular consumption services, this need is covered by 2,571 grocery stores selling food and beverages, 485 butchers and 459 establishments selling prepared foods). In Zapopan there are 15 municipal markets and 77 established markets, which makes this municipality a center of supply of localities and surrounding municipalities. The Market of the Sea stands out for its variety and quality of its products.

### **Environmental and territorial conditions**

The Municipal Urban Development Program of Zapopan aims to establish urban and environmental policies based on the determinations of the current programs and plans of the State Planning System, adequate and adjusted to the local needs and considering the established by the applicable environmental instruments in the municipal territory. The nature and characteristics of the Zapopan's ecosystem, within the environmental regionalization of the state is characterized by the environmental impact of new human settlements, agricultural, industrial, and commercial and service works or activities. The presence of more than half of the total population of the State in the Metropolitan Area of Guadalajara, being the municipalities of Guadalajara and Zapopan that shelter the greater part of this, generates a series of environmental and mobility problems.

Air pollution in Zapopan is one of the main pollutants generated in the metropolitan area, this is due to agricultural activities (burning), unpaved roads, diesel vehicles in circulation, combustion emissions in industry, forest fires, and suspension of dust from construction activities including the transport of material and those extractive activities as is the case with material banks, among others. The fraction

particles smaller than 10 microns is the one that is most concentrated in the metropolitan area. The highest contribution in tons of pollutants corresponds to mobile sources, accounting for 96% of the emissions generated. Particles suspended in the atmosphere (PM10) are now considered to be the best indicator of air quality. They are constituted by nitrates and sulfates or by organic carbon - due to their conformation which may be of natural origin or also by photochemical reaction (Reyes, Castellanos y Gutierrez, 2009).

Another aspect that is involved in the problem of pollution in the ZMG is the winds and their effects on the concentration and dispersion in the atmosphere of ozone and suspended particles, generally, at higher wind speeds, greater dilution of pollutants. The annual wind regime in the region is divided into two defined periods: One from November to June in which the West winds prevail, and from June to October in which the East winds prevail. (Cohen, 1979). Ozone, which is due to the reaction of hydrocarbons in the atmosphere, is another pollutant that has exceeded  $100 \mu\text{g} / \text{m}^3$ . As the easterly winds contribute to the ozone concentrations in the west of the ZMG, mainly due to the frequency of calm periods, and the western winds carry the ozone towards the center. The slightly moderate winds of the southwest and southeast of The ZMG transport this pollution to the north. For the spring period, there is a decrease in the air quality index, since it registers 97 IMECA ozone points as the maximum level. Towards the north and south of Zapopan the season of the year that concentrates higher levels of pollution by particles of ozone is the winter. (Reyes, Castellanos y Curiel, 2009).

In the case of nitrogen dioxide ( $\text{NO}_2$ ), whose main source is combustion in industries and vehicles, it turns out to be the other pollutant present in the atmosphere of the municipality of Zapopan. It is observed that 13.0% of  $\text{NO}_2$  measurements exceed  $40 \mu\text{g} / \text{m}^3$  which is the annual average recommended by WHO. Sulfur dioxide ( $\text{SO}_2$ ) - a product of the combustion of coal, diesel, fuel oil and gasoline with sulfur, in addition to sulfur-rich metallic veins, industrial processes and volcanic eruptions - has been located within the limits established by both the Mexican standard of  $340 \mu\text{g} / \text{m}^3$  and the WHO standard of  $40 \mu\text{g} / \text{m}^3$ .

This place was all constructed with natural materials. It counts with a main building, a classroom, an office, a small room that has domestic technologies, dry bath module and a community garden fenced with 47 beds of cultivation ( $10\text{m}^2$  each) plotted by Tierra Cruda but excavated in the rubble by Collective Teocintle Agro ecological and volunteers; Bamboo structure for composting and nursery of nurseries. It also has a winery that was built by Farid Morales in collaboration with DIF Zapopan, Collective Teocintle Agro ecological and other volunteers, while the bamboo structures were given and placed by Fernando Partida of BambuXal also with the help of collective.



Due to the altitude and the hydrographic network of the region, it is considered that there are no sufficient water resources in quality and quantity to satisfy the current and future demand. The overexploitation of the aquifers and the presence of heavy metals such as arsenic, requires among other measures, improving the management of existing sources of fresh water and addressing the problems of waste and pollution control. Knowing this, it can be said that it is due to the change of land uses, with the growth of the urban spot, both in residential areas and in areas of industrial use, where the pollutants have been present significantly affecting the environment.

