

Center *for* Public Service

PRINEVILLE RESERVOIR RESORT AREA PRELIMINARY ASSESSMENT
Final Report

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Executive Summary

Overview

The Prineville Reservoir resort area¹ was once a popular boating and campground destination for many generations. However, the resort area has fallen into disuse after the concessionaire left in 2019 and the land lease was returned to the Bureau of Reclamation (BOR).

BOR entered a partnership with Oregon Parks and Recreation (OPRD) to manage the area. OPRD contracted with Portland State University's Center for Public Service (CPS) for a preliminary assessment focused on a strategic and conceptual direction that would inform a subsequent design phase. CPS collected public input data through three channels: a recreational survey, stakeholder interviews with 14 groups, and two community meetings.

The Prineville Reservoir resort area is experiencing significant challenges based on changing Exceptional Drought conditions in the past few years which have dramatically lowered the reservoir's water level to only 12 percent of its normal capacity by 2022. While an extraordinary spring melting event helped to replenish the reservoir's water levels in spring of 2023, OPRD expects the reservoir to continue to experience long periods of low water in the future, especially near where the resort area is located. Therefore, traditional uses the visitors enjoyed at the resort area, such as fishing and motorized boating, are likely not sustainable over the long term. Future uses or developments at the resort area should be adaptable to fluctuations in water levels and drought conditions. At the same time, many of the structures that already exist in the resort area need upgrading or renovation to meet current building and environmental standards. Having a better understanding of the recreational value and long-term benefits of the infrastructure is therefore important before investments are made.

The data that the CPS team gathered is rich and provides many promising avenues for OPRD to pursue during its design phase. For the purposes of this report, the CPS team focused on recreational findings relating to use, amenities, and programming.

All three data sources converged around the public's desire for the resort area to provide day-use and campground use. The survey results highlighted that respondents were most favorable of potential scenarios in which modernized camping and amenities met needs similar to its previous uses. Survey respondents prioritized uses centered around fishing, RV camping, motorized boating, hiking / walking, and biking.

The highest priority amenities reflected those community amenities that reinforced a community atmosphere, such as a restaurant, concession store, cabins, community meeting rooms, and a library. These preferences are grounded in participants' nostalgia for the community and the familial atmosphere that they experienced while visiting. All of these memories of community and family evoke sentiments of freedom, peace, adventure, camaraderie, and even awe.

From a programming standing, Prineville residents expressed interest in the resort hosting educational, nature, outdoor recreational, and entertainment activities. Specifically, dark skies

¹ This document refers to the previous Prineville Resort as Prineville Reservoir resort area or resort area. The purpose for this distinction is to delineate previous expectations of this area as a resort and to capture and update its vision.

events were noted as being a priority for participants and a cherished feature in the area. There was a general interest among meeting participants for the resort area to host events such as kayak tours, rockhounding adventures, and outdoor tours that would educate visitors about the land and water.

Looking forward to the design phase, the CPS team evaluated the many possible combinations of promising alternatives using a decision matrix. The decision matrix is useful for understanding how the opportunities for shared infrastructure among popular amenities can be achieved. The analysis evaluated the amenities and the supporting infrastructure for 21 amenities across five values:

- 1) Multiple Use Opportunities
- 2) Community Priority
- 3) Resource Impact
- 4) Sustained Benefit
- 5) Investment Impact

The final section of this report provides recommendations that offer a preliminary vision and suggestions for a phased approach. Short term actions are centered around the design team's cost and feasibility assessments and preliminary investments to make the area accessible for visitors. Longer-term actions are dependent upon available funds and the support that residents and visitors display for the resort area. This includes updating and modernizing lodging, developing programming, and considering how recreational needs (including water-based and land-based uses) are met throughout the resort and wider reservoir area.

Introduction and Overview

Project Overview

The purpose of this report is to support the Oregon Parks and Recreation Department (OPRD) in its efforts to identify a strategic and conceptual direction for future investment in the Prineville Reservoir Resort area. This report reflects a wide range of background data; and public input collected through public meetings, stakeholder interviews, and an online survey. This preliminary report will be used to inform a subsequent design process on important uses and priorities for the Prineville Reservoir Resort area.

