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CHARTING THE COURSE: CYDONIA FOUNDATION'S STRATEGIES FOR AEROSPACE  
GROWTH IN COLOMBIA AND BEYOND

**Abstract**

Colombia is an emergent space country, with activities being developed in different fronts, such as signing the Artemis accords, development of the FACSAT program by the Colombian Aerospace Force, technical developments by universities, and a growing interest by the general public. Colombia and the Latin American region have different characteristics that can be leveraged towards the development of the global aerospace community. Aspects such as location, diversity of environments, lower costs, technical capacities that can be leveraged towards aerospace, as well as well trained professionals. In this context, the Cydonia Foundation was established in 2022 as a private non-profit organization with the goal of developing and promoting the aerospace field in the country and the region. This work presents the strategies, challenges, and roadmap of the organization towards strengthening the aerospace sector in Colombia and Latin America. The flagship project of Cydonia is the Analog Habitat for Simulated Space Exploration, HAdeES-C, a facility to perform analog research, as well as education and outreach activities. The strategy of Cydonia towards its goal is centered around three lines of work: First, the development of technical and scientific projects both from the foundation and from third parties, in particular during their analog mission rotations at the station. Several of the results from the research have been presented in different national and international academic events, and presented to the general public at outreach activities. Second, by becoming a node for the local and regional aerospace ecosystem. This line of work includes organizing events and workshops as well as facilitating and co-organizing meetings of the community. Examples of this are the 8th South American Space Generation Workshop, The 1st Space Science and Technology Symposium, and the Encounter of the Colombian Space Community during 2023. Currently Cydonia has direct interactions with over 25 organizations in Colombia and abroad, including government, academia, industry, and organized civil society. Finally, Cydonia aims to develop a local scientific and space culture through outreach and education activities, including visits to the station, talks, and developing educational material. Challenges still remain for organizations such as Cydonia to thrive in the local ecosystem, including local taxation and bureaucratic hurdles for entrepreneurship, difficulty for international cooperation due to restrictions on funds transfer and security clearance, accessibility of funds to create, retain, and promote talent, local understanding on different levels of the importance of a space and scientific culture, among others.