### **THEORETICAL APPROACH: ENTREPRENEURIAL INCLUSIVE CIVIC CULTURE**

Entrepreneurship, inclusiveness, civil and culture are variables that have complex but straightforward linkages and processes among them and much is still unknown. The last few years have witnessed the generation of extensive theoretical and empirical literature on entrepreneurship and its impact at the levels of regional and firm economic performance (Holmes and Schmitz, 1990; Evans and Leighton, 1990). However, when linking entrepreneurship to the variables of inclusiveness and civic culture, the literatures is inexistent. There is a relative void, despite some recent efforts to study the relationship between entrepreneurship in some other related fields beyond economic growth, which may be attributable to the lack of theoretical frameworks.

However, studies in economic development have shown reversed causality influencing entrepreneurial activities. Entrepreneurial activities tend to be overestimated in regions where there are start-ups playing a relevant role while entrepreneurship activities tend to be underestimated in regions where there is a new entrepreneurial formation and the startups are relatively few (Baptista, Escária, and Madruga, 2017).

The role of entrepreneurship in economic development has received some attention by researchers that have the intuition that there is an impact of entrepreneurship on employment and social development. Entrepreneurial intentions promote entrepreneurial behaviors (Krueger et al., 2000; Veciana et al., 2005; Souitaris et al., 2007). Entrepreneurship activity can be associated with human necessity providing an opportunity to earn money for living, until better alternative opportunities are found on the labor market (Carree and Thurik, 2010).

The concept of entrepreneurship is multidimensional and related to individual willingness, abilities and activities on their own, in teams and in organizations to make decisions facing obstacles and uncertainty on the use of institutions and resources to create and develop new opportunities (Wennekers and Thurik, 1999). Entrepreneurial opportunities are the result of unemployment the influences start-up activity, the

effect of a thriving economy and experience in entrepreneurial activities (Lin, Manser and Picot, 1998; Pfeiffer and Reize, 2000).

Entrepreneurship is the recognition and exploitation of opportunities leading to the creation and development of a firm (Aragon-Sanchez, Baixauli-Soler, Carrasco-Hernandez, 2017). Moreover, entrepreneurial intentions predict entrepreneurial behaviors, according to the theory of planned behavior (Ajzen, 1991). Entrepreneurial activity creates opportunities to influence economic performance (van Stel, Carree and Thurik, 2005) such as entering the markets with new production processes and products (Acs and Audretsch, 2003). Among the entrepreneurial models there is evidence that the entrepreneurial intentional models (Krueger et al., 2000) supports the theory of planned behavior.

The theory of planned behavior has been used in the analysis of entrepreneurial intentions (Shooket al. 2003). The determinants have significant positive relationships with behavior intention (Armitage and Conner 2001). Do Paço et al. (2011) found a positive and significant influence between entrepreneurial intentions, attitudes and perceived behavior control. However, subjective norms have an indirect impact on entrepreneurial intentions.

The determinants of entrepreneurial intentions are linked by the access to financial, natural, human and cultural capital and resources through the influence of attitudes, individual subjective norms, perceived social control and self-efficacy. The attitude is the individual favorable evaluation to start a new opportunity. Individual subjective norms are the perceived social pressure to start a new opportunity and perceived social control and self-efficacy is the perceived ease to start a new opportunity.

Based on the Shapero and Sokol (1982) model, attitudes and subjective norms are linked to desirability and perceived behavioral control or self-efficacy with feasibility (Krueger et al., 2000).

It is suggested in this analysis that these determinants of entrepreneurial intentions may lead to inclusive civic culture behaviors influenced by access to resources.

Inclusiveness is an all-embracing societal ideology embedding the policy and practice of including all individuals who might otherwise be excluded or marginalized due to its personal conditions such as being member of minority groups, having physical and mental disabilities, etc. As a social determinant, social inclusiveness is the improvement of conditions in which the individuals and groups participate in society, communities and organizations improving their dignity, abilities and opportunities of being disadvantaged on their basis of personal and group conditions such as their identity.

