CANAVERAL PORT AUTHORITY
ANNUAL REPORT
TO SPACE FLORIDA

2025

CANAVERAL
PORT AUTHORITY

January 31, 2026

The Honorable
Jeanette M. Nuñez
Chairman of Board
Space Florida

via Electronic Mail @
jnunez@spaceflorida.gov

Robert Long
President & Chief Executive Officer
Space Florida

via Electronic Mail @
rlong@spaceflorida.gov

Re: 2025 Annual Report
Commercial Space Launch Industry
At Port Canaveral

Dear Ms. Nuñez and Mr. Long:

Port Canaveral's charter requires it to submit by February 1 of each year an annual report to the Chair of the Space Florida Board of Directors detailing measures taken to support the commercial space launch industry. To that end, we are pleased to share with you the Annual Report for the period of January 2025 through December 2025. Please feel free to share the Report with other Directors and members of the Executive Team as desired.

Should you have any questions about the attached Report, please do not hesitate to contact me. Thank you for your continued support of Port Canaveral and our thriving commercial space community.

Regards,
CANAVERAL PORT AUTHORITY

John Murray (Jan 30, 2026 13:18:56 EST)

Captain John W. Murray
Chief Executive Officer

cc: Jerry Allender, Chairman Canaveral Port Authority (*via email*)

Canaveral Port Authority
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1. INTRODUCTION

The Canaveral Port District is an independent special taxing district and political subdivision of the State of Florida governed by the Canaveral Port Authority ("CPA") and empowered to operate Port Canaveral ("Port"). Since its official dedication on November 4, 1953, the CPA has invested in its land and water assets to create world-class infrastructure enabling the Port to provide commercial seaport services across numerous industries. While, Port Canaveral may be best known as the busiest cruise port in the world, the Port has also played a vital and growing role in supporting the diverse cargo operations of the space industry.

2. HISTORIC ROLE IN SPACE EXPLORATION

The Port has been an active hub for America's space program from its inception. Since 1956, a variety of vessels have operated at the Port, including U.S. government ships providing crucial missile tracking data in areas beyond the reach of ground stations and at-sea recovery operations of missile cones and manned spacecraft.

As America's space program evolved, the Port's strategic location took on an invaluable role in the transportation process for rocket hardware designed and built for launches between 1960 and 2011. The Canaveral Locks, operated by the U.S. Army Corps of Engineers and completed in 1965, were re-engineered at NASA's request to accommodate the transport of the Saturn V rocket stages for the Apollo moon program and other launch vehicles in development. With this strategic improvement in place, the Port and the Canaveral Locks continued to support the transport of Space Shuttle rocket boosters from 1980 until the program's conclusion in 2011.

Pictured: The First Minuteman II Missile in Port Canaveral, 1964
Photo Credit: Cape Canaveral Space Force Museum

Following the conclusion of the Space Shuttle program, the U.S. government, particularly the Department of Defense and NASA, began to consider launch hardware and vehicles developed and operated by commercial space companies to support the nation's spaceflight missions. Recognizing this next evolution in the aerospace industry, on October 23, 2019, the CPA reaffirmed the Port's commitment to the aerospace industry by passing *Resolution # RES-2019-011-EXE-3* in support of commercial aerospace companies using maritime assets to recover reusable space components. A copy of the Resolution is provided in Exhibit 1.

3. PORT CANAVERAL CHARTER

The Port's continuing role in America's space program, and its ongoing industry partnership with the aerospace companies, was further documented in 2024 as part of the recurring 10-year review of the Port's Charter. Legislative language expressly confirming this commitment was included and adopted in the Port's Charter. Following approval by the Florida legislature and as signed by the Governor of Florida on June 14, 2024, Ch. 2024-283, Laws of Florida added Article XXI, Commercial Space Launch Industry to the Port's Charter. The new Article reads as follows:

ARTICLE XXI. COMMERCIAL SPACE LAUNCH INDUSTRY

Section 1. The Port Authority shall take reasonable measures to support the Commercial Space Launch Industry at Port Canaveral and shall submit by February 1 of each year, commencing February 1, 2025, an annual report to the chair of the Space Florida Board of Directors on such measures. The term "Commercial Space Launch Industry" means any company substantially engaged in the transport, operation, and recovery of space launch or landing services with active maritime operations at Port Canaveral.

Section 2. The Port Authority shall hold a public hearing at least once every 2 years to discuss the state of Commercial Space Launch Industry interests at Port Canaveral. The Port Authority shall invite representatives from the Commercial Space Launch Industry with active maritime assets or operations at Port Canaveral and Space Florida to attend the public hearing at least 45 days before the public hearing. The Port Authority shall provide Public Notice before holding the public hearing at a regularly scheduled Port Authority meeting. In addition, the Port Authority shall provide written notice of the hearing via United States mail to the chair of the Space Florida Board of Directors at least 45 days before the public hearing.

Section 3. At the public hearing, representatives from the Commercial Space Launch Industry and Space Florida and members of the public will be permitted to discuss any issues, concerns, or proposals related to the growth of the Commercial Space Launch Industry at Port Canaveral.

The Charter provision includes two (2) separate reporting requirements: an annual report to the Chair of the Space Florida Board of Directors with the first such report commencing on February 1, 2025, and a public hearing to be held once every two years.

This annual report, pursuant to Section 1 of Article XXI of the Port's Charter, details the Port's continued support of the commercial space launch industry for the period ending December 31, 2025. As defined in the Charter, the report focuses on companies substantially engaged in the transport, operation, and recovery of space launch or landing services with *active maritime operations at Port Canaveral* (emphasis added) and referred to herein as "Commercial Space Companies".

