Chapter 6
Innovative Programmatic, Institutional, and Support Infrastructure Recommendations
6.1 PROGRAMMING HISTORY

In addition to physical improvements to its road and trail systems, the City of Winston-Salem recognizes the need for programming to make cycling a safe and attractive transportation option for its residents and visitors. The city has a strong tradition of providing programs in a number of key categories and those programs need to continue to evolve with the demand for cycling improvements in the community.

- Education
- Encouragement
- Evaluation
- Enforcement

6.1.1 Education

For years, the city has created and distributed education materials and delivered programming aimed at cyclists, motorists, and all other residents regarding the rights and responsibilities of all roadway users with the goal of creating an environment that encourages cycling.

Safe Routes to School Program

The City of Winston-Salem has had a strong Safe Routes to School (SRTS) program for over a decade with numerous facets designed to encourage more cycling and walking trips to schools throughout the community. Nationwide, in 1969, 48 percent of children 5 to 14 years of age usually walked or bicycled to school compared to 13 percent in 2009. Parents identified the following as the top barriers preventing children from walking or cycling to school.

1. Distance to school
2. Traffic-related danger
3. Weather
4. Crime danger
5. Opposing school policy

There have been numerous efforts within the city’s SRTS program to encourage more cycling to schools and other destinations.

Safe Routes to School Bicycle Education Program

In 2011, using a federal SRTS non-infrastructure competitive grant, the city purchased a fleet of 25 bicycles and a trailer to begin a bicycle education program in local elementary schools. The city worked with Winston-Salem / Forsyth County Schools (WSFCS) to incorporate the Bike Smarts education program into the school system’s
For several years, the City of Winston-Salem and WSUAMPO published an online newsletter to keep residents informed of events and projects. The quarterly newsletter provided information about upcoming events and activities to encourage greater participation in cycling and walking activities and provided project updates related to greenway, cycling, and walking infrastructure improvements.
Cycling Sunday Fun Day returns on September 15

Fall will be here before we know it. That means it’s time for another Cycling Sunday combined with Sunday Fun Day on September 15 from 3:30 to 6:00 PM. Once again the two events take place around the Southeast Gateway on Salem Avenue. Segments of Marshall, West, and Spring Streets along with parts of Salem Avenue will be closed to motor vehicles so that cyclists, skaters, and scooters can take to the streets without worrying about traffic. Helmets are required.

The health department is planning more Fun Day events along the Salem Creek Greenway—no bikes required for that. And everyone is encouraged to explore the greenway by foot or bike. The 5-mile Salem Creek Greenway connects Marketplace Mall with Salem Lake so there’s lots of different scenery to enjoy.

Registration for the two events and free parking are at the Gateway Family Medicine building at 390 Salem Avenue. Take Broad Street to Salem Avenue to access parking since much of Salem Avenue will be blocked off for the event.

The elementary school with the most representation that day will win $400 in PE equipment for their school. So invite all the students you know to come. Play different games, learn about your health, and support your local elementary school all at the same time.
Printed Materials and Videos

In coordination with the city’s Marketing and Communications Department, WSDOT has also created a series of printed and video educational materials for distribution through a variety of outlets. Video public service announcements about sharing the road properly and printed materials covering an array of topics from walking, cycling, and driving tips to wallet cards with bicycle-related ordinances to printed maps of recommended bicycle routes have all been created and distributed to the public. The Winston-Salem Urban Area Bicycle Map was developed in conjunction with the analysis of roadways as part of the 2010 Bicycle Master Plan and uses a suitability factor for all roads besides residential streets. Similarly, the Winston-Salem Trail Guide was updated in 2018 to include recent construction and provides information about all trails and greenways in Winston-Salem.
Let’s work together to make Winston-Salem safe for everyone!

BIKE SMART

1. Bicycles are vehicles and must obey the same traffic laws as motorists.

2. Bicyclists should ride predictably with the flow of traffic, signaling turns and lane changes.

3. Bike helmets are required by North Carolina law for bicyclists under age 16, even on sidewalks and public trails.

4. The City of Winston-Salem is adding bike lanes and shared lane markings to make bicyclists more visible.

5. Be visible by wearing bright, reflective clothing and using strong lights at night.

6. When your bike is parked outside, always secure it with a strong lock.

7. Be courteous to other roadway users and always yield to pedestrians.

WAY TO GO!
WINSTON-SALEM
BICYCLE & PEDESTRIAN PROGRAM
WWW.BIKE.CITYOFWS.ORG
Produced by City of Winston-Salem Transportation Department

¡Trabajemos para que Winston-Salem sea segura para todos!

PEDALEAR INTELECTUENTEMENTE

1. Las bicicletas son vehículos y deben obedecer las mismas leyes de tránsito que los automovilistas.

2. Los ciclistas deben manejar de manera predecible siguiendo el flujo vehicular y haciendo señales antes de doblar o cambiar de carril.

3. Los cascos para los ciclistas son obligatorios de acuerdo con lo requerido por las leyes de Carolina del Norte incluso cuando transitan por la escarpa o en parques públicos.

4. El ayuntamiento de Winston-Salem está añadiendo rutas exclusivas para ciclistas y las está marcando adecuadamente para hacerlas más visibles.

5. Hágase visible usando ropa de colores vivos o fosforescentes y utilizando luces intensas por las noches.

6. Cuando estacione su bicicleta en la calle, siempre asegúrela con un candado fuerte.

7. Sea cortés con las otras personas que usan la carretera o las aceras y siempre ceda el paso al peatón.

WAY TO GO!
WINSTON-SALEM
BICYCLE & PEDESTRIAN PROGRAM
WWW.BIKE.CITYOFWS.ORG
Producido por el Departamento de Transporte de la ciudad de Winston-Salem.
1. Where sidewalks are available, use them, as required by North Carolina law.

2. If there is no sidewalk, walk or run facing traffic so you can see approaching motorists.

3. For children walking to school, use the route and crosswalks recommended by your school. If there is a crossing guard, always obey the guard and cross at that location.