An inclusive community project is one that has not restrictions to membership due to age, gender, sex, ethnic origin, race, religion, etc. Therefore, nobody is excluded from the program and enables all the inhabitants for economic, social, political and cultural participation. Participation of all urban inhabitants without any restriction in a community agro ecological project on the basis of relationships of trust and cooperation to create an entrepreneurial inclusive civic culture and social capital as the major achievements, demands economic efficiency, social justice, political democratic participation and cultural dispensations.

Cultural relativism and postmodernism have received critical attention in the literature of inclusion (Villa & Thousand, 2000). The social constructivist model of inclusiveness is advocated by the alternative post-modern paradigm that treat human disabilities as being inclusion (Zaretsky, 2005) beyond the functionalist paradigm that considers the disability to be a pathology.

Civic culture is an issue much discussed in the 1960s and since then has become an important determinant of entrepreneurial intentions and opportunities with the study of Putman (2002, 200, 1993, Putnam et al. 2000) on democracy and social capital. Civic culture is an awareness of political behavior embedding individual attitudes, habits, emotions and sentiments related to the functioning of democratic societies, institutions and organizations that have implications in the democratic rights and decision making processes. Civil culture assumes the attitudes and values related to norms of civility and good citizenship, strengthening relationships of cooperation and trust, increased level of tolerance and good society, supportive behaviors of engagement, commitment and involvement in democratic processes.

Civic culture from the theoretical perspective of Almond and Verba (1965) in civic culture; Almond and Verba (1989) in their classic work, "Civic culture revisited" consider it to be a balanced mix of orientations in which political activity, involvement and rationality are balanced by passivity, tradition and commitment. with parochial values (Almond and Verba, 2001). Civic culture goes beyond the activist rationality model that justifies political participation, information and decision-making guided by reason and not by emotions.

The interest of this study is to identify some of the key intersections among the determinants of the stakeholder's intentions that leads to entrepreneurial in terms of their interests and access to opportunities in an inclusive civic culture in an urban community. Stakeholders are heterogeneous, distributed, and may be dependent, independent and inter dependent, and their interrelationships are complex.

## **METHODS**

The research questions: In seeking to understand the role that the entrepreneurial inclusive civic culture plays in promoting socio-economic transformations in urban communities, some of the questions that this study addresses are:

- 1) How do actors embedded in different and disparate logics create and develop a new logic that builds an entrepreneurial inclusive civic culture, trust between each other's, shared understandings and governs interactions across different fields of interest interests?
- 2) What are the main success determinant factors that have contributed to the development of entrepreneurial inclusive civic culture intentions have led to the achievement of socio-economic and environmental transformation of an urban community?
- 3) What are some of the main obstacles and challenges as determinant factors that hamper the entrepreneurial inclusive civic culture of an urban community?
- 4) How can this transformative intervention be implemented in other urban communities with more efficiency and effectiveness to ensure economic, social and environmental sustainability?

To address and answer these questions, it was conducted a qualitative analysis of a multi-stakeholderbased on a case study. Methodology employed through grounded multi-stakeholder social and community constructions in action.

For data gathering the instruments employed were:

- 1) Formal and informal interviews, informal and formal conversations, meetings, conferences and social gaps.
- 2) Non participant observation of behavioral intentions, attitudes, individual subjective norms, perceived social control and self-efficacy.
- 3) Archival data: Documental, minute meetings, journaling and media articles, web site data and information, presentations, workshop reports, end note reports, video presentations.