4. ACTIVE COMMERCIAL SPACE LAUNCH COMPANIES

Currently, two (2) Commercial Space Companies have active maritime operations at the Port: Space Exploration Technologies Corporation (SpaceX) and Blue Origin, LLC (Blue Origin). In 2025 these companies used the Port's berths to dock their maritime assets and Port facilities to offload and facilitate transport of their recovered components.

4.1 General Location of Operations

This section provides further details of Commercial Space Companies operations, their operational footprint, and maritime fleets at the Port. For reference, a map of the overall Port facilities is attached as Exhibit 2. Figure 1 below depicts the location of operations predominantly occurring at North Cargo Berths 5 and 6 (NCB 5 and NCB 6), and within the Canaveral Cargo Terminal on the northside of the Port.

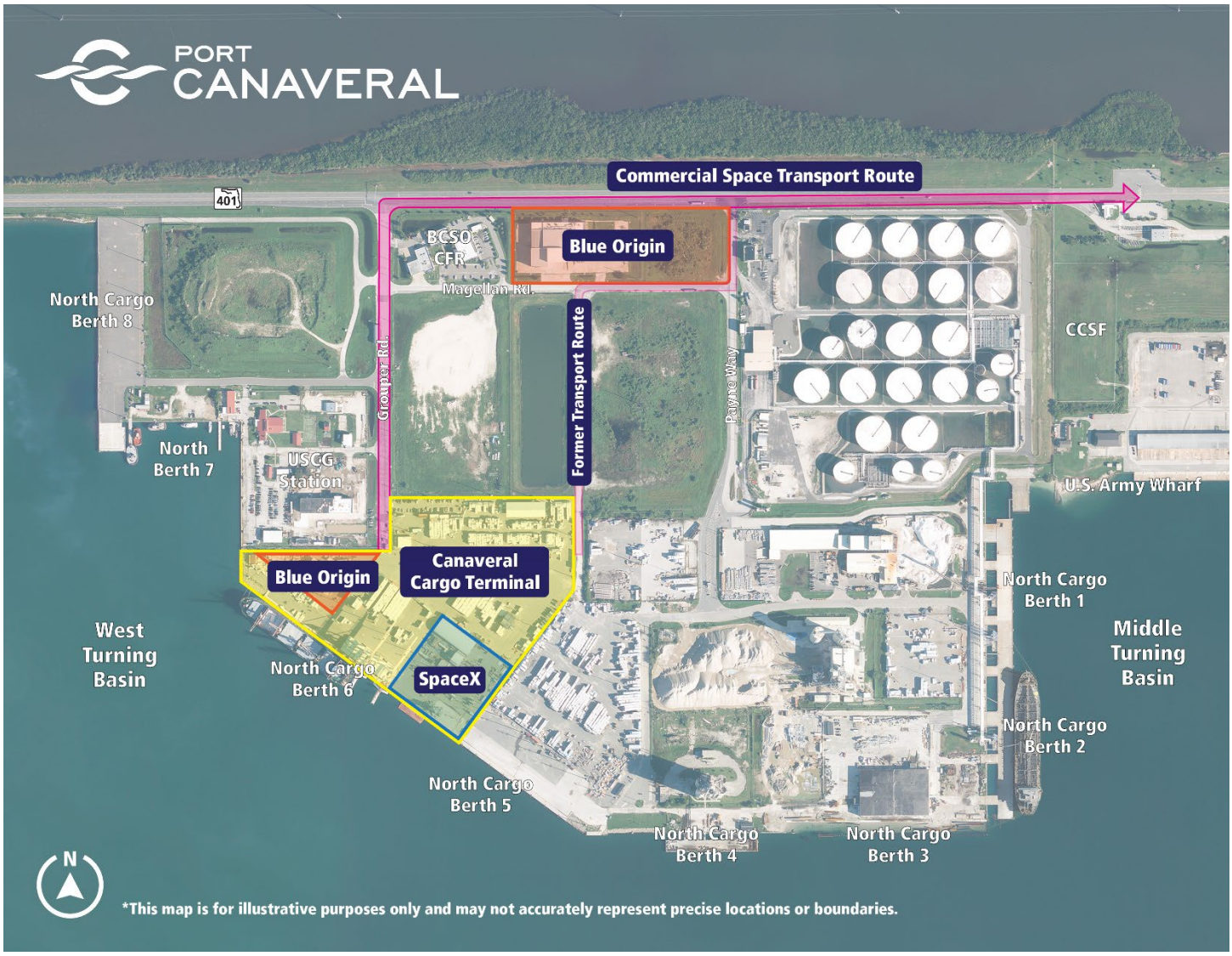


Figure 1: Northside locations of Commercial Space Companies Operations at Port Canaveral

The Canaveral Cargo Terminal is a 20-acre container terminal on the Port's northside leased to and operated by GT USA LLC, the U.S. subsidiary of Gulftainer, an international port operator based in the United Arab Emirates. The CPA signed a 35-year Marine Terminal Agreement with GT USA in 2014 and assigned GT USA the responsibility of operating and further developing the Port's container and multi-purpose cargo terminal.

SpaceX and Blue Origin maintain service agreements with GT USA that secure operator specific, dedicated operational space within the Canaveral Cargo Terminal. As detailed below, the dedicated operational space, combined with the Port's multi-user facilities, berth infrastructure and equipment, all serve to support SpaceX and Blue Origin recovery operations.

4.2 Space Exploration Technologies Corporation (SpaceX)

The Port's partnership with SpaceX began well before the company's first successful booster recovery in 2016. These early efforts addressed safety, security, regulatory requirements, and the equipment needed to offload and transport recovered boosters. This collaboration between a publicly owned commercial seaport and a privately held commercial space company established the foundation for integrating SpaceX's recovery operations into the Port's infrastructure and supporting the growth of the commercial space industry.

