



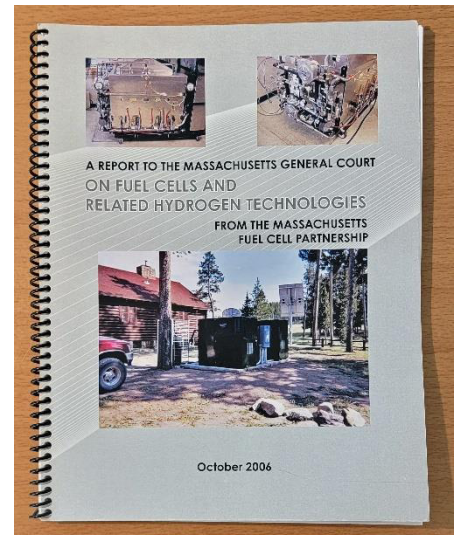
Development of the Hydrogen Roadmap for the State of Massachusetts

Situation

The Commonwealth of Massachusetts identified hydrogen, fuel cells and related technologies a potential emerging industry cluster which could contribute to expanding economic opportunities, fuel job growth, attract funding for new enterprises, and capture an increasing level of federal research and development funding. In addition, the development and application in the marketplace of hydrogen, fuel cell and related technologies could contribute to reducing greenhouse gas emissions while improving energy security and economics. In this environment, the Commonwealth decided to coalesce industry participants to determine policies and programmatic initiatives to advance the interests of the Commonwealth in this area.

Solution

The Massachusetts Fuel Cell Partnership was formed with the express purpose of convening key stakeholders from around the Commonwealth to develop the state's Hydrogen Roadmap. Velerity, through the auspices of the Massachusetts Hydrogen Coalition, led the formation, organization, and plan development, and oversaw convening the stakeholders and preparation of the roadmap. 60 stakeholders representing industry, academia, NGO's and government was convened. The roadmap process included (1) convening stakeholders; (2) conducted a series of facilitated stakeholder meetings to identify ambitions, challenges and potential solutions; (3) conducting an inventory of organizations involved in the industry in the Commonwealth; (4) providing a baseline understanding of the state of technologies and solutions in the industry, including fuels cells and applications; and (5) prepared, issued and analyzed a comprehensive survey of market participants.



Result

A 90-page Hydrogen Roadmap was developed, published and broadly distributed that laid out a strategic framework to accelerate the development of the hydrogen, fuel cell and related industry in the Commonwealth. The Hydrogen Roadmap delineated strategic goals and objectives, outlined the strategies that can help achieve the objectives, and laid out the key initiatives the Commonwealth should pursue. In addition, the Hydrogen Roadmap included the results of the industry survey, provided the in-depth assessment of the fuel cell and related technologies, and identified the strengths and weaknesses of Massachusetts with respect to the cluster.