

艾庞女士：

非常感谢王副局长，我很高兴能够代表美国贸易发展署参加今天的民航发展的讨论。首先我要感谢冯局长代表中国民用航空局邀请我参加今天的会议，以及过去多年来的紧密合作。我们两家是非常紧密的合作伙伴，长期以来和中国民用航空局之间的合作是非常愉快，而且是越来越紧密的合作，所以我和美国航空运输部的同事很高兴能够一起参加今天的讨论。

另外我要特别感谢美国各家公司参加了今天的论坛。他们作为行业的代表，非常成功的民航业的优秀企业代表，对于美国、中国，乃至全世界的航空业的发展做出了非常大的贡献。

我想介绍一下我今天发言的背景，美国贸易发展署是美国和海外合作伙伴之间创造一种共赢的机构，我们和中国的民航业发展的过程当中，和很多的合作伙伴发展起了这样一种共赢的关系。我们的目标是共同解决问题，推动两国经济的发展。美国贸易发展署的任务，是让美国的企业和海外的合作伙伴在这样一种合作过程当中，形成互惠共赢的局面。

今天我们讨论在互联网时代全球民航业发展的新机会，这样一个主题是非常合适的，在今天的论坛当中，以这样一个主题来展开讨论恰逢其时。因为对于我们来说，全球民航业有史以来面临的机会也没有今天这么大，但同时我们所面临的挑战也是非常巨大的，我们怎么样来利用这些新的机会，利用出现的这些新技

术（无论是我们预见到的，还是没有预见到的）、各种新的需求，来推动民航业的发展，是一个非常重要的议题。

在这个背景下，我们认为首要的就是合作。我们的世界正在发生快速的变化，没有一个单一的机构，无论是政府部门，或者一个企业，或者是一个学术机构，都没有办法得出一个正确的答案来解决我们这个时代所面临的的所有的问题，来了解我们这个时代、这个行业所面临的所有的需求，我们需要合作，需要各个政府部门、监管部门、企业、行业、科研机构、学术界之间的通力合作。

从 2003 年以来，美国和中国之间一直是在进行这样的合作，通过美中民航合作项目（简称 ACP）进行合作。而美国贸易发展署非常骄傲，能够在美中之间这样一个非常卓有成效的航空合作项目当中发挥着重要的作用。

开始只是很少的人在一个餐桌上去讨论，现在中美民航合作项目已经有 30 多个成员公司和 4 个政府的顾问单位参加。这个项目对于中美之间的合作来讲是一个典范。我在为今天这个论坛做准备的时候，也是思考了一下 ACP 项目的成功，以及我们所取得的重大的进步。我觉得有三个重要的经验和教训。

第一个，我们意识到航空促进了所有所涉及到的国家经济增长和繁荣。航空行业是我们持续发展的一个基石。

第二个经验教训，就是航空的基础设施以及基础设施的增长是需要各方合作的，不管是正式的像 ACP 的合作，还是非正式的

一种合作，比如说我们今天通过这个论坛建立起的关系。

政府的职责是制定适合的政策目标，但是最终还是要靠企业来真正地推动创新和进步。今年是中美民航合作项目第 14 个年度，在过去的 14 年，各个利益相关方聚集在一起，共同讨论我们面临的挑战，以及为找到中国实现其民航愿景找到最好的一个解决方案。在 ACP 这个项目刚刚开始的时候，没有人能够预料到中国民航行业如此的成长势头，实际上中国旅客的流量从 2003 年以来已经翻了三倍。

当然了，有了这样的成长，市场也会遇到很多的挑战。比如说中国民航行业的快速增长，也导致了非常严重的空域拥堵的问题，这样的拥堵问题还会导致航班的延误问题，而航班的延误对于乘客来讲是很不好的，对于环境来讲也是很不好的，对于航空公司来讲也是非常高成本的。所以我们利用合作关系和共同的愿景，通过新的技术和新的管理采纳而改善空域的效率，这实际上是两国政府和两国企业共同努力的一个结果。

我们和中国民航局，还有 ACP 这个项目，美国的贸易和发展署正在支持一个空域优化管理项目，西安国际机场就是这样一个试点机场。ACP 的成员公司提出了一些建议，如何进一步扩展空域的容量。中国民航局会进一步将这样的经验教训拓展到其他的机场，我们非常愿意从这个试点来学习经验教训，然后在上海还有其他的一些机场，来运用这样的经验教训。