Portland State University’s Center for Public Service (CPS) was contracted by OPRD to support this preliminary analysis of the strategic direction of the area. This work included facilitating community engagement and collecting background data. The overall purpose of the project was to:

- identify strategic and conceptual direction for the Prineville Resort in advance of feasibility and design activities;
- identify a preliminary vision, uses, and priorities for the purpose of a more focused feasibility and design; and
- support for community engagement throughout the design process.

CPS provides this report as the final work product for the contract.

CPS Team

The CPS team consisted of a diverse group of individuals, bringing specific skills to the project. Dr. Margaret Banyan and Dr. Genevieve Kruse focused on background data collection and community outreach. Dr. Paul Manson oversaw the creation and analysis of the community survey with the assistance of graduate student Richmond Asare.

Approach and Strategy

The CPS Team implemented an open and collaborative approach to this project by working with OPRD to identify effective data collection and analytical strategies to achieve the project goals.

The project included the following data collection strategies:

Table 1: Project Data Collection

Activity	Timeline
Site Visit	September 29-30 2023
Stakeholder Meetings	September 29 – November 1 2023
Community Meeting #1	September 29, 2023
Community Meeting #2	November 14, 2023
Online Survey	October 30 – November 24, 2023
Background Research	September 15, 2023 – November 22, 2023

Throughout the process, CPS contextualized the data through the following means:

- Collaboration and deliberation with project partners (OPRD) on the desired outcome and content of each phase of the project through shared document review and editing, project partner meetings, and progress updates.
- Listened to the lived experiences of community members and the connections and memories that they had for the Resort area.
- Followed through with stakeholder and community members input by directly addressing their individual concerns in email communications or collectively reviewing community concerns at public meetings.

UNDERSTANDING OF ISSUES

Resort Area Background

Once a popular destination for campers and the boating community, the Prineville Reservoir Resort area has been vacant since 2019. The Resort area has since fallen into disuse and requires several major improvements to make it functional again.

The Bureau of Reclamation (BOR) has jurisdiction over the lands surrounding the Prineville Reservoir. The BOR issued a lease with the OPRD beginning in 1987 (since amended to a 50-year lease in 1995) which eventually included all land and water at Prineville Reservoir. The developed recreation facilities include Jasper Point and the Prineville State Park.

The BOR originally leased the Prineville Reservoir Resort area to a private concessionaire, who oversaw the development and management of the Resort area's campground, motel, and restaurant. The lease was renewed in 2005, but later terminated in 2019. Since there were not any other viable concessionaires at the time, the BOR and OPRD have partnered to revitalize the Resort area.

The assumptions restoring the Resort area to its former state have changed, as the Prineville Reservoir water levels reached historic lows in 2022. Water levels had been reduced to a trickle due to years of severe drought. The lack of water in the Resort area prompted the BOR and OPRD to reevaluate the vision and planning process for the area.

The Study Area

The Prineville Reservoir Resort area is located on a small peninsula that juts out into the upper portion of the Prineville Reservoir. The Prineville Reservoir was created with the construction of the Bowman Dam, which was completed in 1961. The leading purposes for the creation of the Prineville Reservoir were for irrigation and flood control. These remain key priorities for the reservoir's management.