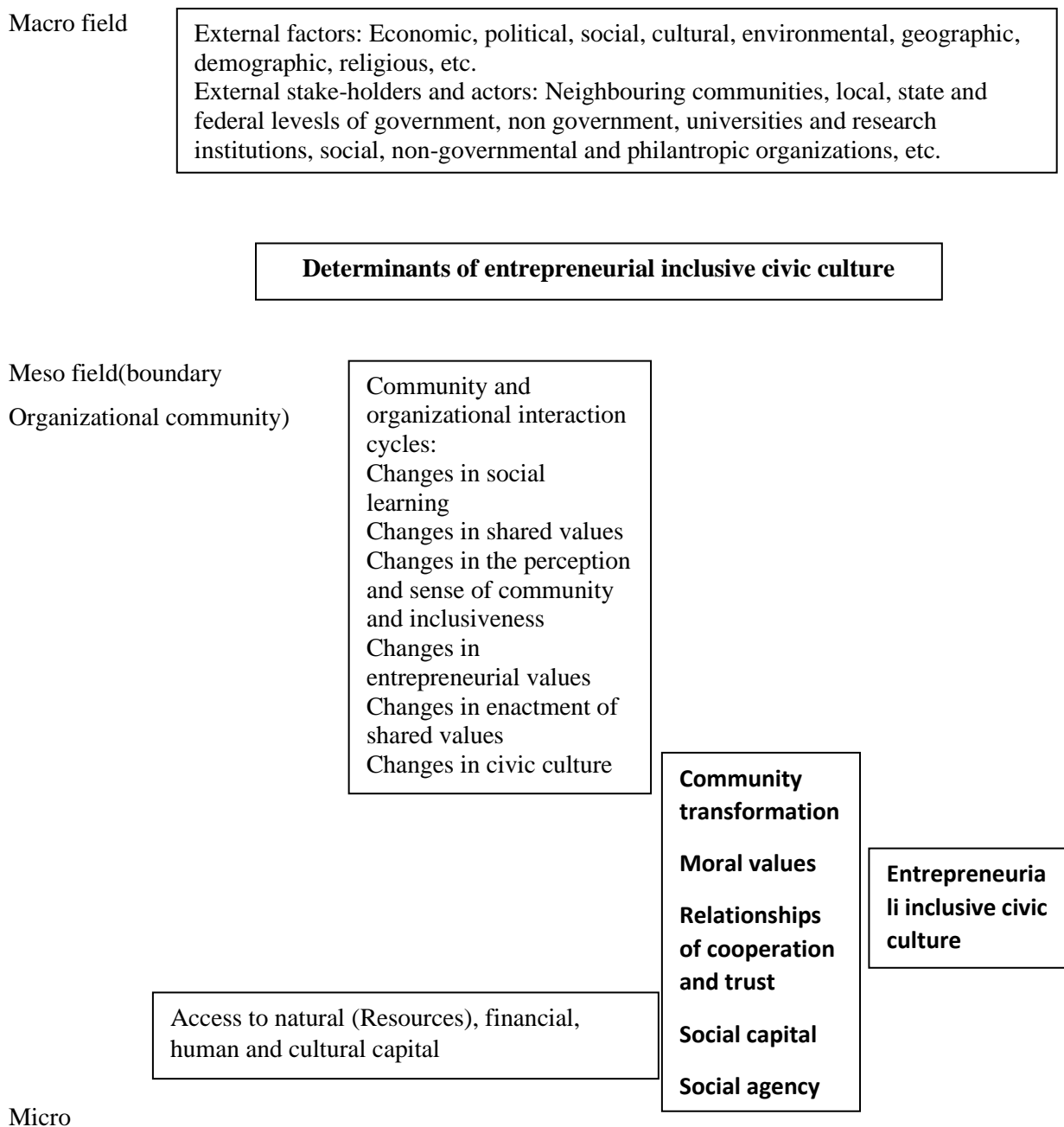
However, some challenges and obstacles have been met and overcome at the beginning of the research, among others, the access to the community because de stigma and fear to strangers, using the voice, language and terms of the different stakeholders and actors involved and the capture of the contextual determinants and their impacts on the formation of the entrepreneurial inclusive civic culture.

Data analysis: Grounded theory construct coding based on processual analysis: temporal bracketing, visual mapping.

Identifying causal effects is very hard in this type of study based on empirical evidences on the long term results.

It is assumed that determinants of entrepreneurial intentions may lead to inclusive civic culture behaviors influenced by access to resources.

Figure 1- Process model of shared entrepreneurial inclusive civic culture



Level	Attitudes
Individual	Individual subjective norms, Perceived social control Self-efficacy. Socio emotional energy Involvement Engagement Commitment

Source: Own development.

To conduct this study, it was spent eight months attending the Zapopan Agro ecological Park and observing the individual activities of the members of the community and the collective Teocintle organization, social gatherings, training sessions and cultural festivals, learning about their plans and issues. The individual and collective emotions were very strong during the interviews, formal and informal conversations with members of the community. During this period of eight months, it was created and developed some very strong relationships of trust and cooperation.

Also for the general analysis of the study, the methodology principles of RRBM is applied in general terms:

- 1) Service to community and society at large.
- 2) Basic and applied emotions, embeddedness and governance.
- 3) Pluralistic and multidisciplinary processes.
- 4) Methodology employed through grounded multi-stakeholder social and community constructions in action.
- 5) Involvement of stakeholders and actors at every stages.
- 6) Impact of stakeholders, better understanding of what works and what does not.
- 7) Broad implementation and dissemination to all internal and external involved stakeholders.