On April 8, 2016, SpaceX made history with the successful landing of a Falcon 9 booster on their autonomous drone ship *Of Course I Still Love You*. This milestone demonstrated the viability of integrating aerospace recovery operations into a commercial maritime environment and established NCB 6 as the primary location for their recovery operations.

Pictured: First successfully recovered SpaceX Falcon 9 Booster arrives at Port Canaveral's NCB 6, April 2016
Photo Credit: Canaveral Port Authority

4.2.1 Landside Operations – SpaceX

In March of 2017, SpaceX worked with the Port's Real Estate Department to lease a 53,360 square foot Port owned facility located at 620 Magellan Road, just south of State Road 401 ("S.R. 401"). The building was constructed in 1991 and was previously known as the "SpaceHab Payload and Processing" facility. SpaceX occupied the facility for five (5) years before returning it to the Port in 2022 and is now leased to Blue Origin.

SpaceX's operation within the Canaveral Container Terminal occupies approximately 3 to 4 acres (see Figure 1 for general location). Within this dedicated area, SpaceX has set up an office trailer and multiple storage buildings, establishing approximately 23,000 square feet of berth side facility

space. The area also serves as storage for SpaceX's breakover equipment, two (2) recovery pedestals and other essential resources required to support the recovery operations.

4.2.2 Waterside Operations – SpaceX

Since its operational onset at the Port, SpaceX has maintained an active presence of maritime assets. As shown in Table 1 below, the company's fleet in 2015 included six (6) vessels of three different types: Drone Ship (landing barge), Supply Vessel and Recovery Vessel (offshore support vessels).

Table 1: SpaceX Maritime Fleet (circa 2015)	
Drone Ships	*Of Course I Still Love You (OCISLY)*
	Just Read the Instructions (JRTI)
Supply Vessels	*GO Navigator*
	GO Searcher
	GO Quest
Recovery Vessel	*Mr. Steven*

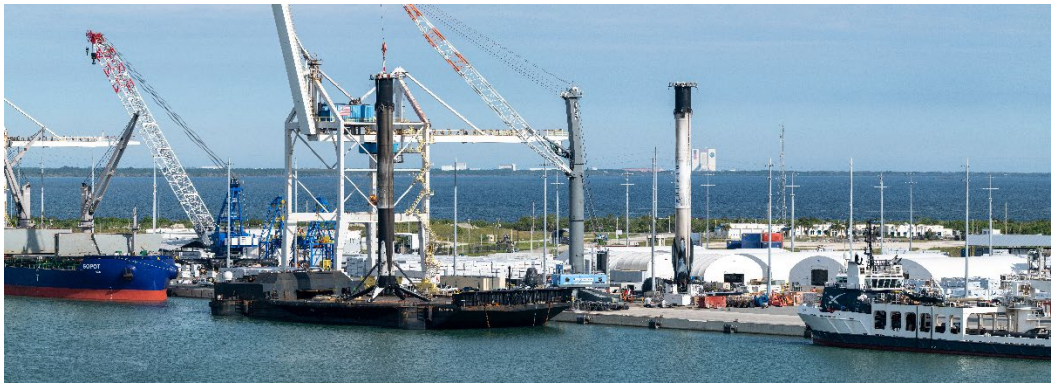
As SpaceX's recovery operations continue to accelerate, the associated maritime fleet has grown to meet demand. To support a record-breaking year (2025), the dedicated maritime fleet expanded from eight (8) to fourteen (14) vessels. This growth was driven by the addition of support vessels, which are essential for managing the high-tempo rotation of drone ships, as shown in Table 2 below.

Table 2: SpaceX Maritime Fleet (2025)	
Drone Ships	*A Shortfall of Gravitas (ASOG)*
	Just Read the Instructions (JRTI)
Falcon 9 Recovery Vessels	*Bob*
	Doug
Dragon Recovery Vessels	*Megan (Departed Port Canaveral June 2025)*
Support Vessels	*Corinne C*
	Montana
	Signet Intruder
	Signet Lightning
	Signet Thunder
	Signet Titan
	Signet Warhorse I
	Signet Warhorse II
	Signet Warhorse III

SpaceX also contracts with permitted tug operators to handle vessel docking, undocking, and shifting while in Port.

4.2.3 2025 Operational Successes – SpaceX

SpaceX has achieved notable milestones in their launch hardware recovery operations, successfully recovering more than 300 boosters and 615 fairings. In 2024, SpaceX set a new commercial space industry record with the offloading of 69 boosters and 165 fairings at the Port. They surpassed this record in 2025 when the recovery totals increased to 90 boosters and 192 fairings.



Pictured: 2 SpaceX Boosters at the Canaveral Cargo Terminal, March 2025
Photo Credit: Canaveral Port Authority

4.3 Blue Origin, LLC

Blue Origin continues to advance its partnership with the Port, which originated in 2018. The collaborative effort to address infrastructure improvements has remained a primary focus through 2025.

The Port coordinated multiple roundtable discussions during 2025 that included staff from the Florida Department of Transportation (FDOT), Space Florida, several other commercial space partners and multiple CPA departments. These roundtable discussions focused on a multi-user, collaborative approach to ensure the infrastructure upgrades were capable of supporting the diverse operational needs of future commercial space partners.

On December 10, 2025, the CPA Board of Commissioners approved a License Agreement with FDOT for construction of roadway improvements to facilitate the transport of commercial space components. Under this agreement, FDOT will oversee the design and construction of a new on-ramp from NCB 8 to S.R. 401, together with shoulder widening at the intersection of Grouper Road and S.R. 401.