4. Be visible with colorful or reflective clothing and use a flashlight at night.

5. Obey pedestrian Walk/Don't Walk signals where they are available. At some intersections you may need to push a button to activate the pedestrian signal.

6. If there is no pedestrian signal, cross when the traffic signal is green in the direction you are traveling, but be sure to watch for turning vehicles.

7. Always look both ways before crossing a street and keep looking as you cross.

8. People in motorized and manual wheelchairs are pedestrians.
1. Residents and property owners in Winston-Salem are responsible for keeping sidewalks across their property clean and clear of debris and snow.

2. Place your trash bin or yard cart where it will not block the sidewalk or bike lane. If you must place your trash bin or yard cart on the sidewalk, please remove it as soon as possible after it’s emptied.


4. Select plantings that will not grow onto the sidewalk or will not attract bees that could sting passersby.

5. Obey Winston-Salem’s leash law and keep your pets restrained for their own safety as well as that of people passing your property on foot or on bicycle.

6. Watch for bicyclists and pedestrians when entering or exiting your driveway and yield to them.

7. If you park your vehicle on the street, look for bicyclists before opening your car door.

8. Always park your vehicle so it does not block any part of the sidewalk.

Do your part to make Winston-Salem safe!

Produced by City of Winston-Salem Transportation Department
1. Watch for bicyclists and pedestrians at all times. Bicycles are vehicles, so bicyclists are permitted to take the entire lane where necessary for safety.

2. Look out for children and slow down, especially in school zones and neighborhoods, as children can unexpectedly dart into the street.

3. Look behind you for bicyclists before opening your car door.

4. Yield to pedestrians in crosswalks, at intersections, and when entering or exiting a driveway or alley.

5. Check your right-hand mirror for bicyclists before turning right, especially where you can turn right on red.

6. Pass bicyclists with care. Treat bicyclists as you would a slow-moving car—don’t tailgate, and do wait until you can safely pass the bicyclist. Reduce speed when passing bicyclists and allow at least 5 feet of passing space. Check over your shoulder after passing a bicyclist before moving right.

7. Bicyclists know you’re there so, please, no horns.

8. Above all, don’t drive distracted or after consuming alcohol or other drugs.

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1. Esté siempre al pendiente de ciclistas y motociclistas. Las bicicletas son vehículos así que a los ciclistas se les permite tomar todo el carril si lo consideran necesario para su seguridad.

2. Esté siempre al pendiente de niños y disminuya la velocidad, especialmente en zonas escolares y adentro de los vecindarios, ya que los menores pueden cruzar la calle intempestivamente.

3. Mire hacia atrás antes de abrir la puerta del carro para cerciorarse de que no vienen ciclistas.

4. Ceda el paso a los transeúntes en pasos peatonales, intersecciones y cuando esté entrando o saliendo de su cochera o de un callejón sin salida.

5. Siempre mire el espejo de la derecha para cerciorarse de que no vienen ciclistas, especialmente si va a doblar a este lado si lo hace cuando el semáforo está en rojo.

6. Rebase a los ciclistas con precaución. Hágalo de la misma manera en que rebasaría a un carro que se mueve a baja velocidad; evite pegarse demasiado a la parte trasera de la bicicleta y espere hasta que sea evidente que la puede rebasar con seguridad. Reduzca su velocidad cuando pase a un ciclista y permita que haya un espacio de por lo menos cinco pies entre usted y la bicicleta. Después de haber rebasado, mire sobre su hombro antes de moverse nuevamente a la derecha.

7. Los ciclistas ya saben que usted está detrás así que evite usar la bocina.

8. Por sobre todo, jamás maneje distraído o después de haber consumido alcohol o drogas.
Creating a Safer Community

As interest in good health and physical fitness grows, more people of all ages are walking and bicycling in Winston-Salem. In addition, our community’s Safe Routes to School Program is working to make it safer for more children to bike and walk to school and teaching children safe walking and biking skills.

WALKING & CYCLING SAFELY IN WINSTON-SALEM

We all can do our part to keep ourselves and other people safe!

for everyone

1. Residents and property owners in Winston-Salem are responsible for keeping sidewalks across their property clean and clear of debris and snow.
2. Place your trash bin or yard cart where it will not block the sidewalk or bike lane. If you must place your trash bin or yard cart on the sidewalk, please remove it as soon as possible after it’s emptied.
4. Select plantings that will not grow onto the sidewalk or will not attract bees that could sting passersby.
5. Obey Winston-Salem’s leash law and keep your pets restrained for their own safety as well as that of people passing your property on foot or on bicycle.
6. Watch for bicyclists and pedestrians when entering or exiting your driveway and yield to them.
7. If you park your vehicle on the street, look for bicyclists before opening your car door.
8. Always park your vehicle so it does not block any part of the sidewalk.
NC STATE LAW:
A BICYCLE IS A VEHICLE

- Ride in same direction as motor vehicle traffic
- Stop at stop signs and red lights
- Ride as close to the right-hand edge of the lane as practicable, except when making left turns or avoiding hazards.
- Always yield to pedestrians.
- Bicyclists under age 16 are required to wear helmets.
- For riding after dusk, equip your bicycle with a front lamp visible from 300 feet and a rear red light or reflector visible from 200 feet.
- Yield to vehicles and pedestrians when entering the main road from a side street, driveway or building entrance.

10 SAFETY TIPS

1. Gain motorists’ respect by riding courteously and responsibly.
2. Follow all applicable rules of the road, including stop signs.
3. Pass other vehicles only on the left unless a marked bike lane allows you to pass safely on the right.
4. Always be conscious of your surroundings, particularly if you’re riding alone and check ahead to anticipate changing situations.
5. Bicyclists can be difficult for motorists to see at dawn and dusk so take special care at these times.
6. If safety dictates it, take the full lane.
7. Always signal your intention to turn or change lanes, so motorists can react properly. And be sure to check behind you for other vehicles.
8. Always maneuver so you cross railroad tracks at a right angle.
9. In a group, ride no more than two abreast and, where possible, move to single file when other vehicles are passing.
10. Always make safety your byword, regardless of who has the legal right-of-way.

