

KENNEDY SPACE CENTER is the nation's gateway for deep space exploration, serving as the critical nexus for America's return to the Moon and future human missions to Mars.



# SPACEPORT MASTER PLAN



## POWER

Upgrade of existing transmission line to meet forecasted power needs of growing partner demands.

## WASTEWATER

- KSC/CCSFS wastewater treatment facility is at capacity. A new wastewater conveyance line to an offsite treatment facility is necessary to accommodate future commercial partner development.

## GAS

Increased supply of gaseous nitrogen and liquid oxygen will enable next generation and super-heavy launch technology.

## PROPELLANTS

- A natural gas pipeline and liquefaction plant(s) will be necessary to support an increased launch tempo.

## STORMWATER

A stormwater detention basin on the west side of KSC is needed to protect against future flooding.

## TRANSPORTATION

- Road and bridge infrastructure replacement is needed to ensure KSC and CCSFS have reliable and redundant transportation routes.

Critical infrastructure investments are needed to support evolving NASA program and partner requirements.

**KENNEDY SPACE CENTER** is critical to national security, providing propellant and infrastructure support for **EVERY LAUNCH** at Kennedy and Cape Canaveral Space Force Station. KSC also provides processing and engineering support to ensure that launches from KSC and CCSFS occur **EFFICIENTLY** and **SUCCESSFULLY**.

The Eastern Range has witnessed a seismic change as the customer base has shifted from predominantly government to commercial customers. Commercial launch activity outpaces the government by a factor of

8 -TO- 1

The number of launches from the Eastern Range has increased by more than **1500%** since 2011.

Currently, the pace of launch and processing activities at KSC *surpasses any other period in its history.*

As partner operations become more intertwined with NASA, it is **CRITICAL** that KSC's infrastructure is **UPGRADED** and **MODERNIZED** to support evolving NASA and partner operations.

More flexible mechanisms are needed to provide NASA with the ability to accept funding for shared-use infrastructure projects. If not, infrastructure capacity limitations have the potential to impact NASA, Department of Defense, and commercial programs, ultimately hindering U.S. growth in the rapidly expanding global space economy.

“**Success** of NASA's mission is mutually dependent on **commercial partners** and **commercial success** is dependent on **NASA**.”

# KENNEDY SPACE CENTER IS EARTH'S PREMIER SPACEPORT



The presence of commercial companies at KSC is **larger than ever before**, enabling us to embark on a new era of space exploration.

At more than **140,000 acres**, KSC represents almost



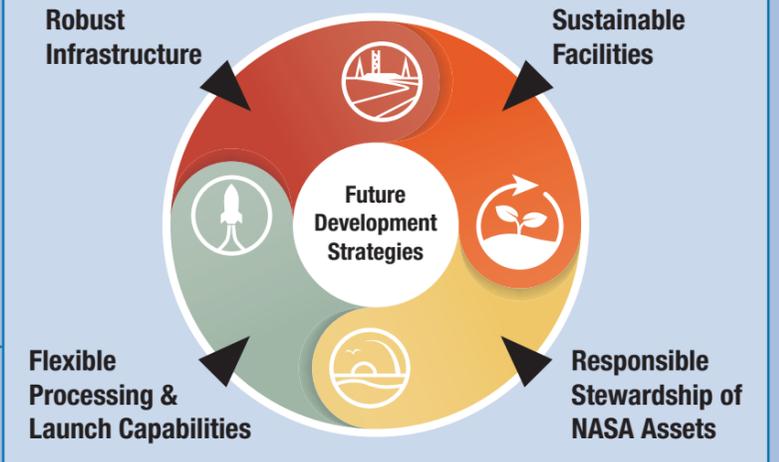
of NASA's agencywide land holdings

Since 2011, Kennedy has out-granted **OVER 5,500 ACRES** of property to commercial partners

Approximately **1,500 acres** of remaining property remain within the Spaceport Growth Boundary. However, over half of this property is encumbered by wetlands, scrub-jay habitat, or are reserved for future NASA program or partner use.

The 2014 KSC Master Plan facilitated the center's transition from the Shuttle program to a multi-user spaceport.

- Since Shuttle, KSC has enabled a more diverse user base through outgrants of more than \$1.1 billion of assets.
- This transition has provided NASA programs with more cost-effective options to meet agency requirements.



