Beginning in February, the parking garage elevators at Wells Fargo Plaza will undergo a six-month mechanical modernization. During this period, only one garage elevator will be in service. Please allow yourself extra time to make your way up from the garage to the SANDAG offices and Board Room. For those requiring special assistance, please call the SANDAG front desk in advance of any meetings at (619) 699-1900.

AGENDA HIGHLIGHTS

• PROPOSED THEME AND DATE OF THE 2015 SANDAG ANNUAL BINATIONAL EVENT

• THE U.S.-MEXICO BORDER ECONOMY IN TRANSITION

• OUTCOMES FROM 2014 TIJUANA INNOVADORA

PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING

YOU CAN LISTEN TO THE BORDERS COMMITTEE MEETING BY VISITING OUR WEBSITE AT SANDAG.ORG

MISSION STATEMENT

The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside and Imperial Counties, and the Republic of Mexico) as well as government-to-government relations with tribal nations in San Diego County. The preparation and implementation of SANDAG’s Binational, Interregional, and Tribal Liaison Planning programs are included under this purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters. Recommendations of the Committee are forwarded to the Board of Directors for action.
Welcome to SANDAG. Members of the public may speak to the Borders Committee on any item at the time the Committee is considering the item. Please complete a Speaker’s Slip, which is located in the rear of the room, and then present the slip to the Committee Clerk seated at the front table. Members of the public may address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Public speakers are limited to three minutes or less per person. The Borders Committee may take action on any item appearing on the agenda.

Public comments regarding the agenda can be sent to SANDAG via comment@sandag.org. Please include the agenda item, your name, and your organization. Email comments should be received no later than 12 noon, two working days prior to the Borders Committee meeting. Any handouts, presentations, or other materials from the public intended for distribution at the Borders Committee meeting should be received by the Committee Clerk no later than 12 noon, two working days prior to the meeting.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to all agenda and meeting materials online at www.sandag.org/meetings. Additionally, interested persons can sign up for e-notifications via our e-distribution list at either the SANDAG website or by sending an email request to webmaster@sandag.org.

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Los materiales de la agenda de SANDAG están disponibles en otros idiomas. Para hacer una solicitud, llame al (619) 699-1900 al menos 72 horas antes de la reunión.

如有需要，我们可以把SANDAG议程材料翻译成其他語言。请在会议前至少72小时打电话 (619) 699-1900 提出请求。

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## BORDERS COMMITTEE

Friday, February 27, 2015

<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>RECOMMENDATION</th>
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<tbody>
<tr>
<td>+1.</td>
<td>APPROVE</td>
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<td>APPROVE</td>
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</table>

### ITEM NO. 1. APPROVAL OF MEETING MINUTES

The Borders Committee is asked to review and approve the minutes from its January 23, 2015, meeting.

### PUBLIC COMMENTS/COMMUNICATIONS

Members of the public shall have the opportunity to address the Borders Committee on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the Borders Committee coordinator prior to speaking. Public speakers should notify the Borders Committee coordinator if they have a handout for distribution to Borders Committee members. Public speakers are limited to three minutes or less per person. Borders Committee members may provide information and announcements under Agenda Item No. 5.

### CHAIR’S REPORT

#### 3. INTRODUCTION OF HON. CARLOS FELTON, MAYOR OF THE CITY OF MAZATLÁN, SINALOA, MEXICO AND GROUP OF REPRESENTATIVES (Chair John Minto)

Borders Committee Chair John Minto will introduce Hon. Carlos Felton, Mayor of the City of Mazatlán, Sinaloa, Mexico, who is visiting our region to establish channels of communication. Mayor Felton will share experiences of crossborder and binational efforts between the United States and Mexico.

### CONSENT

#### 4. PROPOSED THEME AND DATE OF THE 2015 SANDAG ANNUAL BINATIONAL EVENT (Chair Paul Ganster, Committee on Binational Regional Opportunities)

Since 1997, SANDAG has organized an annual binational event. The Borders Committee is asked to approve the Committee on Binational Regional Opportunities’ proposal that the 2015 binational event be held on June 2, 2015, focusing on fostering a regional dialogue on border challenges and opportunities.
5. **SUBREGIONAL REPORTS FROM BORDERS COMMITTEE MEMBERS**

Members of the Borders Committee may report issues and activities within their subregion that are of interest or under the purview of the Borders Committee.