当然要解决复杂的问题可能不止一种办法，还有一个我们合

作的例子，就是使用创新的技术。美国贸易发展署和中国民航局一起合作，利用最近的数字分析、大数据分析技术，来进一步预测天气，减少航班的延误。其实在昨天我就批准了一个资金的支持，是支持上海空管局的，这样的话就可以用新的技术来进行空域的建模和气象预测，是美国的一个创新公司发明的技术，这样可以帮助空管人员能够做出更好的决定，在不同的天气情况下做出更加好的决定，这种新的技术可以帮助减少因为天气而导致的航班延误。我们在空域优化方面的合作，ACP 作为一个非常有效相关方聚集平台的例子，政府的、阶级的合作伙伴一起来讨论行业的需求。

最后，我想介绍的一个例子是非常重要的，这个例子也反映出我们所总结的经验教训。不管我们的技术有多么的进步，不管我们彼此的公司有多么创新，如果我们不投资人力资源来适应 21 世纪的需求，那么我们也是不会成功的。当我们找到合适的人，当我们投资改善这些人的能力，把这些人培训成为新的航空时代的领袖的时候，就意味着我们这个项目的成功，ACP 从一开始就意识到了这个点，所以我们把培训作为一个重要的支柱，在中国民航局的支持之下，ACP 正在培训下一代航空领袖人物，能够更好地应对将来的挑战。

我们的培训项目已经成为备受追捧的一个项目，是航空人员都非常想参加的。我们已经培训了 1400 人，现在这些人都在中国民航的各个领域工作，我们培训能够使得有更加安全、更加高

效的航空体系。最重要的是，这些项目也使航空的旅客受益，ACP 这个项目首先的关注焦点就是人的安全，ACP 已经成为如此有效的一个项目，它是一种互赢的合作，所以其他的地方也开始推出了类似的项目。我们非常高兴其他的国家也认可中美之间合作的成果，而且我觉得这种项目还会取得进一步的成功，ACP 克服了很多我们一开始没有预想到的挑战，这也显示了美国和中国一起合作，能够带来什么样的力量。

我要再一次感谢能够给我这次机会，来分享美国贸易和发展署在民航基础设施发展方面的一些意见，我非常期待接下来能够有机会听到更多详细的介绍，谢谢！

<文稿根据现场录音整理，未经本人审核。>

China Civil Aviation Development Forum 2017

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- Thank you, Deputy Administrator Wang (*WONG*), for that kind introduction. I am pleased to be here representing the U.S. Trade and Development Agency for these important discussions on civil aviation development.
- First, I would like to thank DA Wang (*WONG*) for the invitation to participate in the Forum today. DA Wang is not only our partner, he has become a close friend over the years. We greatly appreciate him and our long-time relationship with CAAC.
- I am pleased to join the distinguished guests and speakers today, including our partners at CAAC, the U.S. Department of Transportation, and the Federal Aviation Administration.
- I would especially like to acknowledge the U.S. companies attending today's Forum. As you will hear over the next few days, the U.S. private sector remains committed to the success and development of China's aviation industry.

- For those who are not familiar with USTDA, we are known as the U.S. Government's project preparation agency.
- We deliver the expertise of U.S. companies to infrastructure projects in growth markets, such as China's civil aviation sector. This work is about building relationships that solve problems and grow our economies.
- USTDA's mission is win-win for both the United States and our overseas partners. Our collaboration with China demonstrates those results in action.
- Today, we begin an important discussion on new opportunities for the global aviation community to thrive in the Internet Age.
- This theme, and today's forum, pose an opportune time for us all to look toward the future of aviation, and to consider how we can leverage new technologies to meet emerging needs -- both foreseen and unforeseen.
- This dynamic reminds me of the words of Confucius, who once said: "As water shapes itself to the vessel that contains it, so a wise

man adapts himself to circumstances.”

- This saying captures the spirit of everyone here who knows how quickly the aviation industry is changing -- from the service provided by industry, to the expectations of customers.
- These changing needs require us to plan for the future, and constantly set new goals together.
- Since 2003, the United States and China have been working together to do exactly that, under the U.S.-China Aviation Cooperation Program, or ACP.
- USTDA is proud to have played a leading role in developing this historic partnership, along with our colleagues at CAAC and FAA.
- From its beginning as a small group around a dinner table, the ACP has grown into a full-time operation, with over 30 U.S. member companies and four government advisors.
- The program now serves as a leading model for U.S.-China cooperation.