## **PARQUE AGROECOLÓGICO DE ZAPOPAN, A SPACE OF ENTREPRENEURIAL INCLUSIVE CIVIC CULTURE**

The Zapopan Agro ecological Park is in the bio-economy field of agro ecology food, health and energy. It is an innovative public space that combines the direct participation of the community of an urban farm project that practices that support of the sustainability culture (such as the recollection of organic waste for the production of compost) as well as training workshops on different agro ecological themes to

generate a unique space in the city open to all citizens. Within the programs of the Public Space Authority of the municipality, Zapopan focused on the needs of the community, to generate job opportunities and entrepreneurship in the agro ecological Park. The kids connect with the ecotechnicians, which can give them the opportunity to improve their own housing, generate construction projects and self-construction (Martínez, 2016).

The Zapopan Agro ecological Park, is a space open to all the public where, through workshops, practice and coexistence, there is a collective learning on issues related to agro ecology, self-sufficiency, environmental knowledge and social awareness (Traffic ZMG, 2016). This center of inclusion is a space that generate and promote opportunities for the local people. (Martínez, 2016). Citizens are also able to have access to areas such as: An educational center built with natural materials, a boardroom/ library, a classroom, and an urban garden that is an important part of the project so the people can relate. The park has a nursery for the reproduction of plants, a compound area to produce fertilizers, a main square, the first West Edible Forest, ecological baths, a rainwater collection and distribution system to make the park self-sustainable. In addition, several ecological workshops, cultural and sports activities are being held within the areas (Gobierno de Zapopan, 2015).

In this space it has been found that it had a fertile ground to grow: radish, chard, cabbage, lettuce, parsley, corn, beans, arugula, basil, chayote, broccoli, chili, potato, chives, sunflower, etc., are some of the more than eighty species of edible consumption, medicinal plants, etc. In the orchard you can find crops of various vegetables such as chard, lettuce, lavender, squash, arugula, onion, cilantro, parsley, pineapple, bean, celery, cabbage, chayote, tomato, green tomato and African cucumber, among others (Rocha, 2016). The main goal of this project is to continue fostering social cohesion and work for a better health through orchards and urban agriculture. Zapopan Government has a agro ecological network of parks in strategic areas of the municipality. An agro ecological park is the perfect project for public space, an environmental sustainability component where people of the community can produce their own food (El Informador, 2017).

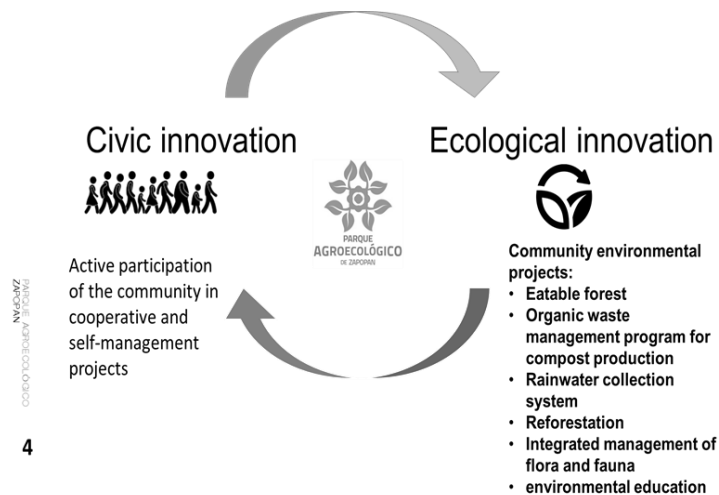


Figure 1. Civic innovation and ecological innovation cycle.

Source: (Medina, 2017).

The Zapopan Agro ecological Park it's a space that became a meeting and a development space for the community in an urban environment which is committed to sustainability and to organize events such as the "Teocintle" fest, which is celebrated to raise awareness about the existence of the capacity of the human beings to generate his own resources, this, to allow them to subsist (food, utensils) and to connect the community, land, work and practice their traditions. The events celebrated and organized in the park, offer different activities such as: workshops of urban gardens, rally, craft market, food area, barter, dance, music, conversation and networking, outdoor cinema, among others (Trafico ZMG, 2016). César Medina in collaboration with the Municipal Government of Zapopan and the University Center of Biological and Agricultural Sciences (CUCBA) of Universidad de Guadalajara keep working in this and other projects (Gobierno de Zapopan, 2016).