4.3.1 Landside Operations – Blue Origin

Blue Origin operates at multiple locations across the Port. In 2022, the company began landside operations at the former SpaceHab Facility under a five-year lease to conduct aerospace component manufacturing, processing and refurbishment, research and development, storage, and related office support. In 2023, the lease was amended to include an approximate 2.17-acre vacant parcel that now provides the company with additional parking. This facility plays a critical role in Blue Origin's operations and provides benefits due to the close proximity of the company's expansive manufacturing complex at Exploration Park.

Blue Origin has constructed the necessary facilities to support their operations within their dedicated area at the Canaveral Cargo Terminal. The area includes an office trailer and a warehouse structure occupying over 6,000 square feet which also serves as storage for Blue Origin's proprietary breakover equipment and a custom manufactured Liebherr crane.

4.3.2 Waterside Operations – Blue Origin

Blue Origin's waterside activities continue as established in 2024. The *Jacklyn*, a Landing Platform Vessel (LPV), is a purpose-built vessel specially designed to support the recovery of its rocket boosters. The LPV is supported by the M/V *Harvey Stone*, an Offshore Support Vessel (OSV) providing logistical and navigational support for the recovery operation process, as shown in Table 3 below.

Table 3: Blue Origin Maritime Fleet (2024-2025)

Landing Platform Vessel	*Jacklyn*
Support Vessel	*Harvey Stone*

In addition to its dedicated fleet, Blue Origin contracts with the Port's authorized tug operators to handle vessel docking, undocking, and shifting within the Port.

4.3.3 2025 Operational Successes – Blue Origin

In November of 2025, Blue Origin achieved a historic milestone with the first successful recovery of its *New Glenn* booster. The 189-foot tall first stage booster landed on Blue Origin's LPV *Jacklyn,* in the Atlantic Ocean. On November 18, 2025, the vessel arrived at the Port with the recovered first stage named "*Never Tell Me The Odds*". This event marked Blue Origin's transition into active maritime recovery operations and validated the years of strategic planning sessions held between the Port and Blue Origin.

Pictured: Blue Origin's 1st Recovery of the New Glenn at Port Canaveral, November 2025
Photo Credit: Canaveral Port Authority

5. PARTNERSHIPS

5.1 Collaboration with Commercial Space Companies

Partnership, collaboration and consistent information sharing are essential to all operations conducted at the Port. To ensure essential information is accurately and efficiently communicated, a defined team at the CPA has been committed to serve as liaisons, facilitating collaboration between various departments, external organizations and the Commercial Space Companies. A list of key members of the dedicated team is provided in Exhibit 3. To ensure updates or changes in operations are understood and communicated in a timely manner, the Port holds quarterly meetings with the Commercial Space Companies known to be planning to include maritime assets in their concept of operations. These meetings also serve as a forum to exchange ideas, address needs, challenges, and plans for future activities.

5.2 Collaboration with State Entities

The Port continues to be actively and regularly engaged with Space Florida and the FDOT participating in regular meetings, providing reports and conducting tours and briefings to exchange information, operational updates and future needs and plans.

With more Commercial Space Companies on the horizon with evolving maritime needs in their operational portfolios, the Port collaborated with Space Florida to advocate for a state-level, multi-agency review of port berthing options to meet the anticipated demand for wharf space. The Port's team—including the CEO, CFO, Harbormaster, and representatives from Cargo Operations, Business Development, Engineering, Public Safety and Security, Government Affairs, Environmental, and Legal departments—actively participated in multiple meetings and workshops in support of the study. The "Florida Spaceport System Maritime Intermodal Transportation Study" ("Wharf Study")[1] was released on May 2, 2024. The report determined existing infrastructure was insufficient to meet the needs of the expanding Commercial Space Industry and identified near-term and long-term wharf solutions that could be developed outside the boundaries of the Port. The Port continues to work closely with Space Florida on completing Phase II of this important effort.

5.3 Collaboration with Federal Entities

The Port's commitment to partnership extends further through its ongoing discussions, collaboration and regular operational briefings with Federal agencies, including NASA, the U.S. Space Force, Space Launch Delta 45, U.S. Coast Guard, U.S. Naval Ordnance Test Unit, U.S. Army Transportation Command and the Army Corps of Engineers.

5.4 Safety, Security and Emergency Response Collaboration

The Port has contractual agreements with Brevard County Sheriff's Office (BCSO) for law enforcement and port security services, and with Canaveral Fire Rescue (CFR) for fire protection and emergency response. The Port's Public Safety and Security team maintains a robust partnership with CFR, BCSO, and the Canaveral Pilots Association. This interagency synergy is vital to sustaining operational readiness and ensuring the safe navigation of Port waterways.

Each department has a fundamental role in supporting the Commercial Space Company's recovery operations while ensuring public and operational safety.

On launch days, the Port employs BCSO deputies to manage traffic and crowd control resulting from the influx of visitors to watch a launch or witness the return of a recovered booster to the Port, by vessel. Often, additional BCSO deputies are deployed along key Port access routes, such as State Road 528 and A1A to help direct traffic, prevent or alleviate congestion and minimize potential delays to Port operations.

CFR personnel engage in specialized training with the Commercial Space Companies, including confined space, high-angle, and rope rescue exercises to ensure response readiness. They also

[1] "State and Federal Space Stakeholders Release Florida Spaceport System Maritime Intermodal Transportation Study Feasibility Phase Report." Press release: May 2, 2024. https://www.spaceflorida.gov/news/state-and-federal-space-stakeholders-release-florida-spaceport-system-maritime-intermodal-transportation-study-feasibility

conduct detailed safety consultations, perform facility inspections, review permits to ensure compliance with safety regulations and issue hot work permits.