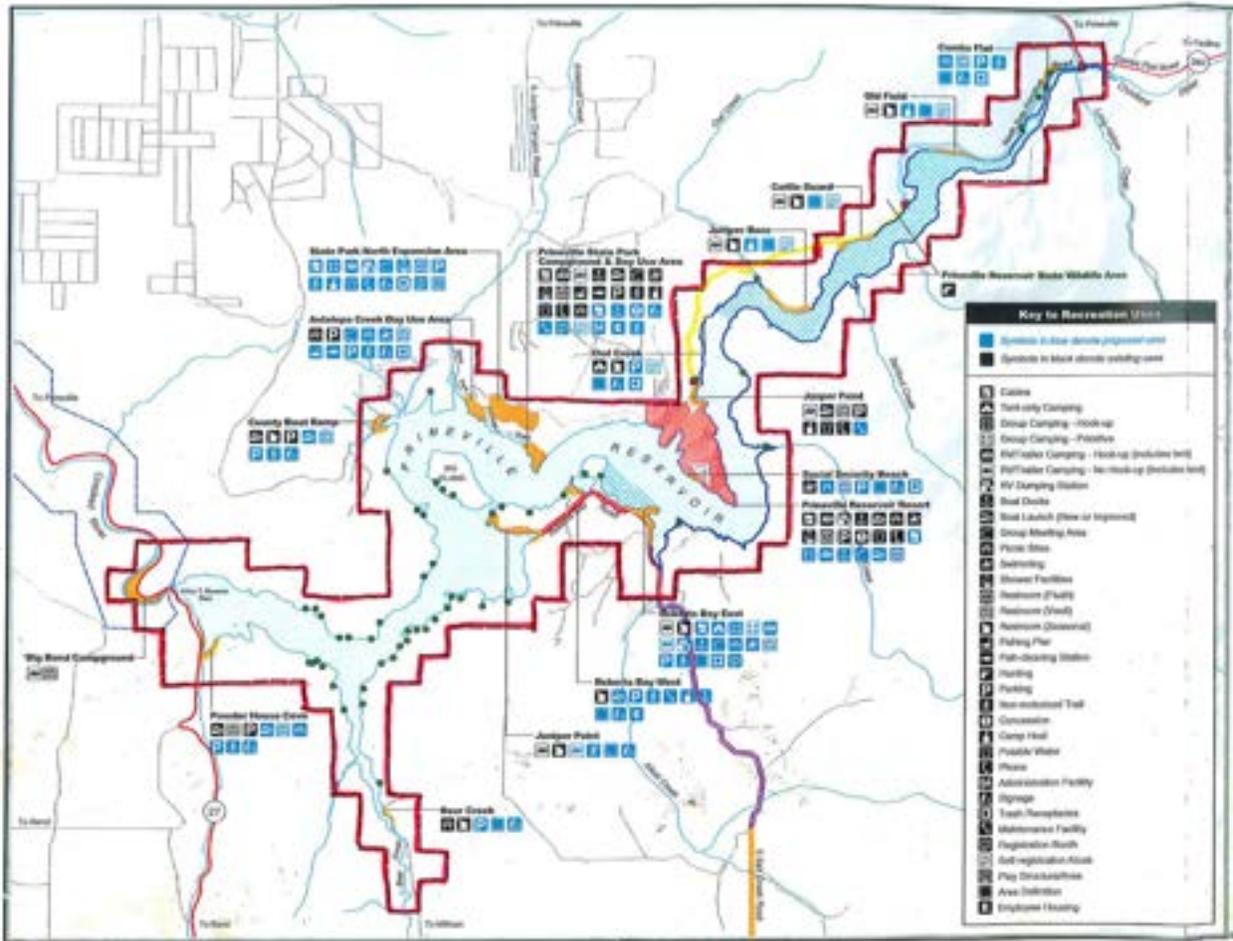


Figure 1: Map of Prineville Reservoir Area

The Prineville Reservoir itself, is located in a shallow valley, surrounded by steep slopes, basalt rock outcrops, and plateaus. Due to the unique topography of the area, there is only one access road on the south side of the reservoir.

While the topography of the region is rugged due to its volcanic past, the bedrock's fine-grain tuff (sedimentary rock from volcanic ash and debris) can easily be eroded into sticky clay. The bedrock's sticky clay mixes with the reservoir's floor, which consists of fine sands and silt. As a result, during low-water level seasons, the reservoir's floor is muddy to walk or ride along unless it is frozen.

The landscape around the reservoir is populated by native sagebrush and invasive interlopers such as the western juniper and non-native plants (bur buttercup, knapweed, puncturevine, Russian thistle, scotch thistle and tumble mustard and invasive annual grasses). In particular, the rapid expansion of the western juniper poses a major challenge for the area. Junipers reduce the vegetative ground cover which can lead to increased overland flow, loss of topsoil, sedimentation of streams, erosion of native grasses and brush, and habitat loss for native animal species (e.g., sage grouse, mule deer, and small bird populations). Most pressing for the reservoir, junipers reduce water availability for the arid landscape. A single juniper tree can suck up to 20-40 gallons of water a day, which greatly impacts the water level along the reservoir.