As the matter of time spend starting with "Tierra Crudas" work, began with the drafting of the project to manage the funds in the month of June 2013. Many people have collaborated in the construction of this park, specifically "Tierra Cruda". The municipal government of Zapopan was in charge of the design and the general master plan of the park, construction of the classroom-office complex, the module of dry baths and the perimeter fence of the orchard. The local authorities also were in charge of design and build the social aspect of the park, which means it generate the social-neighborhood appropriation for the project and train them in agro ecological sowing. From this social process, the Collective Agro ecological Teocintle (CAT) was emerged (Gobierno de Zapopan, 2015).

The people that works and participate in the park always produce their own compost, build beds, seek to improve and make innovations in environmental terms, seek the common good, and make decisions.



(El Informador, 2017). The community garden is designed in a circular form for a better use. Currently there are 47 beds of cultivation available for anyone with knowledge in biointensive crops and meets the requirements of the collective. In the social matter it can be said that the park was appropriated through its community gardening where 32 families are working organized by the Collective Teocintle Agro ecological. In addition, this space offers several workshops to the neighbors of the park as the rest of the inhabitants of the Metropolitan Area of Guadalajara.

The municipality of Zapopan catapults this project with collaboration of other civil organizations and universities, in order to promote self-consumption and environmental education. With the collaboration of the Collective Teocintle Agro ecological, Farid Morales, who became the coordinator of the park employed by DIF in Zapopan, officials of the institution, with help of Carlos Bauche and Fernando Partida BambuXal, as well as the consultants for the general design of the park, the orchard and the edible forest by Máshumus and also the Cooperative “Las Cañadas” (Gobierno de Zapopan, 2015). The Teocintle Collective helps those who come and teach them how to grow their own food, which makes citizens feel productive and healthier.

Local Authorities from the municipality of Zapopan want to empower them, increase capacities with projects and workshops that are specialized in urban agriculture and has knowledge in seed production and compost. All this focused on community organization. The municipality is in charge of coordinating and managing the workshops and activities of the collective and community. Once a month, the local authority of the municipal government and the city Council, organize a tour to different orchards, including this park that is open to the community and is a public space meaning that anyone can be part of it.

Is important to say that the proper authority of this public space is responsible for the Park, which includes the orchard and the edible forest. It is managed by the collective Teocintle and is a project belonging to these local spaces authorities from the municipal administration of Zapopan, Jalisco. This is also impelled through the Direction of Public Spaces. Teocintle Agro ecological Collective is an organization that works in the management of the orchard of the park. The chief of the Public Spaces in Zapopan among César Lepe Medina, coordinator of this project and manager of the Special projects of public spaces office in the city, are now in charge of this park. The collective is divided into commissions involved in gardening activities. New people can decide if they want to be members. Currently, there are about 40 families from the community, represented by one person, that are part of the park.

## **STRATEGIC MANAGEMENT OF PARQUE AGROECOLÓGICO DE ZAPOPAN**

Speaking of the financial part, the Zapopan Agro ecological Park had an investment of approximately 5 million pesos and has an important impact in 110 direct beneficiaries, in addition to the communities surrounding the park and people interested in participating in this project (Gobierno de Zapopan, 2015). The budget of the park has an income that comes from several sources of financing and contributions. See table 1 below.

Table 1. Financing

Zapopan Strategic Projects (PEZ) / Metropolitan Fund approximate figure, for a fund for the forest district of 10 million pesos out of which are allocated to Zapopan city of all	\$ 3, 000, 000.00.
The National Program for the Prevention of Crime (PRONAPRED) contributes with	1, 100, 000.00.
DIF Zapopan- Donations Area with	950, 000.00
and Program Temporary Employment PET / SEMADET with	120, 000.00

Source: Own elaboration with data from César Lepe Medina, coordinator of the project and public servant of the Office of Special Projects of Public Space of the City.