WINSTON-SALEM BIKE LAWS

In addition to state laws, the City of Winston-Salem has specific bicycle laws:

1. A bicycle should carry only the number of people for which it was designed.
2. Bicyclists should ride no more than two abreast.
3. When bicyclists are riding on a sidewalk, the bicyclist must yield to pedestrians and give an audible warning to the pedestrian.
4. Bicyclists are not allowed on sidewalks in these locations:
   - Central business district—the area bounded by 8th Street, US 52, Business 40, and Broad Street
   - Sunset Drive from First Street to Glade Street.
   - Liberty Street from 14th Street to 17th Street.
5. A bicyclist should not travel at a greater speed than is reasonable for the circumstances and conditions.
6. Bicyclists should not carry packages or items that prevent them from keeping at least one hand on the handlebars.
7. Bicycles should be parked in a way that does not obstruct pedestrian traffic.
8. All bicycles should have working, functional, adequate brakes.

BICYCLIST RIGHTS IN NC

In North Carolina, bicyclists have the same rights as motor vehicle drivers. Bicyclists are allowed to take the full lane when it’s necessary for safety or to avoid hazards in the road. Bicyclists are allowed to use all roadways except fully-controlled access highways such as interstates.

Remember that motorists are more likely to see you and treat you with respect if you behave like a vehicle operator and communicate your intentions.

WINSTON-SALEM BICYCLE MASTER PLAN

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CHAPTER 6 | INNOVATIVE PROGRAMMATIC, INSTITUTIONAL AND SUPPORT INFRASTRUCTURE RECOMMENDATIONS

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CHAPTER 6 | INNOVATIVE PROGRAMMATIC, INSTITUTIONAL AND SUPPORT INFRASTRUCTURE RECOMMENDATIONS
City of Winston-Salem Employee Driver Education

As part of earning a license to drive city vehicles, city employees undergo regular driver training and certification. In 2014, WSDOT staff partnered with the city’s Risk Management Department, which oversees driver licensing, to incorporate bicycle and pedestrian awareness education into the education and testing process. The City of Winston-Salem is a major employer whose employees generate a lot of traffic during the day during the course of normal operations. To date, nearly 1,000 city employee drivers have been trained and are better equipped to understand the safety issues associated with sharing the roads with cyclists and pedestrians.

6.1.2 Encouragement

Branding

In 2012, the city rolled out a branding initiative titled “Way to Go Winston-Salem” to help create an identity for the bicycle and pedestrian initiatives underway. This logo and theme was applied to all mailings, flyers, printed materials, and electronic media to create a brand that residents and visitors would recognize as part of the city’s effort to encourage cycling and walking. Informing residents of activities and efforts was a vital effort in the early stages of the city’s bicycle and pedestrian program, but the need for such branding has not diminished and residents need to be reminded of the efforts to make the city bike friendly and the opportunities they have for getting involved in that effort.

Walk/Bike to School Day

For years the city has also promoted and assisted with bike and walk to school day events as part of International Walk/Bike to School Day. The city worked with parents and school staff to plan, promote, and carry out the events.

Open Streets Winston-Salem

In 2009, Winston-Salem was the first city in North Carolina to hold regular Open Streets events to encourage people to bike, walk, skate, and play in the streets and the program continues to this day, though in a modified form. Open Streets have become very common across the world over the past two decades as cities temporarily close some of their streets to motor vehicles in order to provide a safe, car-free environment for residents to ride bikes, walk, skate, and participate in various activities. Since 2009, the City of Winston-Salem has conducted its Open Streets events in four separate locations from downtown to the Old Salem area to Research Parkway and now in the vicinity of Bailey Park. Along with the changes in venue has come a name change evolving from Cycling Sundays to Walk & Roll Winston-Salem. Numerous agencies from the region assist with preparations for the events, including the Forsyth County Department of Public Health, Active Routes to School program, Winston-Salem Forsyth County Schools, local healthcare providers, the City of Winston-Salem, Wake Forest Innovation Quarter, and the National Cycling Center. Since 2017, Walk & Roll Winston-Salem has been incorporated into the Winston-Salem Cycling Classic on Memorial Day weekend.
Bike Month

The City of Winston-Salem has been involved in promoting cycling through a series of annual events associated with National Bike Month celebrations in May. Each year, the City of Winston-Salem creates a calendar of events to encourage cycling, including organized rides, movies, promotional events, lectures, classes, and social events. In 2018, the National Cycling Center assumed the responsibility of planning and hosting events to celebrate National Bike Month, drawing on synergy from the Winston-Salem Cycling Classic over Memorial Day Weekend to cap the month-long celebration.

Bicycle Light Distribution

In partnership with the Active Routes to School program and the Winston-Salem Police Department, the City of Winston-Salem developed a bicycle light distribution and education program to promote greater use of bicycle lights at night. The Active Routes to School program has donated nearly 300 sets of bicycle lights for the Winston-Salem Police Department to distribute to cyclists riding at night without them. Cyclists are required by law to have functional front and rear lights to improve their visibility, but instead of issuing citations for improper lighting, the Winston-Salem Police Department provided and installed lights for cyclists in violation. The program has led to greater awareness of bicycle-related laws and improved compliance with those laws.

Active Routes to School is a North Carolina Safe Routes to School Project supported by a partnership between the NCDOT and the North Carolina Division of Public Health. Through this project there are ten Active Routes to School project coordinators working across North Carolina to make it easier for elementary and middle school students to safely walk and bike to school. The project coordinators...
work with partners in their communities to increase the following:

- One-time awareness events about the importance of Safe Routes to School.
- The number of ongoing programs that encourage walking and biking to or at school.
- The number of trainings on how to implement Safe Routes to School-related activities.
- The number of policies that support walking and biking to or at school.
- The number of safety features near schools.