Prineville Reservoir Water Usage and Levels

Water Uses

The Prineville Reservoir is approximately 14.6 miles long and varies in width from 50 to 4,700 feet. The reservoir's water comes primarily from precipitation and the snowmelt from the Ochoco Mountains, with the Crooked River and Bear Creek being the main input streams to the reservoir. The reservoir water fluctuates seasonally (in some years it can be as much as 97 vertical feet). The variability in water levels over the past decade has had a great impact on the recreational and environmental features of the reservoir.

The Ochoco Irrigation District (OID) manages the Bowman Dam. Water is released to meet irrigation needs, flood control, and fish and wildlife operations. Historically, the seasonal flows and water storage operations have been consistent and easily managed. Water was released for irrigation in the spring and OID would draw down the reservoir in the winter to safeguard against flooding. In early spring, the snowmelt from the Ochoco Mountains would fill the reservoir and the seasonal water draws would begin again. The reservoir system was steady and with a strong refill for the first 30 years of its operations.

However, the reservoir's operations have shifted due to allocations for fish and wildlife under the Endangered Species Act (ESA). Water releases are now also dependent upon seasonal fish and wildlife needs, which complicates seasonal operations. In addition, severe drought conditions have impacted the seasonal refill of the reservoir, thereby stressing water management operations.

Drought and Water Level Fluctuations

While the natural area around the Prineville Reservoir is desert lands, Crook County has been dealing with years of Extreme and Exceptional Drought that has greatly impacted the water levels of many of the bodies of water around the county, especially Prineville Reservoir

Figure 2 shows the level of drought conditions across Crook County from 2000 until 2023. The table depicts five categories of drought:

- D0 (yellow) Abnormally Dry
- D1 (beige) Moderate Drought
- D2 (orange) Severe Drought
- D3 (red) Extreme Drought
- D4 (maroon) Exceptional Drought