+6. **REPORT FROM THE CONSUL GENERAL OF MEXICO**

(Hon. Remedios Gómez-Arnau, Consulate General of Mexico in San Diego)

Hon. Remedios Gómez-Arnau, Consul General of Mexico in San Diego, will report on binational activities within the purview of the Borders Committee.

7. **UPDATE FROM THE SOUTHERN CALIFORNIA TRIBAL CHAIRMEN’S ASSOCIATION**

(Chairman Mark Romero, Mesa Grande)

Chairman Mark Romero, Mesa Grande, representative of the Southern California Tribal Chairmen’s Association on the Borders Committee, will brief the members on issues and activities affecting tribal nations in the region and the state.

+8. **THE U.S.-MEXICO BORDER ECONOMY IN TRANSITION**

(Christopher Wilson, Mexico Institute, Wilson Center; Erik Lee, Ruth Soberanes, and Rick Van Schoik, North American Research Partnership)

A presentation will be made about recommendations to improve crossborder competitiveness and enhance coordination between governments and the business community that resulted from a series of four U.S.-Mexico Regional Economic Competitiveness Forums.

9. **OVERVIEW OF TIJUANA TE QUIERO**

(Mónica Schroeder, Tijuana Te Quiero)

Tijuana Te Quiero is an initiative to improve the border crossing experience for pedestrians travelling from Tijuana to San Diego. This presentation will provide information on the initiative’s history, activities, and community involvement.

10. **OUTCOMES FROM 2014 TIJUANA INNOVADORA**

(José Galicot and Laura Araujo, Tijuana Innovadora)

This presentation will provide an overview of the Tijuana Innovadora 2014 Report and highlight future focus areas to grow the event in 2015.
11. **UPCOMING MEETING**

   The next meeting of the Borders Committee is scheduled for Friday, March 27, 2015, at 12:30 p.m.

12. **ADJOURNMENT**

    + next to an item indicates an attachment
BORDERS COMMITTEE DISCUSSION AND ACTIONS

JANUARY 23, 2015

The Borders Committee was called to order by Chair John Minto (East County) at 12:40 p.m. See the attached attendance sheet for Borders Committee member attendance.

Chair John Minto welcomed the Borders Committee and guests. He announced that a professional photographer would be taking pictures throughout the meeting for potential inclusion in San Diego Forward: The Regional Plan and other SANDAG documents or publications.

2. PUBLIC COMMENTS/COMMUNICATIONS

There were no public comments.

REPORTS

3. SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS (INFORMATION)

Members of the Borders Committee report issues and activities within their subregion that are of interest or under the purview of the Borders Committee.

Mark Baza, ICTC, provided an update on the draft bicycle and pedestrian assessment study, $98 million federal funding awarded for the Phase 1 improvements to the Calexico Port of Entry, and proposed roadway improvements to the Calexico East Port of Entry.

4. REPORT FROM THE CONSUL GENERAL OF MEXICO (INFORMATION)

The Consulate General of Mexico in San Diego contributes to the Borders Committee dialogue by providing periodic reports on binational activities within the purview of the Committee. This report highlighted updates of the commitment by both governments to build increasingly robust relations with a strategic vision to meet the challenges of the region in the future.

Hon. Remedios Gomez-Arnau, Consulate General of México in San Diego, presented the item.

Action: This item was presented for information only.
5. **UPDATE FROM THE SOUTHERN CALIFORNIA TRIBAL CHAIRMEN’S ASSOCIATION (INFORMATION)**

Chairman Mark Romero, representative of the Southern California Tribal Chairmen's Association, briefed the members on issues and activities affecting tribal nations in the region and the state.

*Action: This item was presented for information only.*

6. **UPDATE ON THE STATE ROUTE 11 AND OTAY MESA EAST PORT ENTRY PROJECT (INFORMATION)**

The State Route 11 and Otay Mesa East Port of Entry Project will improve the efficient movement of people and goods between the United States and Mexico. SANDAG and Caltrans are working to develop a new border crossing and associated transportation network, which includes an Investment Grade Traffic and Revenue Study and a draft Concept of Operations. This report was presented to the Board of Directors at its January 9, 2015, meeting. The report provided the Borders Committee with an update on the project’s progress to date, proposed next steps, and a review of the project’s overall schedule.