6. OPERATIONAL COORDINATION AND SAFETY

The Port is a highly active commercial seaport that operates 24/7, 365 days a year. A wide variety of operations take place across the Port at waterside locations (i.e., berths and bulkheads) and landside areas (i.e., dockside offload/load areas, cruise and cargo terminals, military bases, tenant leased uplands, etc.) that have restricted or limited access, secure and/or controlled environments. Some of these restricted or limited access areas are situated next to unrestricted, publicly accessible spaces, such as the Port's Cove District with retail merchants and restaurants, the Marina District with privately operated marinas and recreational boaters, as well as the Port's public boat ramps, Jetty Park campground, and beach. With that wide area of responsibility, the Port conducts regular and consistent communication and coordination across all operational areas to ensure the safety, security, and efficient use of all facilities for all users.

6.1 Berth Utilization and Optimization

As the Port records year-over-year increases in vessel calls, cruise passengers and cargo throughput, maximizing the efficiency of the Port's defined berth space is a top priority. CPA's Harbormaster has statutory authority[2] to manage the Port's commercial ship traffic and vessel berthing requests. This vital role is critical to optimizing the efficient arrival and departure of commercial vessels and to support efficient utilization of the Port's waterside facilities. The Harbormaster facilitates around-the-clock access and support for vessel operators by overseeing berth assignments, coordinating vessel arrivals and departures, and managing vessel discharge locations and relocations. Additionally, the Harbormaster acts as the Port's liaison with the U.S. Military to coordinate vessel movements, and works collaboratively with the Canaveral Pilots Association, U.S. Coast Guard, U.S. Customs and Border Protection and U.S. Army Corps of Engineers to ensure smooth and secure operations and safe navigation in the Canaveral Harbor.

Since the arrival of SpaceX's and Blue Origin's maritime fleets, NCB 6 has been their primary berth due to its proximity to their operational area located within the Canaveral Cargo Terminal. When this berth is occupied with vessels discharging traditional commercial cargos such as containers, dry bulk and breakbulk, or project cargo, the Harbormaster will identify and assign an alternate berth. This process requires a review of all scheduled vessel arrivals and berth availability. When necessary, an alternative berth will be assigned to accommodate a vessel, which may include unconventional locations such as a cruise terminal or the Cove District seawall on the southside of the Port.

[2] Florida Statutes Title XXII. Ports and Harbors §313.06

6.1.1 Berth Accommodations for Commercial Space Company Maritime Assets

Figure 2 details the use of the Port's waterside assets – cargo berths, cruise berths and bulkhead areas – for docking Commercial Space Companies' vessels in 2025. In the past year, the combined fleet of 16 commercial space company vessels—drone ships, landing platforms, recovery, supply and tug vessels – were collectively at berth in the Port for a total of 1,790 days. These vessels were accommodated at northside and southside cargo berths – NCB 3, NCB 5, NCB 6, NCB 8, and SCB 1, SCB 2, SCB 3, SCB 4 and northside cruise terminals CT 5 and CT 10. Additionally, berth space was provided to commercial space company maritime assets along the Cove District seawall.