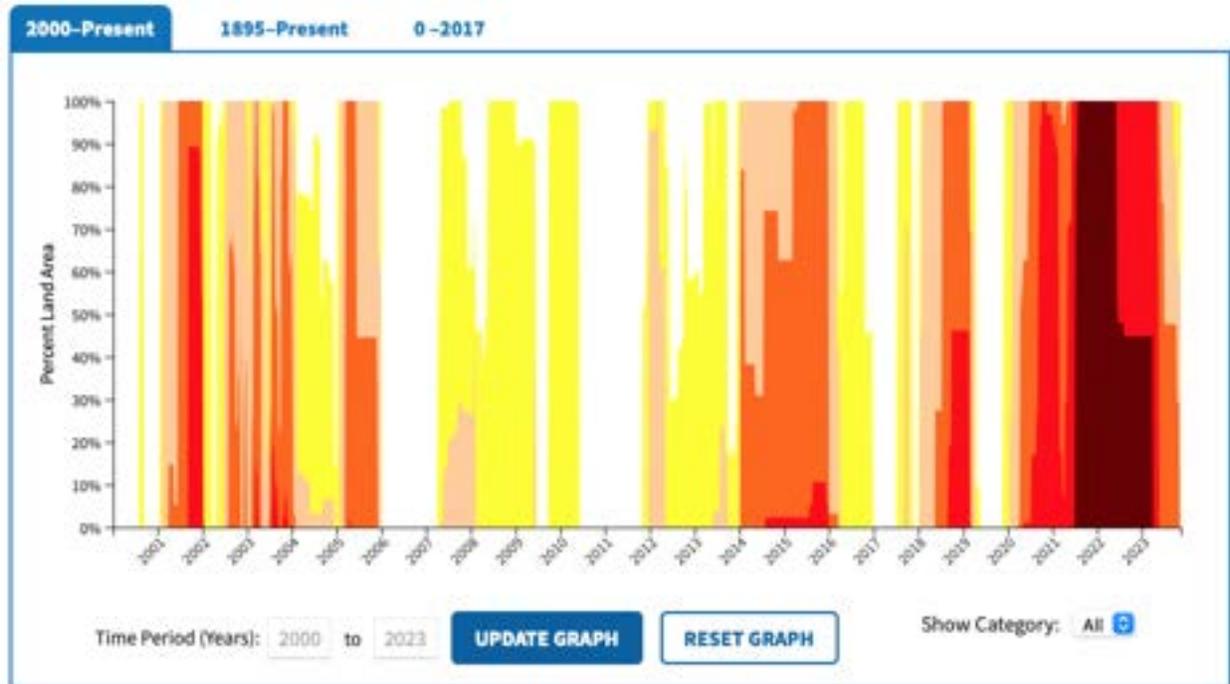


Figure 2: NIDIS Drought Conditions for Crook County²

As one can see from Figure 2, there is a varied distribution of drought over the past 23 years. However, there have been Extreme Drought conditions in the county beginning in the years 2014-2017 and then again in 2018-2019. There were Exceptional Drought conditions in the latter half of 2021 that caused an extreme impact on the low water levels in the Prineville Reservoir in 2022.

Prineville Resort area: Current Infrastructure and Amenities

The specific focus for this report is the Prineville Reservoir Resort area. The Prineville Reservoir Resort area is located on a 190-acre piece of land. A map of the Resort area appears below in Figure 3. This map shows the Resort area in relation to Jasper Point, also managed by OPRD. As discussed above, the property possesses existing infrastructure managed by the previous concessionaire. The following section provides a cursory summary of these structures and amenities.

² Source: National Integrated Drought Information System.

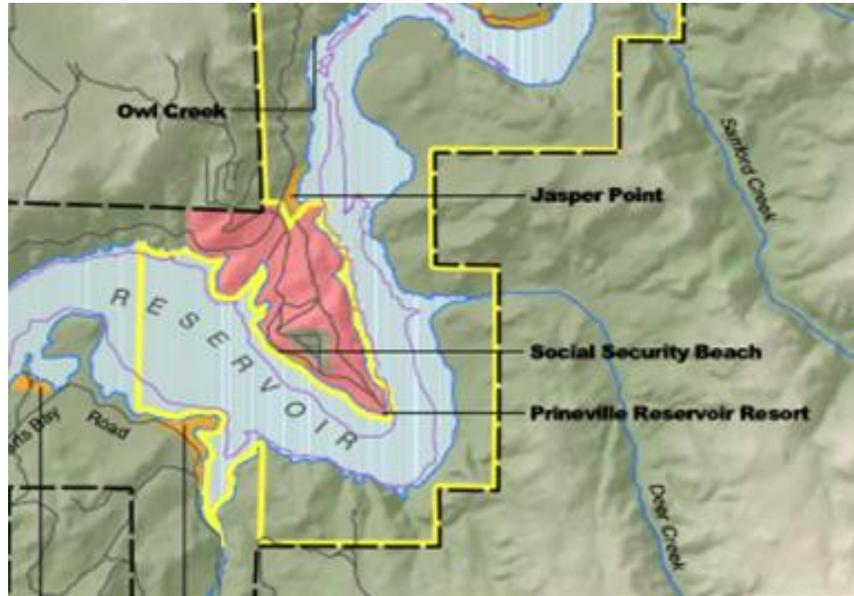


Figure 3: Prineville Reservoir Resort area

Restaurant. The kitchen and store front area is in fairly good condition. The appliances and interior space are updated and appear in working order. The existing kitchen is a small space with limited preparation facilities.³ The seating area in the restaurant is in good condition. The seating area has large windows that look out over the reservoir area. The restaurant's exterior would require some repair if the building were retained.

Bathroom Facilities. There is an existing small bathroom area connected to a large walk-in refrigerator room.

Storage Shed. There is a large storage building alongside the road that is approximately 1000 sq feet. The structure is sound, but the exterior would need to be rebuilt. The ground inside is mostly dirt but has potential for a variety of uses where a large indoor, open-air structure would be needed.

Existing Motel. The motel has six rooms and has a wood deck overlooking the reservoir. The rooms are basic with space for a bed, small kitchen, and a bathroom with a shower. There is heat, but no air conditioning. Currently, seasonal OPRD workers occupy some of the motel rooms.

If the motel were retained, there would be a need for renovation, as the rooms contain asbestos and are in general need of updating. BOR has the responsibility to deal with any hazmat issues. Asbestos mitigation will be addressed directly by BOR and will require additional funding.