Marney Cox and Mario Orso, Caltrans District 11, presented the item.

*Action: This item was presented for information only.*

1. **APPROVAL OF MEETING MINUTES (APPROVE)**

*Action: Upon a motion by Supervisor Greg Cox (San Diego County) and a second by Councilmember David Alvarez (City of San Diego), the Borders Committee approved the minutes from the November 21, 2014, meeting. Yes – John Minto (East County), Greg Cox (County of San Diego), David Alvarez (City of San Diego), and Ed Gallo (North County Inland). No – None. Abstentions – None. Absent – Imperial County, South County, North County Coastal.*

7. **UPCOMING MEETINGS (INFORMATION)**

The next meeting of the Borders Committee is scheduled for Friday, February 27, 2015, at 12:30 p.m.

8. **ADJOURNMENT**

Chair Minto adjourned the meeting at 2:23 p.m.
CONFIRMED ATTENDANCE
SANDAG BORDERS COMMITTEE MEETING
JANUARY 23, 2015

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<th>GEOGRAPHICAL AREA/ORGANIZATION</th>
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<th>NAME</th>
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<td>City of Coronado</td>
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<td>City of Carlsbad</td>
<td>Michael Schumacher</td>
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<td>North County Inland</td>
<td>City of Escondido</td>
<td>Jim Cunningham</td>
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<td>City of Poway</td>
<td>Ed Gallo</td>
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<td>East County</td>
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<td>John Minto (Chair)</td>
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<td>City of La Mesa</td>
<td>Ruth Sterling</td>
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<td>David Alvarez</td>
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<td>Greg Cox (Vice Chair)</td>
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<td>Dianne Jacob</td>
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<td>COBRO</td>
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<td>Dr. Paul Ganster</td>
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<td>Marsha Swanson</td>
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<td>Deputy Consul General of Mexico</td>
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<td>Mark Romero</td>
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<td>Raymmond Hunter Sr.</td>
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<td>Caltrans</td>
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<td>Laurie Berman</td>
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<td>Bill Figge</td>
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<td>San Diego County Water Authority</td>
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<td>Elsa Saxod</td>
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<td>Dennis A. Sanford</td>
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<td>SCAG</td>
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<td>Rich Macias</td>
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<td>Tomás Oliva</td>
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<td>Costa Mesa Sanitary District</td>
<td>Jim Ferryman</td>
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<tr>
<td>County of Orange</td>
<td>Jim Dahl</td>
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PROPOSED THEME AND DATE OF THE 2015 SANDAG ANNUAL BINATIONAL EVENT

Introduction

On June 3, 2014, SANDAG held the binational seminar “Efficient Border: A Globally Competitive Region,” with the support of the Committee on Binational Regional Opportunities (COBRO), the Consulate General of Mexico in San Diego, Caltrans, the Otay Mesa Chamber of Commerce, and Southwestern College. The seminar focused on the border region’s economic strengths, major infrastructure challenges, and the need to increase efficiency at the border in order for our binational region to compete in the globalized world economy. During its meeting on September 2, 2014, COBRO recommended to “use some of COBRO’s upcoming meetings to explore alternatives that will enable stakeholders to discuss the region’s needs for improved collaboration to assure a prosperous future and to identify ways to more effectively communicate those needs to the community and government representatives on both sides of the border.”

At its February 3, 2015, meeting, COBRO recommended that the 2015 binational event be held on June 2, 2015, focusing on fostering a regional dialogue on border challenges and opportunities.

Background

The SANDAG annual binational events have addressed a wide range of topics since 1997, such as water and energy supply, cross-border climate change, border wait times, homeland security, transit and non-motorized mobility issues, regional metropolitan planning, and economic prosperity and competitiveness. The purpose of these events has been to bring together stakeholders from both sides of the border to address these issues, seek out solutions, and identify opportunities. Outcomes from the annual events are discussed by COBRO and when it proceeds, outcomes are presented to the Borders Committee and the SANDAG Board of Directors as possible recommendations for follow up actions.