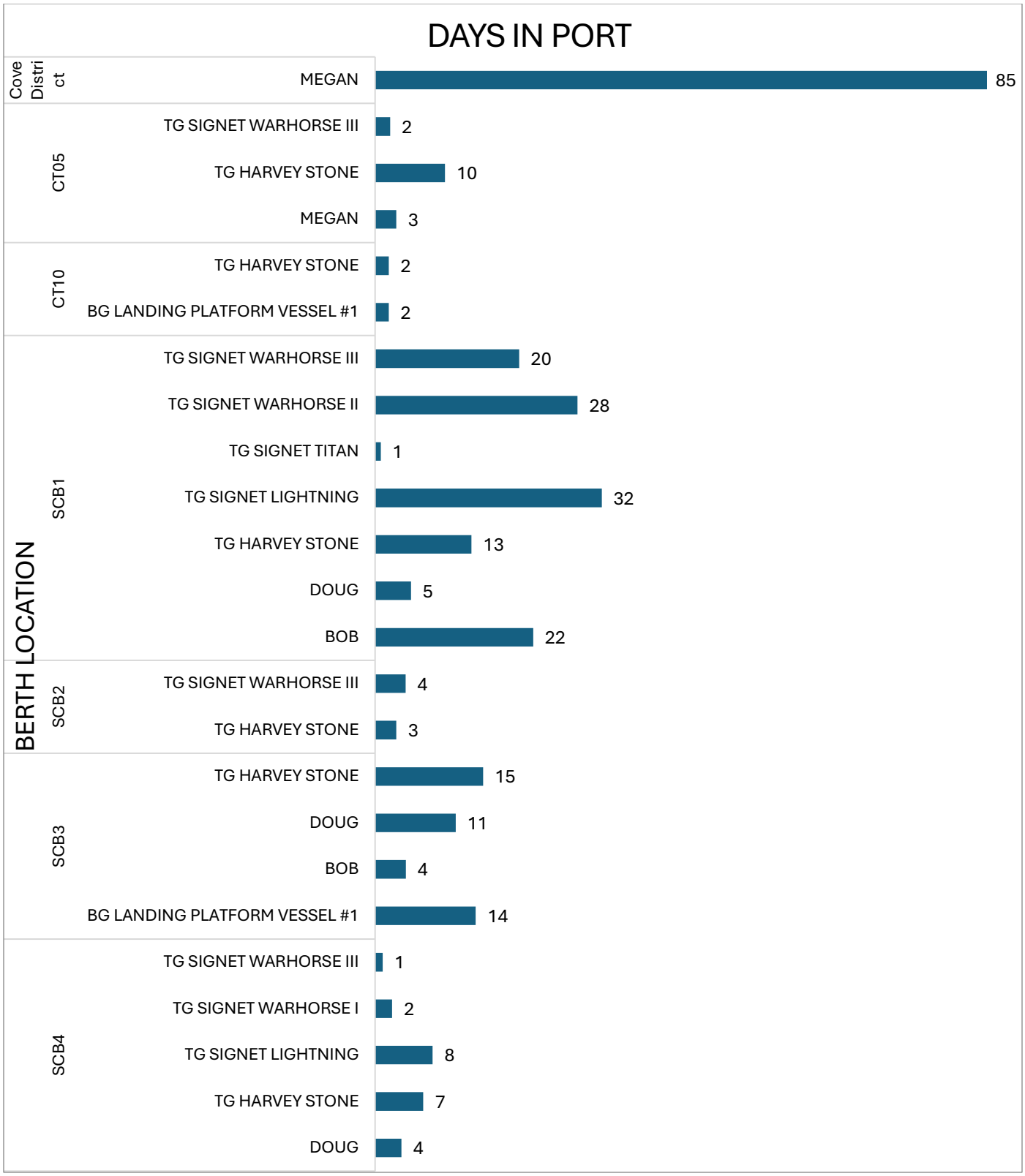


Figure 2: A total of 16 commercial space company maritime assets spent 1,790 days at berth in Port Canaveral in 2025.

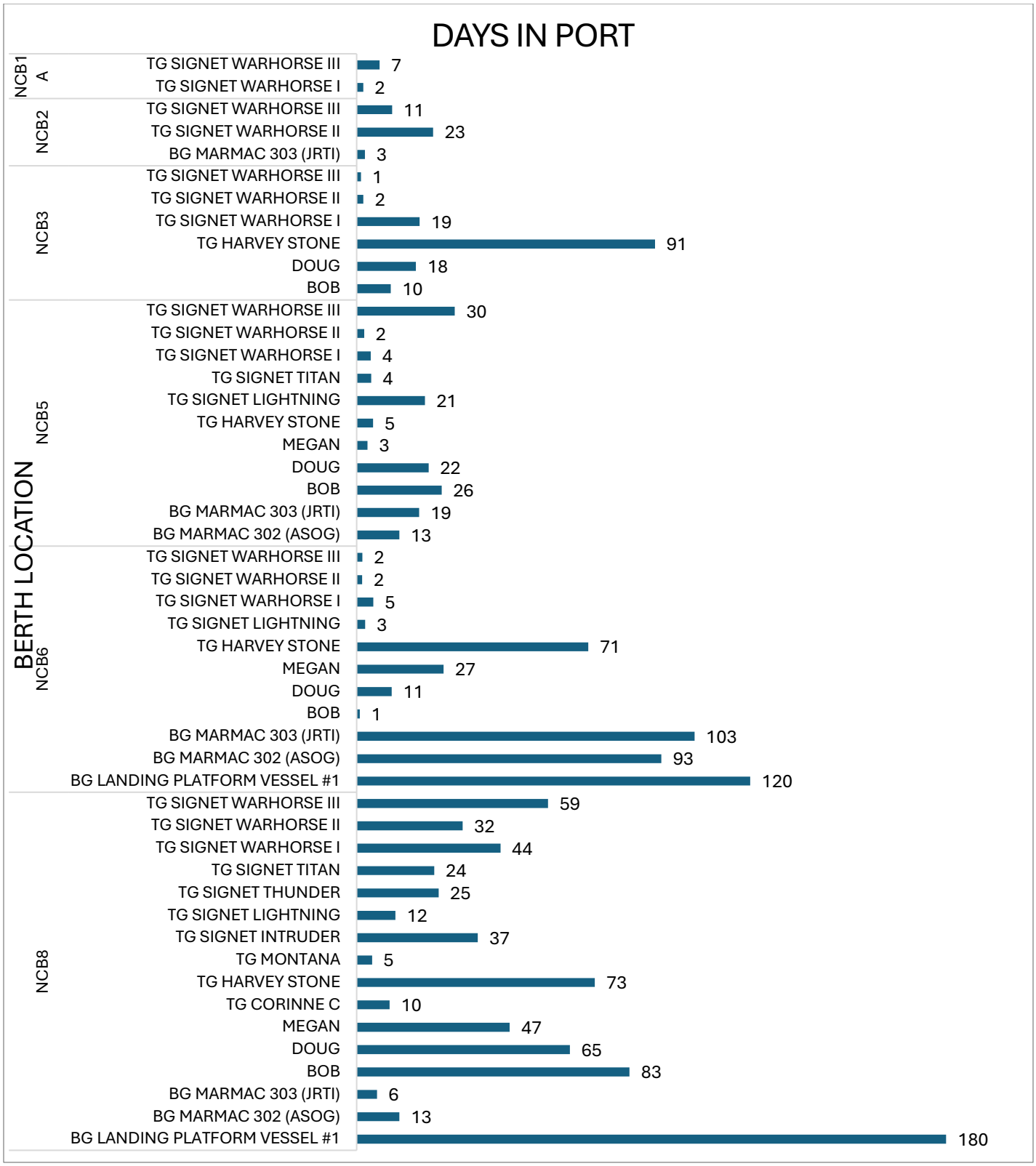


Figure 2: (continued).

6.2 Port Safety and Security Measures

The Port's Public Safety and Security Department (PSS) works closely with the U.S. Coast Guard, BCSO, and CFR to maintain Port security and operational safety. Federal Regulation[3] requires the Port's PSS and, specifically, the Port's Facility Security Officer (FSO) to develop and implement the Port's Facility Security Plan (FSP) to ensure terminal security for all moorings at the Port's berths and facilities. The Port's FSP does not include NCB 6. In accordance with the lease agreement with GT USA, as the terminal operator, is required to maintain an approved FSP. The CPA PSS additionally conducts Hazard Identification Studies (HAZID) and manages all drone flight requests and daily approvals to maintain safety and security above and around the Port's critical infrastructure. By design and practice, these Port security efforts are protecting the proprietary nature of commercial space companies'controlled operations.