Campgrounds and Recreational Vehicle Pads. The campgrounds are spread out alongside the water line. Previously, campers could moor up their boats or watercraft next to their campsite. There are 80 campsites crammed into the area. The sites are primitive, without established pads. The campsites are largely overgrown by puncture vines (goat heads) plants. OPRD has planted dry land grass to mitigate the weeds and has some partnerships with local organizations to bring in

³ OPRD would likely require an outside concessionaire to operate a kitchen/restaurant.

volunteers to clean the areas up. Recreational Vehicles (RVs) are located above the restaurant on a small hillside. The RV pads are basic with an electrical hook-up.

Utilities

Electricity. The electrical wiring of the Resort requires updating and repair. For example, OPRD staff note that the buried wire underneath the road and Resort area was not dug deep enough under the land and the electrical hook-ups for recreational vehicles (RVs) have only a 20 amp capacity. Most RVs require 30-50 amps, which would require updating to be usable.

Potable Water. There are three wells on the property, two of which are primary wells and the third is a back-up well (located by the shower and restroom). OPRD staff recently tested their operability. The two primary wells have the appropriate pump and run at full capacity.⁴

- Well #1. Well #1 cannot be drilled any deeper.
- Well #2. Previous attempts to drill deeper to 200 feet did not yield more water. The attempt to drill deeper occurred during a drought. While it is possible that a wetter season would access more water, however, if the drought continues, it is not feasible to rely on drilling deeper to access more water. Well #2 water was tested for the top 35 minerals and has been treated to ensure its quality and potability.
- Well #3. When tested, Well #3 was a high producer, which indicates that the pump is too powerful and needs to be regulated down. While Well #3 recovered fast, there are potential cave-in problems if it is modified.

The previous concessionaire had to truck in water by August of each year towards the end of their lease. This indicates that the area may not be able to sustain a steady source of potable water throughout the entire year, especially during drought years.

Sewage. There is an existing sewer system with septic tanks and drainfield that serves the hotel, store, campsites and restrooms.

⁴ Well: #1 ran at 8 gallons a minute and #2 ran at 6 gallons a minute; The wells returned to static water level after 2-3 hours, which indicates sufficient capacity.

Public Input

There were two main purposes of conducting an extensive public engagement effort as part of this project. The first was to generate an expansive list of innovative ideas for potential uses, amenities, or programming. The second purpose was to gather feedback on priorities for the Resort area. With that data in mind, OPRD staff will be better positioned to assess the constraints⁵ in relationship to priorities.

To gather feedback, there were multiple levels of input, including stakeholder interviews, public meetings, and an online survey.

Stakeholder Interviews

Stakeholder interviews were conducted between September 25, 2023 – November 1, 2023 with thirteen organizations and multiple individuals with knowledge of the Prineville Reservoir Resort area. OPRD and CPS identified these groups who could offer important perspectives on alternatives.

Table 2: Stakeholder Interview Summary

Organizations Interviewed
Natural Resources Council
Crooked River Watershed Council
Oregon State University Extension
Oregon State Marine Board
Crook County Parks and Recreation District
Crook County Library
Crook County Judge
Bureau of Reclamation
Bureau of Land Management
Prineville Chamber of Commerce
Ochoco Irrigation District
Prineville Reservoir State Park Manager
Oregon Parks and Recreation Department

Each of the stakeholder groups represented unique perspectives. In some cases, the scope of the feedback examined specific aspects of the Resort area’s operations and management. For example, the Oregon State Marine Board primarily discussed boating and water rules rather than land-based recreation.

⁵ Constraints may include available budget, infrastructure capacity, or environmental.

Stakeholder Responses

Stakeholder groups responses clustered around six themes:

- (1) Water-based recreation: motorized and non-motorized recreational activities
- (2) Lodging facilities: campground, RV, motel, and cabins
- (3) Land-based recreational activities: hiking, biking, disc golf, and horseback riding
- (4) Public events and spaces: nature and educational center
- (5) Resort facilities: restaurant, bathroom, showers, and parking
- (6) Miscellaneous comments

Table 3 below summarizes the top thirteen activities or amenities that stakeholders discussed.