In addition to working directly with schools, the project coordinators work within communities to identify opportunities for shared use of facilities and Complete Streets to improve access to physical activity.

Bike Share

Launched in May 2017, the bike share program in Winston-Salem has provided transportation and recreation opportunities for thousands of residents and visitors. The NCC serves as the lead agency for planning and implementation of the bike share program with the City of Winston-Salem and numerous private sponsors providing the financial and institutional support to keep the program operating. The program launched with 50 bicycles spread across eight stations and has since increased to 11 stations. The dock-based Zagster bike share model was launched in Winston-Salem just as dockless bike share operations materialized throughout the country, demonstrating the ever-changing landscape of bike share and shared micromobility systems, generally. The National Cycling Center’s Zagster bike share system has been incredibly valuable in Winston-Salem, which has not seen the introduction of a dockless system or the financial commitment for another approach. The Zagster system, specifically, has been an asset for Winston-Salem, as the semi-permanent nature of the stations has allowed for experimentation in docking station locations and arrangements, allowing the city and NCC to learn a great deal about successful bike share operations.

Evaluation

In 2013, City of Winston-Salem staff partnered with a local team at the Center for Design Innovation to design and fabricate a series of bicycle counters using Arduino boards and rubber air hoses. A team of programmers, builders, and researchers designed the counters and then trained less experienced members of the team on the actual construction, including soldering, assembly, and testing. The counters were deployed a number of times to collect data and perfect the product. In the spring of 2014, City of Winston-Salem staff presented the project at a professional conference and, as a result, connected with NCDOT as they were developing their pilot bicycle and pedestrian counting program. By the summer of 2014, the City of Winston-Salem had been selected to be a part of the pilot project and by the fall of that year four sets of commercial counting equipment had been installed, including locations on 4th Street, West End Boulevard, the Strollway, and the Salem Lake Trail. The equipment has been counting continuously for nearly four years, providing baseline count data for the city to use and expand upon as funding becomes available.
Enforcement

To date, targeted bicycle and pedestrian enforcement initiatives have been limited to two key areas with much room for expansion. The initial effort begun in 2015 focused on pedestrian safety in the downtown area where count data showed more than 1.3 million walking trips on 4th Street alone. The campaign focused on curbing dangerous driving and involved an educational period with numerous media efforts and the distribution of printed materials. The education period was followed by a targeted enforcement campaign in which drivers who failed to yield to pedestrians in crosswalks were issued warnings and then citations. The campaign was successful and can serve as a model for similar bicycle safety campaigns.

More recently the City of Winston-Salem has developed an education and enforcement campaign to reduce the frequency of bicycle lane parking violations. Informational flyers with references to state and local statutes related to the issue are being distributed in areas where there have been reports of automobiles parked in bicycle lanes. The education campaign will be followed by an enforcement campaign to further discourage the practice of blocking bicycle lanes.

6.2 PROGRAMMING RECOMMENDATIONS

While the City of Winston-Salem has been successful in creating programs in the categories of education, encouragement, evaluation, and enforcement, there are numerous needs and opportunities to expand the reach of the current efforts.

6.2.1 Education Recommendations

The City of Winston-Salem will continue its work to enable people to make effective choices and to travel safely. Education efforts could, at a minimum, cover topics such as how to ride a bike, what signs and signals mean, and the rules of the road. It is also important to provide information about how transportation networks function, and how transportation is connected to other issues such as energy use, climate change, personal and public health, and the livability of a community.

Drivers

While driver education is fundamentally critical to the safety of cyclists, most driver education programs in the United States are inadequate when it comes to teaching people to operate motor vehicles safely around people walking or bicycling. This is a national problem that is difficult for any single municipality to address, as driver education falls under state jurisdiction. Enhanced motorist education that teaches how to look for and interact with bicyclists could be part of the driver education curriculum. The City of Winston-Salem, however, could continue outreach and education campaigns to reach as many drivers as possible. Share the road campaigns and efforts to discourage bike lane parking are a good first step, though more comprehensive approaches, such as Watch for Me NC and Vision Zero, are vital to ensuring that all efforts are working in concert to achieve the greatest results.

Cyclists

When people bicycle, they also need to know the traffic laws and develop good bicycling skills. The City of Winston-Salem provides resources towards that end, for both children and adults. In addition to creating outreach and educational materials geared towards bicycling, though, the city could collaborate with local agencies to provide free workshops and skill-building sessions for the public and for city employees. The city also needs to continue and expand efforts to educate cyclists about how to travel safely around motor vehicles and how to be mindful and careful around people walking.

Mapping

In addition to existing printed bicycle maps, the City of Winston-Salem could consider digital mapping options, including interactive route selection tools. The difficulty in creating a static bicycle map is that there are too many variables to account for depending on the experience, skill, and preferences of the cyclist using the map. Some cyclists prefer low-speed, low-volume streets at the expense of riding a longer distance or through varying terrain. Other cyclists may prefer the shortest, quickest route possible, regardless of traffic conditions. It is impossible to adequately convey all of that information on a static map, so the City of Winston-Salem could consider an interactive online bicycle mapping tool that provides cyclists with information tailored to their specific needs. The Montgomery County, Maryland Bicycle Stress Map is a particularly useful tool for cyclists to be able to select routes based on their preferred criteria. [http://www.mcatlas.org/bikestress/](http://www.mcatlas.org/bikestress/).
6.2.2 Other Engagement

Community Events
There are many opportunities for reaching the public in Winston-Salem at city events and events sponsored by other agencies. City staff can attend these events to engage the community and make people aware of the efforts underway to make Winston-Salem a bike friendly community by handing out information, asking for feedback, and distributing items, such as bike lights and bells. Efforts could be made to continue attending established events and identify events throughout the community, particularly in underserved areas.