Recommendation

The Borders Committee is asked to approve the Committee on Binational Regional Opportunities’ proposal that the 2015 binational event be held on June 2, 2015, focusing on fostering a regional dialogue on border challenges and opportunities.
**Discussion**

At its September 2, and November 4, 2014, meetings, COBRO analyzed the concerns brought forth by the 2014 binational seminar participants and attendees, and focused on how to better address these issues. Since some of the concerns that were raised during the 2014 seminar were recurrent issues that had been discussed in previous events and forums, COBRO supported continuing discussing these issues at COBRO meetings and to consider them in the 2015 Binational Seminar.

COBRO’s discussions in these meetings focused on exploring new opportunities to address the San Diego-Baja California border infrastructure projects within the strategic vision of the United States and Mexico federal administrations, in particular referring to the new dynamics generated by the High Level Economic Dialogue (HLED) established in 2013 to, among other goals, promote increased regional and global cooperation.

Also, in the referenced COBRO meeting held in September 2014, the Committee recommended that the binational annual event be scheduled on the first Tuesday of June, June 2, following its calendar of meetings.

**Next Steps**

A draft program will be developed and presented at a future meeting.

---

JOSÉ NUNCIO  
Director of TransNet  

Key Staff Contact: Hector Vanegas, (619) 699-1972, hector.vanegas@sandag.org
The Foreign Ministry reports that the third meeting of the Mexico-United States Entrepreneurship and Innovation Council (MUSEIC) was held on Friday January 23, 2015 in Monterrey, Nuevo León.

The meeting was inaugurated by the Undersecretary for North America, Sergio Alcocer; the U.S. ambassador in Mexico, Anthony Wayne; and President of the National Entrepreneurship Institute (INADEM), Enrique Jacob Rocha.

Undersecretary Alcocer said that, since MUSEIC was established in May 2013, bilateral collaboration in entrepreneurship and innovation reached a strategic level in the relationship.

He highlighted the main results of the second meeting of the High Level Economic Dialogue (HLED), which took place during President Enrique Peña Nieto’s recent trip to Washington, D.C., including a number of activities for MUSEIC.

During the meeting, the members of the Council discussed the progress made by MUSEIC’s seven thematic subcommittees during 2014, among which are: exchanges of entrepreneurs; the signing of a memorandum of understanding between the State Department and INADEM for the development of small and medium businesses; and the launch of “Tu Reto Emprendedor” for women entrepreneurs.

In addition, an agreement on a guarantee fund for women entrepreneurs was signed between INADEM, INMUJERES and NAFIN; the first phase of the Pilot Project for Regional Innovation Clusters (iCluster) concluded that identified and aligned all of the registers of clusters and productive assets between Mexico and the U.S.; and an Intelligent Manufacturing Initiative was launched to incorporate innovation into the manufacturing process at the border.

The MUSEIC members presented the projects for 2015, which include the iCluster 2.0 pilot project so Mexico and the U.S. can share a joint binational map of innovation clusters that links industry, academia and entrepreneurs to drive regional economic development; strengthening the binational network for small and medium businesses to encourage sharing of best practices, training and links to build economic opportunities; exploring targeted SME loans for entrepreneurs; and the development of a women’s guarantee fund to support loans for women entrepreneurs in Mexico.

The meeting was attended by Jean Pierre Hamel, Consul General of Canada in Monterrey, to acquaint him with MUSEIC’s work with a view toward including Canada in a similar trilateral effort.

Prior to the meeting, a Memorandum of Understanding was signed between the National Institute of Entrepreneurship and the Association of Mexican Entrepreneurs (AEM) to promote
ways to support and bring together Mexican entrepreneurs in the two countries and to officially incorporate the AEM into the work of MUSEIC.