Table 3: Stakeholder Assessment

STAKEHOLDER ASSESSMENT													
Prizeville Reservoir resort area Project													
I Individual Interest N No Interest, Against													
Stakeholder	Nature	RV/Campground	Group Camping	Cabins/paths	Fishing	Non-motorized boating	Cablecable chair	Motorized Boats	Outdoor Benches/Viewst	Nature Center	Dark skies	Motorized Boating	Biking/Active
1		I	I	I	I	I	I	I				N	I
2	I	I	I	I	I	I	I	I	I		I	I	I
3	I	I	I	I	I	I	I	I		I	I	I	I
4	I	I	I	I	I		I	I	I				I
5	I	I			I		I	I	I				I
6	I	I	I	I		I	I	I	I	I	I		
7	I		I	I	I	I	I		I		I	I	
8		I	I	I					I	I	I	I	
9	I									I	I		
10	I				I	I	I			I		I	
11					I	I						I	I
12	I	I	I	I	I	I		I	I	I		I	
13	I	I	I	I	I	I	I	I	I		I		I

Consistent among most interviews was that participants saw the Resort area as a unique asset to the community and in the parks system. The fond memories of the facility were consistent among local and non-local visitors. The Resort area was often described as a place where families gathered together for camping, swimming, fishing, and group recreation. While the water levels may challenge the kinds of activities available for visitors, the nostalgia was strongly supported.

Among the most popular preferences among the stakeholders was interest in enjoying nature, maintaining the tent camping and RV campgrounds, group camping, cabins and yurts, and fueling. Interviewees expressed a clear preference for building cabins in the Resort area.⁶

Community Meetings

Community Meeting #1

The first community meeting was held September 29, 2023 at the Crook County Library. The aim of the first meeting was to gain an initial understanding of innovative ideas, public opinions, and knowledge of the Prineville Reservoir Resort area. The meeting approach was organized around evaluating the public's preferences for different water level scenarios and wider recreational needs for the Resort area.

Approximately a dozen individuals showed up for the meeting. Unfortunately, the meeting coincided with the evening of the local homecoming game. The project team presented an overview of the Prineville Reservoir Resort area's background, facilities, and current operational status. The project team also provided information about the variability of the water levels at the Resort area by showing historic trends in water levels and aerial photographs of the Resort area during high water and low water years.

The participants were then asked to rotate among four different stations. At each station, a CPS team member and OPRD staff were there to facilitate a discussion regarding different water level scenarios. A fourth station was managed by a State Parks Ranger to address any general concerns or questions about the Prineville Reservoir.

Table 1:

What opportunities do you see for the Prineville Resort Area when lake levels are low?
What existing site features might be retained?
What existing uses or features are not useful?

Table 2:

What opportunities do you see for the Prineville Resort when the lake levels are high (or sufficient)?
During periods of higher lake levels, what site features should be retained?
What existing site features are not useful?

Table 3:

What recreational or civic features do you most value in the Prineville area?
What recreation or civic gaps are there in the Prineville area that could be met at the Resort Area?

Table 4

What else should we know about the Prineville Resort Area or operations that we should know?

⁶ The interviews were wide ranging with many ideas discussed, not all of which is captured in this summary. For example, interviewees noted that during the camp design phase, the number of tent camping spots may need to be reduced to modernize the camping experience. Designing for group camping was often discussed to increase useability.

Community Meeting #1 Public Input Assessment

The input from high and low water scenarios was similar. Participants expressed a desire for high priority topics across each of the scenarios including: (1) fueling station for motorized boats; (2) a concession store that also had water related products, (3) a restaurant. Many desired the idea of maintaining the current conditions at the resort. Further detail on the feedback from Community Meeting #1 appears in Appendix A of this report.

High Level Summary of Public Meeting #1

Following the presentation and the table discussions, participants had a better understanding of the project's scope, were able to get their questions answered, and provided very helpful input.

Consistent with the nostalgia and strong connection to the history of the former resort, a key theme, or tension, was the dynamic between keeping the resort as it was versus renovations to meet changing needs and contexts (e.g., low-water levels).