Broadening Community Engagement
Expanding interest in cycling for transportation has been difficult in Winston-Salem, as people cite numerous reasons for not cycling regularly, including, among others, traffic safety, terrain, and personal safety. While infrastructure improvements can address some of those concerns, the City of Winston-Salem and other agencies interested in increasing the use of bicycles must engage residents. Particular emphasis could be placed on conducting significant bicycle and public health related outreach to traditionally underrepresented populations, (i.e., groups who are not seen in the bicycling community at levels equal to their presence in the broader community). This includes some racial and ethnic groups, as well as women, older individuals, and immigrant communities.

Bicycle Education Workshops
The City of Winston-Salem, in conjunction with partner agencies and bike shops, could further engage residents with free and regular bicycle education classes. The classes and workshops have been held sporadically in the past, but a regular schedule of diverse topics could attract a larger audience. Workshops could include “urban cycling basics,” “women-powered cycling,” and “bike maintenance basics.” In addition, the city could partner with the National Cycling Center to teach people how to use the Zagster Bike Share program to boost participation in the program.

Safe Routes to School
While the City of Winston-Salem has expanded the coalition of partners involved in providing SRTS programming and planning, it still has a vital role to play in educating school district administration and staff in creating walkable school zones. City staff could continue to work with district staff to identify schools that could most benefit from improvements in cycling and walking infrastructure to encourage greater use of those transportation options. School officials understand best the issues facing students and families trying to bike and walk to school and city staff can learn a great deal from those representatives and translate the concerns into policies and infrastructure projects to improve conditions.

Cycling and Walking Audits
The City of Winston-Salem has conducted numerous walking audits with neighborhood groups and elected officials to identify and address safety concerns on city streets and sidewalks resulting in actual changes, including sidewalk construction and park access improvements. Walking audits provide residents, planners, engineers, and elected officials a forum in which each can learn about the issues affecting walking in the community and how those issues can be addressed. The walking audit concept could be expanded to include cycling audits. Like walking, cycling requires firsthand experience to truly appreciate the issues that affect cycling as a form of transportation, from interactions with drivers to the use of bicycle lanes and shared lanes. Conducting audits with advocates, planners, engineers, residents, and elected officials would be beneficial and could to additional emphasis to implement recommendations from this Plan. While the audits provide a forum for residents to advocate for improved cycling conditions, they also provide education for planners, engineers, and elected officials who otherwise may have been unaware of the issues.

Social Media Outreach
While the City of Winston-Salem has long used social media and the city website to share information about safety campaigns, planning efforts, and projects to improve cycling infrastructure, it has been sporadic and limited in impact. The city could develop a plan for a consistent and reliable social media presence so people will trust those sources for the latest information on cycling projects and events.

6.2.3 Encouragement Recommendations

Transportation Demand Management
Transportation Demand Management (TDM) is a program of information, encouragement, and incentives provided by local or regional organizations to help people know about and use all their transportation options to optimize all modes in the system – and to counterbalance the incentives to drive that are so prevalent in subsidies of parking and roads. These are both traditional and innovative technology-based services to help people use transit, ridesharing, walking, biking, and telework. The Business 40 project in Winston-Salem and the associated closure of the highway prompted need for TDM measures.
that may not have existed before. However, as Winston-Salem continues to grow, traffic volumes will continue to increase requiring significant costs to expand highways or creative thinking to reallocate resources and encourage transportation options. The City of Winston-Salem could consider a Trip Reduction Ordinance requiring employers of a certain size to reduce the single occupancy vehicle commute rate of their employees.

**TDM Benefits:**

**Mobility:** Encourages a reduction in SOV rates, which can help reduce congestion and vehicle miles traveled (VMT).

**Accessibility:** Increases awareness of and promotes the use of travel options such as transit, carpooling, and non-motorized modes.

**Environmental:** Reduces the emission of criteria air pollutants and greenhouse gases that are harmful to the environment and human health by encouraging shifts to more sustainable transportation modes.

**Quality of Life:** Promotes the use of active transportation modes which can increase physical activity and enhance health and quality of life.

There are numerous TDM strategy options available depending on available funding, staffing, and political will.

- Dedicated bus lanes
- Protected bike lanes
- Dynamic pricing for on-street parking
- Lowering or eliminating off-street parking minimums for new developments
- Congestion pricing
- Monetary incentives to switch modes
- Carsharing
- Bikesharing
- Employee transit benefits and subsidies
- Employer-organized and hosted vanpools and carpools
- Priority parking for carpools
- Employer assisted housing
- Showers, changing rooms, and secure bike parking to help employees bike to work
- Eliminating or reducing free parking
- Flexible work schedules
- Telework

**Coordination with Community Partner Agencies**

The City of Winston-Salem has dedicated much effort to establishing and maintaining relationships with many different agencies in the community with similar missions to promote bicycling, including, but not limited to, the National Cycling Center, the Forsyth County Department of Public Health, the Wake Forest School of Medicine, local advocacy organizations, and the Winston-Salem Cycling Classic. These agencies have assumed responsibilities for bicycle education and encouragement programs and that type of collaboration could be encouraged to maximize productivity. Additional partner agencies, with whom relationships could be established and/or maintained, include the following.

- Winston-Salem Chamber of Commerce
- Visit Winston-Salem
- Downtown Winston-Salem Partnership
- National Cycling Center
- Winston-Salem Cycling Classic
- Wake Forest Innovation Quarter
- Advocacy Groups
- Adaptables
- Forsyth County Department of Public Health
- Forsyth County Office of Environmental Assistance and Protection
- Wake Forest School of Medicine
- Winston-Salem Transit Authority
- Piedmont Authority for Regional Transportation
- NCDOT
- WSUAMPO
- Piedmont Triad Regional Council
6.2.4 Evaluation Recommendations

**Bicycle and Pedestrian Count Program Expansion**

While the bicycle and pedestrian count program in Winston-Salem has been successful, the value of the data could be enhanced by expanding the program to new locations using new equipment. It is impossible to install permanent counters at every possible location of value throughout the community, but one of the goals of the NCDOT pilot bicycle and pedestrian count program is to provide counting factors generated from permanent sites that can be applied to temporary count sites to infer Average Annual Daily Bicycle Trips. For certain high-traffic infrastructure sites, such as greenways and well-established on-street bicycle routes, it is advisable to install permanent counters, but for other areas, temporary counters will suffice and provide valuable data. Making the data available to the public is also a key to ensure that the public sees a benefit to the investments being made in bicycle and pedestrian infrastructure. To create a robust bicycle and pedestrian counting program, the City of Winston-Salem could consider the following improvements and practices.