**MUSEIC was created** in May 2013 to bring together the entrepreneurial ecosystem of both countries in order to encourage entrepreneurship and innovation **to make North America into the most competitive region in the world.** The Foreign Ministry participates in three subcommittees: Women Entrepreneurship; the Latin American diaspora; and Regional Innovation Clusters.
The U.S.-Mexico Border Economy in Transition

While the U.S.-Mexico border region is critical to the North American economy, much work remains on building a solid regional economy for the region’s residents. The U.S.-Mexico Border Economy in Transition lays out the major issues involved in border region economic development, compiles the many innovative ideas developed at the 2014 U.S.-Mexico Regional Economic Competitiveness forums, and weaves them into a series of policy recommendations that draw on the experiences of those who understand the border best: the individuals who live in border communities and who cross back and forth between Mexico and the United States as a part of their daily lives. The report takes a border-wide look at institutions, economic development efforts, ports of entry, human capital and energy challenges and opportunities from San Diego to Brownsville, Tijuana to Matamoros.

Report Contents

- **Introduction**: Christopher Wilson and Erik Lee
- **Chapter 1**: The Architecture of U.S.-Mexico Cross-Border Economic Cooperation: Key Actors and Tools - Erik Lee
- **Chapter 2**: Binational Economic Development in the U.S.-Mexico Border Region - Erik Lee
- **Chapter 3**: Optimizing Border Ports of Entry to Strengthen Regional Competitiveness- Infrastructure and Management - Christopher Wilson
- **Chapter 4**: Human Capital in the U.S.-Mexico Border Region - Ruth Soberanes
- **Chapter 5**: The Border Economy’s Energy Transitions - Rick Van Schoik

Background on the forums. Throughout 2014, the North American Research Partnership and the Mexico Institute/Woodrow Wilson Center for International Scholars- together with USAID Mexico, the Council of State Governments West, the Border Legislative Conference, and several members of the Congressional Border Caucus- held a series of four U.S.-Mexico Regional Economic Competitiveness Forums. In order to engage border region stakeholders in a process to collectively generate a shared vision and policy recommendations to strengthen economic competitiveness, we traveled to San Diego/Tijuana, Nogales/Nogales, El Paso/Ciudad Juárez, and Laredo/Nuevo Laredo. Executive summaries of the four forums can be found here.

“The U.S.-Mexico Border Economy in Transition,” featured by the media

*San Diego Union Tribune:*

*Arizona Republic:*
http://www.azcentral.com/story/opinion/new-arizona/2015/02/14/arizona-mexico-trade-ducey/23367639/

*The report was made possible by generous support from USAID Mexico and the Council of State Governments-West,*
The U.S.-Mexico Border Economy In Transition

Findings and Recommendations

Background

- Support from USAID Mexico, Council of State Governments-West, Border Legislative Conference and offices of Reps. Vargas, Grijalva, Cuellar and O’Rourke
- A “bottom-up” process.
- Research team: North American Research Partnership and Mexico Institute/Woodrow Wilson Center
- Recommendations drawn from stakeholder input as well as ongoing research and outreach
- Editors: Christopher Wilson and Erik Lee
- Chapters:
  1. Institutions – Erik Lee
  2. Economic Development – Erik Lee
  3. Border Crossings – Christopher Wilson
  5. Human Capital – Ruth Soberanes
Key Recommendations

Institutions

- Strengthen, expand and promote institutions that represent and serve the U.S.-Mexico border region economy.
  - Border Governors Conference
  - Border Legislative Conference
  - Border Mayors Association
Economic Development

• Support and develop inclusive binational Mega Regions along the U.S.-Mexico border to enhance collaboration between border communities and economic stakeholders.

Economic Development

• Promote cross-border urban planning and development in border communities, building those communities as the binational metropolitan areas that they are.
Ports of Entry

- All levels of government, as well as the business community and non-governmental organizations, have a role to play in supporting cross-border transportation infrastructure and staffing.


Information in the table from the Texas Department of Transportation.

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<td>B&amp;M Bridge at Brownsville</td>
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Ports of Entry

- Trusted traveler programs are the most cost effective way to improve border efficiency and security, but they need to be expanded and more aggressively promoted.

Trusted Traveler Programs Enrollment (2004-2013)
Ports of Entry

- The benefits of restoring trolley lines or building new cross-border transportation options, such as dedicated bus lanes, would include reduced wait times and a redoubled sense of binational unity.

Human Capital

- In order for the U.S. and Mexico to achieve their goals of increased educational exchange, establish a binational education task force focused specifically on the border region, where the opportunities are greatest and costs are least.
Human Capital

- Promote greater collaboration between regional universities, community colleges and technical schools, government and the private sector to create, attract, and retain the labor pool necessary to fill industry needs at the border.