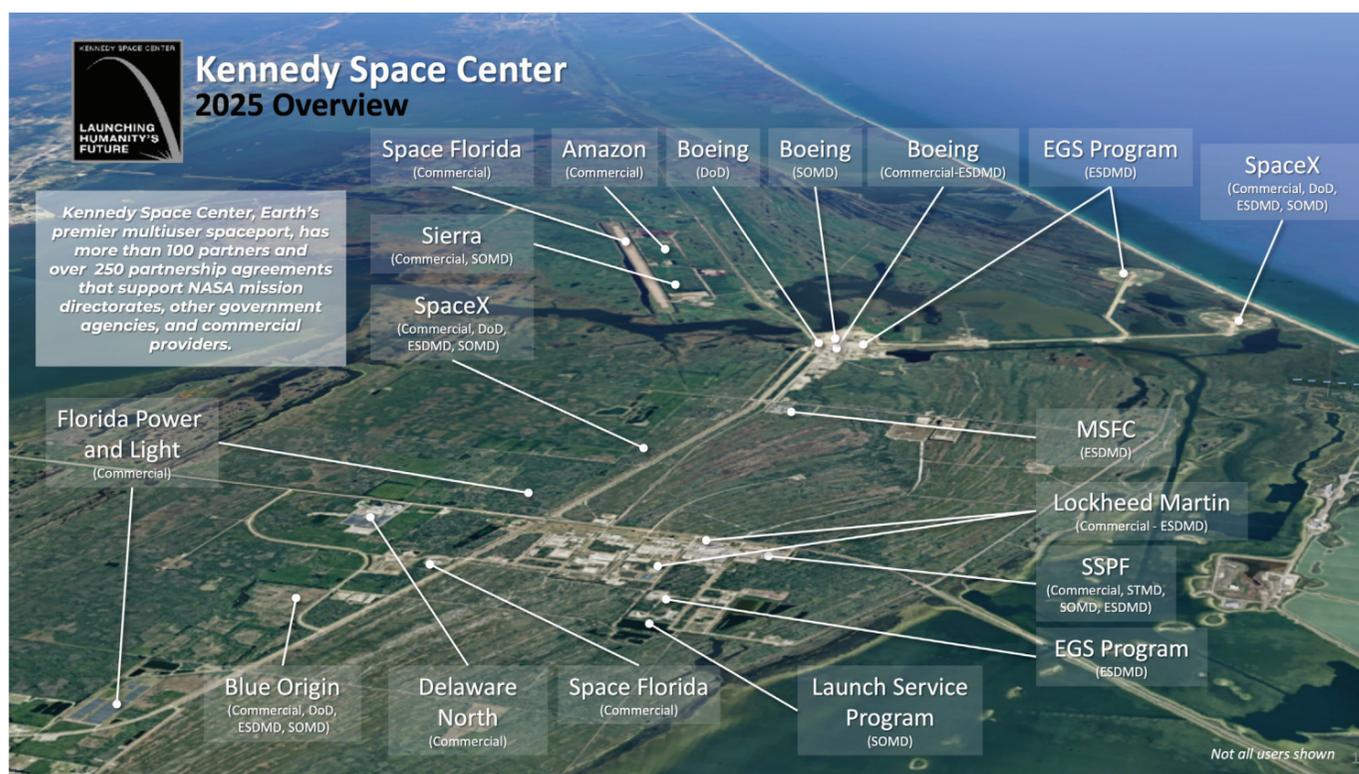
## CENTER MASTER PLAN

Due to the speed at which KSC has evolved, KSC funded an updated Center Master Plan in 2022 and has been working with NASA Headquarters to ensure it aligns with the Agency's Master Plan.

- Emphasizes infrastructure upgrades and future Program needs while also focusing on strategies to leverage the increasing interdependencies that exist between NASA and its partners to ensure future agency mission needs can be met.
- Builds off the Cape Canaveral Space Force Station's (CCSFS) Range of the Future Plan that identifies strategies detailing how KSC and CCSFS can continue to leverage each other's strengths and support its partners.
- Includes a Strategic Infrastructure Road Map: a detailed, phased future project matrix grouped by funding source and spaceport alignment.
- Contains a parcelization plan that assesses "developability" of land within the Spaceport Growth Boundary and quantifies leased and remaining developable land at KSC.
- Incorporates long-term requirements identified by SpaceX, Space Florida, and Blue Origin to ensure future property is utilized for operations that require proximity to launch infrastructure to ensure that KSC's remaining developable land is used for highest and best use purposes.

The Plan also identifies six spaceport objectives that provide more specific tactics to guide future KSC growth and development:

1. Maintain KSC's leadership for NASA and the nation as the Earth's premier spaceport, building on science, research, and technology capabilities
2. Maximize spaceport launch/recovery throughout
3. Modernize spaceport infrastructure to be robust and sustainable
4. Achieve a seamless experience with CCSFS for our commercial partners
5. Support commercial activity at the speed of business
6. Maximize development opportunities while continuing responsible stewardship of the environment



**Blue Origin:**

- 295 Acres: New Glenn Rocket Manufacturing

**Boeing:**

- C3PF: CST-100: Starliner
- OPF 1/2: DoD X37
- Processing Control Center

**Lockheed Martin**

- O&C Highbay: Orion Manufacturing

**Space Florida**

- 199 Acres: Exploration Park
  - OneWeb
  - Space Life Science Lab
- Shuttle Landing Facility

**SpaceX**

- LC-39A: Falcon 9, Falcon Heavy
- ~67 Acres: Roberts Rd Campus
  - Logistics, Starship Support

**Florida Power & Light (FPL)**

- ~491 Acres: 74.5 Mw Discovery Solar Center