The Agro ecological park is located in a farm with almost two hectares in the Metropolitan area of Guadalajara (ZMG) that has the highest rate of violence and criminality. This space used to be a ravine and that was filled with rubble. The first intervention took place with the construction of a board and with the installation of urban furniture and public lighting by the Special Projects of Zapopan Office. (Gobierno de Zapopan, 2015). This sustainable project also includes the creation of classrooms made from bamboo, a waste separation and recycling system of plastic, paper, glass, metal, organic waste and PET. The park has a central classroom that was built with materials such as wood and straw. This building is contemplating its use to be a meeting point, a conference place and a market display, this, to give an opportunity to those who collaborate in the management of the ecological garden, giving them this space to offer their products. The park has a dry bath system that is used to reuse the generated waste as a compost and it also counts rainwater raining dam with capacity of 750-thousand-liter rainwater harvesting board and 20-thousand-liter storage tank that will provide water to the orchard and forest during the dry season which was also constructed by Agro ecological Zapopan Park.

As a result, the Local Authority of the Public Space of Zapopan, through the Zapopan Agro ecological Park, offers a space for community building and collaborative work, where one of its priorities is the orchard where 25 to 35 kilos of food are produced and harvested weekly (Gobierno de Zapopan, 2016).

The production has several types of vegetables, fruits, medicinal plants and ornament plants. There are more than 50 species as pumpkin, beet, sesame, strawberry, lettuce, Swiss chard, bean that are grown in this park. Other products are elaborated with this harvests such natural slurries or milks made from seeds such as almond or canary seed. The Solar dehydrators was created to dehydrate foods such as tomatoes, traditional footwear based on pre-Hispanic roots and even the elaboration of biocosmetics made with plants such as lavender and lemon.

The public perception is positive, nowadays, there are a lot of people who finds comfort and relief in this orchards, they like being part of something, connecting with people who feels the same way and are working hard to stay productive, to have a decent income and to live a better and healthier life. The environmental education also has a very important impact in the activities and people working in this park to make a sustainable lifestyle.

## **CONCLUSION**

Parque Agroecologist de Zapopan is a model of entrepreneurial inclusive civil culture. This park marks a milestone in the regeneration of public spaces with a project of social and environmental relevance. It is important to mention that the park was a wasteland and a place of total disuse. A total of 1.8 hectares, on Santa Laura Street, in the colony Santa Margarita (colony with more than 33 thousand inhabitants), now live in peace. This place has now recovered from being abandoned, and today is the reflection of hard work and creativity of citizens and authorities that are a model for this public space with pedagogical purposes and for the constant neighborhood participation.

The entrepreneurial intentions of the stakeholders and actors involved in the project have predicted the entrepreneurial behaviors, confirming the theory of planned behavior and their entrepreneurial activities to create opportunities to influence economic performance. Moreover, the implemented model of entrepreneurial inclusive civic culture has demonstrated that entrepreneurial intentions and activities are beyond the increasing economic growth and efficiency, to have influence in social development, inclusiveness, equality and justice. Moreover, in the field of environmental sustainability, the model clearly has impacts on the improvement of the socio-ecosystem and biodiversity.

The study analyses the determinant factors that successfully have contributed to create and develop an entrepreneurial inclusive culture leading to social transformation of a community based on agro ecology and green practices in an urban space and discusses it as an option to generate income for the unemployed and underserved. Changes at the meso level related to community and organizational interaction cycles of the Zapopan Agro ecological Park have been introduced to create and develop an

entrepreneurial inclusive civic culture in social learning, shared values, the perception and sense of community and inclusiveness, entrepreneurial values, enactment of shared values and civic culture.

All these changes have been possible due to the access to natural resources, financial, human and cultural capital through contributions of the main actors and stakeholders. At the micro level, the participation of these actors and stakeholders are related to their involvement in the individual attitudes, personal subjective norms, perceived social control, self-efficacy, socio emotional energy, involvement, engagement and commitment.

All these determinants at both levels of analysis have led to community transformation, formation of moral values, creation of relationships of cooperation and trust, social capital and social agency. All these determinants have contributed to the creation and development of an entrepreneurial inclusive civic culture model of community development. The results of the implementation of this project have contributed to increase the economic income of families, collectivities and communities participating, while reducing the gaps of social inequality, inclusiveness and justice. Moreover, the results of the analysis clearly show an improvement in biodiversity, socio-eco-ecosystem and environmental sustainability.

Other important contributions derived of the analysis of results, it should be mentioned some important issues such as fair commerce, food security and sovereignty, participative democracy, innovation in urban green areas, and so on. All these topics and issues should be treated in future research.

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