Energy, Natural Resources and Water

- U.S. and Mexican state and local governments should increase engagement with the business community and federal governments to prepare for and capitalize on energy development.
Energy, Natural Resources and Water

• Protect the environment while developing energy. Water and other resource demands are already stressing the border region. In this context, wise economic development is sustainable economic development, which strategically prioritizes the use of limited resources to maximize human development and ensure environmental sustainability.
TIJUANA TE QUIERO
21 TV Interviews

SPEAKER
- Live Talk Show
- Live News Show
- Live Radio Interview
- Press Conferences
- French Documentary

...countless readings and presentations

Dozens of publications on both sides of the border USA + Mexico

Tijuana Te Quiero
Celebrating its First Anniversary

Happy Anniversary, Tijuana Te Quiero!
This year marks a year since the birth of Tijuana Te Quiero, a movement that unites people for a better Tijuana and that seeks to promote a culture of respect, peace, and unity.

SAN YSIDRO
Tijuana, B.C., Mexico

September 2, 2014
Additional Events

+ North America Pavilion

Pavillions

Interactive

Medical

Brathatch

new owner of Sara Lee Corp.

President & CEO Bimbo Bakeries USA

Daniel Serrile
3 Culinary Battles

Entrepreneur Bootcamp: 22 Workshops
Meganackton

2 Keynotes
7 Speakers
2 Panels
7 Workshops
Cosplay Runway

Pa'Bailar Tijuana

Closing Ceremony Events

Star Wars themed concert by the Tijuana Youth Symphony
Volunteers
800

The Interactive Pavilions
14,827 students toured

An estimated
700,000

our 11 day event
attended

850 attendees from San Diego
150 exhibitors
330 speakers and panelists
850 took part in the megasectation
6,000 attended the workshops
8,500 took part in the 5k Neon Run
1,350 attended the culinary battles
1,350 attended the Innovamoda Runway
50 attended the gala dinner
1,000 attended the opening ceremony

Some T12014 numbers:
Media Coverage

3.5 Tons of trash were recycled
8,000 were trained in recycling.

Webpage

60,073 visits from 43,680 individuals
generated 169,172 impressions

777 posts about the event:
463 in Spanish & 314 in English

150 Local Media outlets
50 International outlets
25 National outlets
43 Press Conferences
682 articles published locally
The biggest promotional event for the city and region!

Twitter

#TijuanaInnovadora Y TI2014

were trending OCT 19 to 24.

Reached 349,000+ accounts and generated 480,000+ impressions.

Facebook

Started TI2014 with 55,000 followers, 270,000+ talked about TI2014, and reached almost 79,000.

The event with the largest community participation!

Making History in our Region

Making History in our Region

Making History in our Region
Making History in our Region:

The only event that has evolved into an engine of continuous community engagement!

The only event that includes our US relationship with our 3 levels of government, the Mexican army, local industry and the community.

Sponsors

Binational
Tijuana Innovadora

nuffer
smith
tucker

public relations

SanDiego
MAGAZINE

QUALCOMM®

Exhibitors

Binational
Tijuana Innovadora

UCSD

SMART BORDER COALITION
San Diego-Tijuana

Southwestern College

City of Chula Vista

Cox

50
KSDY

Two Countries One Region Unlimited Opportunities

Two Countries One Region Unlimited Opportunities
Two Countries One Region Unlimited Opportunities

Expansion of CBP services.
Opportunities for the Trans-Border Relations.
Advisory Council.
CBP invited to additional participation in the T1 National Conferences.
NEXT STEPS

Total estimated: 2,850 visits.
Weekends up to 300 visits.
Estimated average: 250 visits per day.

Next intel...
- Casting for up-and-coming fashion designers and models.
- Innovamoda Conference.
- Innovamoda Runway Fashion Show.

- National Event.
- Binational Event.
- International Event.

- Campus Link 2015

- Balboa Centennial.
- Connect SD partners to TI 2015 projects.
- Binational event 2016.

- 2015 Keynote Speakers calendar.
- Promotion of current Regional talent.

- Speakers 2015