- Annual public reports of bicycle and pedestrian data for count site locations to be distributed via city website and public media outlets.
- Installation of permanent bicycle and pedestrian counting equipment on all remaining greenways.
- Inclusion of permanent bicycle and pedestrian counting equipment in the designs for all future greenways for installation during the construction of each greenways or renovation.
- Deployment of four portable bicycle and pedestrian counters to count bicycle traffic on streets and greenway segments not represented via the permanent count sites.
- Installation of a bicycle and pedestrian count display board on a high-volume trail segment to demonstrate to cyclists, pedestrians, and motorists the volume of people using that trail for transportation and recreation. Possible sites include the following:
  - Future Business 40 Multi-Use Path
  - Long Branch Trail
  - Salem Creek Greenway
  - Strollway
- Purchase Strava Metro Data, or a comparable product, to capture anonymized data for cycling trips to supplement the data gathered via permanent and portable counters that the city owns and maintains.
- Perform manual bicycle counts on trails and bicycle routes to generate demographic data, providing context for automatic counter data.

**Bicycle Crash Analysis**

The City of Winston-Salem could enhance the current bicycle crash analysis efforts and begin a regular bicycle crash analysis program to monitor bicycle crashes and examine underlying causes of the crashes. With a relatively limited number of bicycle crashes, WSDOT could work with the Winston-Salem Police Department to ensure that bicycle crashes are being reported properly and analyzed to determine the factors leading to the crashes. In addition to collecting analyzing bicycle crash data, the city could collect data on near misses and cyclist interactions with aggressive drivers to provide a fuller picture of the threats to safe, comfortable cycling.

**Pre and Post Project Evaluations**

As the City of Winston-Salem continues to advance bicycle infrastructure projects, it could begin a program to evaluate traffic speeds and volumes of all modes prior to project completion and after project completion. As the bicycle and pedestrian count program can provide a broad picture of the changes in cycling and walking over time, traffic studies tied to specific projects can provide a snapshot of the effects of those projects and demonstrate the impact they have had on the transportation system. At a minimum, the city could evaluate the number of cyclists traveling through a corridor before and after infrastructure projects and perform traffic studies to determine the impact to the volumes and speeds of motor vehicle traffic. Projects that increase the number of cyclists on the road, while reducing motor vehicle speeds and volumes would be the models of success.

6.2.5 Enforcement Recommendations

The WSDOT could continue to partner with the Winston-Salem Police Department to execute targeted bicycle and pedestrian enforcement initiatives. The campaigns could focus on curbing dangerous driving and include an educational period with numerous media efforts and the distribution of printed materials. The education period could be followed by a targeted enforcement campaign in which drivers who fail to share the road appropriately or yield to pedestrians in crosswalks are issued warnings and then citations.

6.3 INSTITUTIONAL RECOMMENDATIONS

While the recommended programs in the previous section
would enhance the city’s current programming efforts, there are numerous institutional efforts necessary for establishing cycling as a fully integrated transportation mode in Winston-Salem. These recommendations include the establishment of new committees, policies, organizational structures, and ordinances that will have contribute to long term improvements to cycling in the community.

6.3.1 Bicycle and Pedestrian Advisory Committee

The city could support the formation of a Bicycle and Pedestrian Advisory Committee (BPAC) that will provide input to the City of Winston-Salem City Council. Other major cities in North Carolina have some form of a Bicycle and Pedestrian Advisory Committee to recommend actions to the City Council regarding development and transportation projects and their possible impact to cycling and walking as modes of transportation. While the WSUAMPO has a bicycle and pedestrian subcommittee, it does not replace the need for a comparable organization at the local level. The WSUAMPO’s Bicycle and Pedestrian Subcommittee serves as final layer of review for projects being considered by the WSUAMPO to receive funding. The BPAC would provide a formal platform for citizen involvement in bicycle and pedestrian aspects of numerous projects and would provide a level of involvement in bicycle and pedestrian planning that currently does not exist. Public involvement is a fundamental aspect of all planning efforts of WSDOT and WSUAMPO and the development of a local BPAC would align perfectly with that priority.

6.3.2 Complete Streets Policy

The city could begin the process of adopting a complete streets policy. Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. The WSUAMPO adopted a complete streets resolution in 2012, the primary impact of which has been to increase the competitiveness through the project evaluation process of projects that reflect multimodal goals. The city, however, could adopt a complete streets policy to ensure that transportation projects address the needs of all roadway users. In recent years, the city has worked diligently to incorporate bicycle, pedestrian, and transit infrastructure in roadway projects, but a formal policy with associated changes in engineering standards would ensure accounting for cyclists and pedestrians in all future projects.

6.3.3 Vision Zero

Vision Zero is a multi-national road traffic safety project that aims to achieve a highway system with no fatalities or serious injuries involving road traffic. The city could consider the launch of a Vision Zero campaign in coordination among all necessary city and outside agencies. While the City of Winston-Salem has experimented with efforts designed to reduce the frequency and severity of crashes, there has not been a focused, cooperative effort to do so, as is the case with Vision Zero campaigns. Local education and enforcement efforts, combined with traffic calming projects and the use of new design standards for roads are the components of a Vision Zero campaign, but they have not been implemented to the degree necessary to see fundamental changes in traffic safety in Winston-Salem. A Vision Zero campaign endorsed at the highest level of city government could be an effective means to assemble the staffing, financial, and political resources necessary to combine and enhance existing efforts to significantly improve roadway safety for everyone.