6.3 Heavy Weather Planning

The Port's PSS also leads an annual comprehensive Heavy Weather Meeting for all Port users, partners, tenants and community representatives to prepare for hurricane season. This annual meeting serves as a platform to provide the Port community with understanding of the necessary requirements to plan and prepare for weather events; review federal and state emergency guidance and understand the plans and coordination by and between CPA, the U.S. Coast Guard, BCSO, and CFR for the upcoming season. Recognizing that each Commercial Space Company operates differently and may have proprietary or sensitive data and information, PSS coordinates and schedules individualized meetings to allow discussion and information exchange in a separate (exclusive) environment. These private sessions ensure confidentiality and allow for in-depth discussions that may not be suitable for sharing in a broader group setting.

7. PORT IMPROVEMENTS, ACQUISITIONS & SERVICES

CPA's Engineering Department and Building Official provide essential infrastructure support to address the specialized operations of the Commercial Space Companies. As SpaceX and Blue Origin expanded their activities within the Canaveral Cargo Terminal and at other Port locations, additional improvements have been necessary to meet the needs of their operations.

7.1 Infrastructure Enhancements

Following years of significant infrastructure enhancements, including the Grouper Road widening and S.R. 401 modifications at Payne Way, the pace of required roadway improvements has stabilized. Despite the surge in launch and recovery volumes and the activation of Blue Origin's recovery operations in November, the existing infrastructure has proven to effectively and sufficiently accommodate these increased demands. Primary enhancements in 2025 shifted toward improvements in offloading and handling, specifically the commissioning of a second SpaceX

[3] Code of Federal Regulation (CFR) Title 33, § 105.205

pedestal in October. Additionally, discussions are underway regarding roadway modifications at NCB8 and the intersection of Grouper Road and S.R. 401 (further detailed in Section 4.3) to establish an alternative offload location.

Beyond approvals and assistance in completing required road improvements, the Port continues to work with GT USA, SpaceX and Blue Origin in reviewing, approving and permitting facility improvements to the Canaveral Cargo Terminal as needed for each company's operation. These improvement requests initiated directly by the Port's tenant, GT USA, are addressed by various CPA departments.

7.2 Port Equipment Acquisition and Use

To meet the escalating demands of the Commercial Space and Cargo Industries, the CPA expanded its fleet to three (3) Liebherr Mobile Harbor Cranes (MHC). While the initial 2019 purchase was customized to handle the recovery operations for SpaceX's Falcon 9 booster, the increasing scale of recoveries necessitated additional investments.

Following the 2024 integration of the second MHC, the CPA Board of Commissioners authorized the purchase of a third MHC, with the CPA covering the entire $8.1 million acquisition cost. The crane arrived at the Port in August of 2025 and was entered into service in October 2025.

This acquisition was impacted by the increase in tariff costs, which resulted in an unexpected fee that exceeded $700,000. Despite this added cost, the investment is vital; the Port's MHC fleet is the cornerstone of Port operations. In 2025, SpaceX alone utilized these assets for approximately 272 days, representing a significant 51% increase over the 180 days reported in 2024. Additionally, while Blue Origin maintains its own proprietary assets for the *New Glenn* offload operation, they utilized the Port's MHC for one day during the 2025 calendar year.

7.3 Streamlined Processes

Recognizing the unique aspects of the Commercial Space Companies' operations in comparison to traditional cargo activities, the Port has made efforts to streamline processes and reduce paperwork where practicable. These improvements include modifying the engineering analysis requirements for handling repeat heavy cargo lifts on the berths and refining the process for submitting vessel berthing requests to the Harbormaster. Additionally, a customized invoicing process was introduced resulting from the individualized agreements with tailored rates designed to align with each company's specific operational cadence and requirements.

8. SPECIAL EVENTS AND MEDIA COORDINATION

As launch cadences continue to reach record levels, the Port remains one of the premier destinations for media coverage and public viewing of both launches and the return of recovered boosters. With multiple vantage points available throughout the Port, Jetty Park remains the most sought-after location for visitors. To balance public access with safety and security, the Port

carefully manages operations during launch windows. In 2025, Jetty Park was open for 56 of the 109 launches scheduled, providing thousands of visitors with a front-row seat to aerospace history. The popularity of these events extend beyond Jetty Park and during high-profile launches, the Port employs BCSO deputies to manage the significant influx of sightseers and traffic along the S.R. 528 corridor.

9. LOOKING AHEAD

As the Commercial Space Launch Industry continues its rapid expansion, the Port remains at the forefront of operational readiness. The upcoming year promises more operational developments and challenges, with the intensification of Blue Origin's launch cadence. SpaceX continues to scale its operations, with the integration of its new Starship rocket launches and recoveries from Cape Canaveral. These advancements underscore the growing challenges and complexity of managing simultaneous proprietary operations of multiple commercial space companies with the necessary operational requirements taking place within shared spaces.

The CPA remains adamant that regular communication and operational updates with commercial space companies are essential and must include early reviews and strategic planning of simultaneous operations to minimize conflicts. As more Commercial Space Companies develop and evolve their maritime plans, the more critical maintaining efficiency becomes. To address these challenges in part, the Port's PSS is collaborating closely with the U.S. Coast Guard, BCSO, and CFR to mitigate risks and streamline coordination for landside and waterside recovery operations.

9.1 Port Advocacy for Commercial Space Industry

The Port continues to play a key role in America's space program. As one of the nation's most active commercial seaports and significant economic driver for the State of Florida, the Port is an important advocate for the commercial space industry in Florida. The growth of commercial space operations in the Space Coast region is marked by the rapid pace of change. Commercial Space Companies continue to evolve and advance their concept of operations aiming to provide U.S. Government agencies, our military and global commercial organizations with reliable and affordable launch services for space missions.