- As I was preparing for today's Forum, I reflected on the ACP's successes and the vast strides it has made. The three key lessons that continued to come up time and again are:
 - First, the aviation industry catalyzes **economic growth and prosperity** for all countries involved.
 - Next, aviation infrastructure and its growth **depend on our partnerships**, whether they are formal, like the ACP, or informal, such as the relationships we are building here at this Forum.
 - Finally, while the government is well-suited to set policy goals, it is the **private sector that drives innovation and progress.**
- This year marks the fourteenth year of the ACP. Over the past decade, USTDA has connected key public and private stakeholders to discuss challenges, and to find solutions that best fit China's

vision for its aviation sector.

- When the ACP was created, few could anticipate the growth trajectory of China's aviation sector. In fact, the country's passenger traffic has tripled since 2003. As is often the case with growth like this, the market has faced many obstacles.
- For example, the rapid growth of China's aviation sector has led to significant airspace congestion. We are using our partnership and joint vision to improve airspace efficiency through new technologies and management techniques.
- One of the results from congestion is flight delays, which are burdensome for passengers, pose negative environmental impacts, and are expensive for airlines. This issue represents a shared priority for both our governments and private sectors.
- Together with CAAC and ACP, our Agency is supporting an airspace optimization management program.

- Through a pilot at Xi'an [*SHE-ON*] International Airport, ACP member companies have offered recommendations on how to expand airspace capacity. The recommendations are now being implemented.
- Our success points to the shared goals our countries have, and the innovative technologies that U.S. industry brings to the table. Our progress also demonstrates how the ACP serves as an effective platform to address challenges.
- So as we look to the future in this internet age, we will continue collaborating to achieve even more ambitious goals.
- Looking ahead, we plan to build on our progress by launching a new flight delay program in Shanghai.
- This project will borrow lessons learned from the Xi'an [*SHE-ON*] pilot. Improving airspace efficiency is a top priority for both our governments, as well as airlines, and companies. So we are eager to see this activity move forward.
- One pillar of managing flight delays involves weather analytics. As

we all know, storms and a lack of reliable weather data can lead to a long backlog of flights.



- USTDA and CAAC are cooperating to address this issue. In fact, just yesterday, I signed a grant supporting a pilot project with the Air Traffic Management Bureau in Shanghai.
- The project will demonstrate weather prediction and airspace modeling technologies developed by I.M. Systems Group, an innovative company based in the state of Maryland.
- The pilot aims to help air traffic controllers make more informed decisions under various weather scenarios. Ultimately, these new technologies will achieve a reduction in weather-induced flight delays.
- Our cooperation in airspace optimization is just one example of how the ACP serves as an effective platform for stakeholders to cooperate on the aviation sector's emerging needs.
- When we bring together the right people, we succeed. And the ACP has been focused on people all this time. The partnership

recognized the value of investing in human capital at its inception, and has since made training a core pillar.

- Today, with CAAC's full support, ACP members are training the next generation of China's aviation leaders to be more efficient and effective, as they prepare to take on tomorrow's challenges.
- Our training programs have become some of the most highly sought-after programs for aviation professionals.
- In fact, the ACP has trained over fourteen hundred leaders! Now, graduates are working across all areas of the industry here in China.
- The training has enabled a safer, more efficient aviation system.
- Most importantly, the programs have benefitted the people that our airlines serve, which reflects what I know to be true about the ACP: its number one focus – its chief concern, and its top priority – is the safety and security of people.
- This is especially true as China's aviation sector will only continue

to grow: By 2034, together, our aviation markets will serve nearly two and a half billion people.

- While training was the initial focus of the ACP, the partnership has taken on so much more over the years.
- Through our collective vision, we have transformed the ACP from a portfolio of singular projects, to a true partnership that approaches new goals through a holistic lens.
- The ACP has become such an effective model for mutually beneficial cooperation that other regions in the world have begun to launch similar programs.
- We are flattered that others recognize the success that the U.S. and China have achieved, and the truth is, we will only continue to build on that progress.
- The ACP has overcome challenges it never thought it would see – and that demonstrates the tremendous potential that results from the U.S. and China partnering together.
- Thank you again for the opportunity to share USTDA's perspective

on civil aviation infrastructure development. I look forward to the opportunity to speak with you in more detail during our sessions later today.

- Xie-Xie (*SHEH-SHEH*). Thank you.