6.3.4 Unified Development Ordinance Updates

The city could also begin to update the Unified Development Ordinance (UDO) to improve bicycle infrastructure. In 2015, the City County Planning Board for Winston-Salem and Forsyth County adopted changes to the Unified Development Ordinance (UDO) to require bicycle parking at most new developments within the city, representing a significant step in the process of creating a bicycle friendly community. Requirements, such as those represented in the UDO, provide a long-term, consistent improvement to the infrastructure that supports more cycling in the community. Now that a basic bicycle parking requirement has been adopted in the UDO, attention can shift to making the next step to further improve the cycling environment. The following are possible approaches and additions to the UDO:

1. Credits or requirements for high-security parking, including bicycle lockers and cages, so cyclists can be confident they will not experience theft of their vehicles.
2. Credits or requirements for showers and lockers in buildings to allow cyclists to keep clothing onsite and freshen up after commuting.
3. Credits or requirements for the construction of bicycle and pedestrian paths in new developments.
4. Credits for contributing to the expansion of the existing bicycle share program.
6.3.5 Coordination with Winston-Salem/Forsyth County Schools for Safe Routes to School Campaigns

Continued expansion of the SRTS program within the WSFCS. For several years, the City of Winston-Salem has worked with WSFCS to transfer the primary responsibility for SRTS planning and programming from the city to the school district. This is a crucial step in the evolution of the local SRTS program in that in order to achieve significant results, buy-in is needed within the school district from school board members to district level administration to principals and teachers in each school. WSFCS and the City of Winston-Salem can then focus their energy on issues that need to be addressed by the city, such as construction of sidewalks, trails, and safe intersections. The City of Winston-Salem could continue to support the SRTS program and continue to work with WSFCS to make the program sustainable within the school district.

6.3.6 Livable Streets Division

The city could form a Livable Streets Division within the City of Winston-Salem DOT. The proposed Livable Streets Division would provide a comprehensive vision for implementing projects focused on creating safe and inviting streets and sidewalks for all who walk and use a bicycle. This would include enhancements to the bicycle and pedestrian environment and taking a proactive approach to traffic calming and roadway redesigns that promote bicycle and pedestrian safety. A Livable Streets Division would provide attractive, safe streets and sidewalks, making walking and biking the most attractive options for most non-transit travel. The Livable Streets Division would oversee the development and delivery of projects and programs supporting a proposed Vision Zero campaign with the goal of ending traffic fatalities. Livable Streets staff would also coordinate among other agencies, such as Public Health, Police, Public Works, and Planning to advance the Vision Zero campaign.

6.4 SUPPORT INFRASTRUCTURE RECOMMENDATIONS

Another crucial component to creating a bicycle friendly community includes the expansion of the support infrastructure environment. While other sections of this Plan address linear infrastructure improvements, including bicycle lanes, cycle tracks, and trails, there are also other infrastructure needs, such as bicycle parking and bicycle share that are critical to attracting more residents and visitors to cycling for transportation.

6.4.1 Bicycle Parking

In 2013, the City of Winston-Salem used federal transportation funds to purchase and install approximately 200 bicycle racks, primarily in the downtown area and in 2015 the Unified Development Ordinance was amended to require bicycle parking with new developments, but bicycle parking needs remain. As downtown Winston-Salem has continued to grow, there are unmet bicycle parking needs in areas where previously none existed. To address the new bicycle parking needs and to address future needs, bicycle parking could be installed on every block at a rate of two bicycle racks per block face for every block in the downtown area. In addition to providing bicycle parking in the downtown area, the city could also install bicycle parking at all transit hubs, parks, greenway trailheads, and other municipal and social services offices. All uses combined will require the purchase and installation of approximately 300 bicycle racks.

In addition to standard bicycle racks, high security bicycle lockers could be installed at the following locations to promote the use of the bicycles to these destinations by providing long-term bicycle parking solutions. In addition to installing bicycle lockers, the city could consider installing wayfinding and instructional information to promote the use of the lockers. The following locations are likely to generate the highest level of interest and can be used as a pilot project to study the potential demand for high security bicycle parking in other locations.

- Transit Center
- Twin City Quarter
- Wake Forest Innovation Quarter
- Union Station

In addition to a proactive bicycle parking initiative, the city could begin a bicycle parking request program to account
for new requests that emerge throughout the city. The city could maintain a supply of bicycle racks to respond to requests as they arise using a set of previously-developed criteria to determine eligible and priority areas. The criteria will include the following:

- Land uses, locations, and quantities as identified in the Unified Development Ordinance for bicycle parking
- Located within the public right-of-way
- Existing hardscape mounting surface
- Sidewalks that are at least 7 feet wide or where the presence of a bicycle rack does not decrease the useable sidewalk below 4 feet

6.4.2 Bike Share Program Investment

The National Cycling Center launched its Zagster Bike Share program in May 2017 with its own resources and through the contributions of private sponsors with the City of Winston-Salem contributing by planning and preparing bike share station sites. While this approach has made the bike share program possible, a public investment from the City of Winston-Salem would allow for the expansion of the program where it currently does not exist. An annual public investment of $50,000 would provide for a significant expansion of the program, while still only accounting for a fraction of the total program cost. That investment from the city could also be used to expand the fleet to include electric assist bicycles, which in a hilly community like Winston-Salem could dramatically boost user participation in the program. An annual bike share program pass in Winston-Salem costs users just $30, which is 1/3 to 1/4 the annual fee for bike share programs in most other communities. Possible expansion locations include the following:

- Transit centers, hubs, and Park-and-Rides
- Public library branches
- City parks with greenway trailheads
- Community centers
- Low and moderate income neighborhoods
- Medical centers

Bike share benefits:

- Makes bicycles available to those who do not own one
- Eliminates worry about bicycle theft and the hassles of bicycle maintenance and repair
- Provides bicycles for those who do not have bike storage at their home or office
- Enables transit users a first and last mile transportation option
- Offers an inexpensive option, with minimal capital investment