9.1.1 Advocacy Efforts

The Port has consistently advocated for support of the commercial space industry at the federal and state level. In early 2023, the Port initiated discussions with Space Florida to facilitate a state level, multi-agency review of port berthing options to meet the growing needs. The Port, as a key stakeholder in the region, was an active participant throughout the Wharf Study which was completed and released May 2, 2024. This represented the first critical step in addressing the burgeoning maritime needs of Florida's commercial space transportation sector. In late 2023, the Port facilitated a meeting between Space Florida and the U.S. Army Corps of Engineers ("Corps")

to brief them on the "space wharf" concept and solicit guidance on approaches for developing near- and long-term solutions on federal lands and waterfront identified in the Wharf Study. Subsequently, in the spring of 2024, the Port successfully worked with U.S. Rep. Bill Posey to include wharf study language in the 2024 Water Resources Redevelopment Authorization Act directing the Corps to initiate a feasibility study to evaluate wharf facilities, navigational channels, and access limitations of proposed wharf sites adjacent to the Port.

Additionally, the Port took the lead role and worked collaboratively with the U.S. Coast Guard, Space Launch Delta 45 (SLD45) and Space Florida to change the multi-agency communications of launch notices and improve the coordination of accurate and timely Notices to Mariners to de-conflict commercial and recreational vessel operations from launch security zones and mission hazard areas. The Port was also a long-standing advocate for opening access to military wharves located on the northside of the Middle Turning Basin for Commercial Space Companies with active maritime operations in Canaveral Harbor. In November 2024, SLD45 confirmed it was working on a draft Memorandum of Understanding (MOU) that will allow the Commercial Space Companies to berth at the U.S. Army Wharf.

9.2 Emerging Commercial Space Launch Industry Companies

The Port's Vice President, Business Development, Cargo and Aerospace remains actively engaged with emerging aerospace companies, including Relativity Space, Stoke Space, The Spaceport Company, Seagate Space and Skyward Hydra, which are expected to incorporate a maritime component into their operations. Each company has been invited to participate in meetings with the Port's leadership team, plus CPA staff from Cargo Operations, Engineering, Public Safety and Security, Environmental, and the Harbormaster. These meetings provide each company with the opportunity to share information about their developing launch capabilities, maritime recovery plans, to foster collaboration, and ensure an understanding of their progress and future needs.

9.3 Infrastructure Planning for Space Transport Efficiency

The diverse commercial space fleet of mission support vessels and autonomous landing barges and/or platforms require access to a range of berthing facilities to conduct their various load/offload operations. As more Commercial Space Companies incorporate maritime components into their recovery strategies, here on the Space Coast, Port Canaveral, will continue to take proactive steps to consider and implement improvements to suit the needs of this unique industry, while maintaining a balance to ensure multipurpose use of Port infrastructure remains available to all Port users.

Exhibit 1

RES-2019-011-EXE-3

CANAVERAL
PORT AUTHORITY

CANAVERAL PORT AUTHORITY
RESOLUTION # RES-2019-011-EXE-3

A RESOLUTION OF THE CANAVERAL PORT AUTHORITY
TO AFFIRM ITS CONTINUED SUPPORT OF THE AEROSPACE INDUSTRY AND EXPLORATION

WHEREAS, Port Canaveral has played an important continuous role in America's space program since its inception.

WHEREAS, in 1961 the Mercury space capsule flown by astronaut Alan Shepard, the first American launched into space, was retrieved upon its return to earth by vessels home ported at Port Canaveral.

WHEREAS, in 1965, the Canaveral Lock was opened, connecting Port Canaveral's waters to the Banana River allowing successful transport of the Saturn rocket components from the Port to Kennedy Space Center launch facilities.

WHEREAS, during the space shuttle program, reusable solid rocket boosters retrieved at sea were towed through Port Canaveral and returned by water to Kennedy Space Center.

WHEREAS, today the operational concepts of commercial aerospace space companies incorporate water landings of their rockets.

WHEREAS, Port Canaveral has grown to be a world class gateway to new frontiers, including space.

WHEREAS, the Port is mindful of the evolving needs of the aerospace space industry and continues to be a strategic operational resource for the region's growing aerospace industry.

NOW, THEREFORE, BE IT RESOLVED, THE CANAVERAL PORT AUTHORITY affirms its support for space exploration and the continuing role of Port Canaveral to meet the growing needs of the aerospace industry. We acknowledge our long and shared history and affirm the Port will continue to remain committed to the growth of the space industry, which is so vital to this region, Florida and our nation.

DONE, ORDERED AND ADOPTED, this 23rd day of October 2019 at Port Canaveral, Brevard County, Florida.
CANAVERAL PORT AUTHORITY

Micah Loyd, Chairman

Robyn Hattaway, Vice Chairman

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Exhibit 2

Overall Port Facilities Map

Exhibit 3

Lead CPA Team engaged in planning and coordination
with Commercial Space Companies

Chief Executive Officer
Chief Financial Officer
Vice President & General Counsel
Vice President, Government and Strategic Communications
Vice President, Engineering and Construction
Vice President, Cruise and Cargo Operations
Vice President, Business Development, Cargo and Aerospace
Vice President, Public Safety & Security
Vice President, Information Technology
Vice President, Facilities Optimization
Chief Building Official
Senior Harbormaster
Senior Director, Environmental
Senior Project Manager, Civil Engineering
Senior Project Manager, Construction
Assistant General Counsel
Director, Communications and Public Affairs
Director, Public Safety and Security
Director, Real Estate
Director, Risk Management
Director, Cargo Operations
Director, Stakeholder Relations
Manager, Business Development, Cargo and Aerospace
IT Project Manager II


CANAVERAL
PORT AUTHORITY