6.4.3 Public Bicycle Repair Stands Program

In 2017, local residents worked with the Enterprise Center to apply for a grant and install the first public bicycle repair stand in the City of Winston-Salem. The city soon followed with the installation of a public bicycle repair stand along the Salem Lake Trail. The repair stands are extremely valuable to cyclists who may need to perform minor adjustment or inflate their tires and they demonstrate a high level of support for cycling. The purchase and installation of 10 public bicycle repair stands throughout the community is recommended. Possible locations include the following:

- Transit Center
- Transit Hubs and Park and Rides
- Greenway Trailheads
- Parks
- Innovation Quarter
- Union Station

6.4.4 Inductive Loop Tuning

Many traffic signals in the city are activated via inductive wire loops buried in the pavement. As vehicles with significant amounts of metal pass over the inductive loops, they break a magnetic field sending a signal to the traffic control cabinet to activate the traffic signal. In 2017, the City of Winston-Salem finished construction of its first bicycle-specific inductive loop as part of a bicycle lane installation project. The bicycle lane on Polo Road continues
uninterrupted to the intersection with Cherry Street and the inductive loop is needed to activate the traffic signal in the event there are no other vehicles at the intersection. The loop was designed and tuned to detect bicycles, but there are hundreds of other inductive loops throughout the city in travel lanes that, while not specifically designed for bicycles, can be tuned to recognize bicycles. While video, push-button, and microwave detection and signal activation may be better solutions for bicycle detection in some cases, the ubiquity of inductive loops provides a significant opportunity to improve the roads for cycling with minimal cost. The city could perform a survey of inductive traffic signal loops and tune them as necessary to recognize bicycles to the extent possible without causing them to be so sensitive as to recognize motor vehicles in adjacent travel lanes. Surveys and associated inductive loop tuning could be prioritized on the following basis:

1. Streets with bicycle lanes
2. Streets included in signed bicycle routes
3. Streets with shared lane markings
4. Streets with planned bicycle infrastructure
5. Remaining streets with significant bicycle traffic generators

Inductive loops that are tuned and tested to accommodate bicycles could be treated with an appropriate pavement marking and associated sign as advised in the Manual on Uniform Traffic Control Devices.
6.4.5 Public Transit

Most transit trips begin and/or end with a walk, bike ride, or scooter ride and combining cycling and transit increases the utility of both modes. Linking bicycles with transit will minimize barriers, such as long distances, poor weather conditions, poor bicycle access, and unforeseen circumstances. Transit agencies throughout the country have made significant investments to integrate cycling and transit, including adding bicycle racks on buses and trains, installing secure bicycle parking options and transit stations, integrating bike share programs with transit, and installing other bicycle-friendly features to serve transit riders. The Winston-Salem Transit Authority and the Piedmont Authority for Regional Transportation provide transit services for the Winston-Salem area and both provide bicycle racks on their vehicles to accommodate cyclists. The City of Winston-Salem could work to ensure that all transit centers, hubs, park and ride lots, and other transit facilities are served with secure bicycle parking, including bicycle racks and lockers and that bike share stations are positioned strategically to best serve transit riders.

Winston-Salem Transit Authority
14,602 bike loadings
January 1, 2017 – December 31, 2017

6.4.6 Old Salem Zone

The Old Salem area is a completely unique place. Not only is Salem the origin of Winston-Salem (1766), but because of the restoration work of Old Salem, Inc. the area may also be thought of as a large park. Much of the historic area is focused on the work of Old Salem Museums and Gardens, which annually hosts more than 325,000 visitors, who experience the area predominantly on foot. In addition, the history and attractions extend beyond the museum to the surrounding areas, which include a mix of uses, including museums, parks, libraries, churches, graveyards, restaurants, farm markets, retail, offices, hotels, colleges, downtown Winston-Salem, and residential neighborhoods. Connecting many of these amenities are strong cycling and walking ties, including infrastructure, such as the Salem
Creek Greenway, the Strollway, a network of bicycle and pedestrian friendly streets, and the future Multi-Use Path along Business 40. In consideration of the existing land uses and infrastructure and potential for increasing cycling and walking trips in the area, the City of Winston-Salem, in Conjunction with Old Salem Museums and Gardens and the Historic Resource Commission, could designate a Bicycle and Pedestrian Priority Zone in the area to heighten the visibility and accessibility of the cultural, historic, and natural resources via active transportation options. Features of the Old Salem Bicycle and Pedestrian Priority Zone could include the following features:

- Designation of an area bounded by Broad Street, Business 40, and Salem Avenue to serve as the Old Salem Bicycle and Pedestrian Priority Zone
- Reduction in vehicular speed limits with the Zone to 15 or 20 miles per hour to support the comfort and safety of cyclists and pedestrians
- Provision of signage and traffic control devices, including crosswalks, within the Zone to notify drivers and promote compliance
- Provision of bicycle share stations in the vicinity of Old Salem Museums and Gardens, Visit Winston-Salem, hotels, and greenways

6.5 SUMMARY OF BICYCLE FACILITY VISION AND RECOMMENDATIONS

This section makes recommendations as to how to programmatically make Winston-Salem a safer bicycling community by addressing the remaining Es — Education, Encouragement, Evaluation and Enforcement. Recommended educational programs include programs that target both cyclists and drivers. Encouragement programs focus on community partnerships and transportation demand strategies. Evaluation programs allow the city to monitor the improvement in the bicycle conditions of the city, and enforcement would help keep bicyclists safe.

This section also provides recommendations for the institutional efforts necessary to establish cycling as a fully integrated transportation mode in Winston-Salem. The recommendations include the establishment of new committees – such as a bicycle and pedestrian committee – policies, organizational structures, and ordinances that will contribute to long term improvements to cycling in the community.

This section also details recommendations to create a bicycle-friendly community which includes providing infrastructure beyond the linear recommendations made in Section 5, such as bicycle parking and bicycle share, that are critical to attracting more residents and visitors to cycling for transportation.