A substantial portion of participants were interested in keeping the Resort area the same, with the same infrastructure, uses, access to fuel, and amenities that had been present at the former resort. This was despite the fact that many understood the challenges associated with varying water levels in the Prineville Reservoir over the past few years.

Nevertheless, when asked about utilization during times of low water, there was significant energy around creative ideas and new opportunities. The feedback included a focus on programming, including outdoor festivals, concerts, “pop-up” / temporary events, large-scale group events, and dark sky activities.⁷

Table 4**Error! Reference source not found.** organizes the feedback into a framework to evaluate uses, amenities, and programming. Priority level was calibrated based on the following:

- High Priority: four or more individuals were in favor across at least two scenarios
- Mid-Level Priority: at least three individuals were in favor across at least two scenarios
- Low-Level Priority: two or less individuals were in favor across any scenarios

⁷ One specific example of such an event is the Wildland Firefighter Foundation's annual fundraiser and fishing tournament. This event could be a model for other future utilization of the property, where organizers brought in bands, food caterers, portable bathrooms, and amenities on a temporary basis. In recent years, the Foundation had been able to adapt to the low-water level by focusing on other land-based activities. The participant noted that while everyone missed the water and the fishing aspect of the annual event, it was still a wonderful experience and that they would be able to adapt to any situation over time to maintain this tradition.

Table 4: Community Meeting #1 Public Input Assessment

PUBLIC INPUT ASSESSMENT Meeting 1					
Prineville Reservoir resort area project					
		I Individual Comment	M Multiple Comments	A Against	
	Activity	Low Water	High Water	Wider Concerns	Priority Level
Water Recreation	Motorized boating	I	M		Mid-Level
	Non-motorized boating	I			Low
	Install Dock/Moorage	M			Mid-Level
	Fueling	M	M	I	High
	Recreational Rentals	M			Low
	Fishing		M	I	Mid-Level
Lodging	Tent Camping	M			Low
	Large group campsites				
	RV camping			I	Low
	Cabins/yurts				
	ADA accessibility				
	Seasonal Housing for Staff				
	Motel				
Land Recreation	Nature				
	Biking				
	E-biking				
	Hiking				
	Disc Golf				
	Horse riding				
	All terrain Vehicles or dune buggies				
Events	Outdoor festivals/events	M	I	I	Mid-Level
	Outdoor pavilion				
	Community meeting rooms				
	Nature center				
	Dark Skies site	M		I	Mid-Level
Facilities	Restaurant	I	M	I	High
	Concession Store	M	M	I	High
	Showers/Bathroom				
	Kitchen				
	Parking				
Additional	Day use				
	Update resort area	M		I	Mid-Level
	Keep resort area as-is	I	M	M	High
	Water Supply Concerns	I		I	Low
	Public Awareness/Information	I		I	Low
	Economic Opportunities			I	Low
	Operations and Maintenance Feasib	I	I	I	Mid-Level
	Access Roads			M	Mid-Level
	Family Oriented	I		I	Low
	Quiet and Solitude			I	Low
	Boat Rules	M	I		Mid-Level
	Adapt		I		Low
	Food Trucks	I		I	Low

Community Meeting 2

A second community meeting was held remotely (Zoom) on November 14, 2023. Approximately 15 individuals attended at least some portion of the meeting; 5 of which had been engaged in other aspects of the project.

Community Meeting #2 was designed to gather and test feedback on different scenarios for development. The focus for this meeting intentionally moved away from low/high water scenarios in order to better understand how the desired uses, amenities, and programming were being met in the area and the extent to which the Resort area itself was an important location for such a use, amenity, or program. To accomplish this, the project team presented an overview of the site, progress on data collection, and the preliminary survey results. The meeting then organized attendees into breakout rooms for discussion.

Participants were then separated into breakout rooms. Each of the breakout rooms were facilitated by members of the team based on topic:

- Topic 1: Amenities
- Topic 2: Resort Uses
- Topic 3: Water-Based Recreational Needs
- Topic 4: Constraints and Other Considerations

Community Meeting #2 Public Input Assessment

Because many of the participants had participated in some other part of the project, many were informed about some of the key issues. Table 5 provides an overview of the preferences across the meeting break out groups. As with the previous table, these are organized into uses, amenities, and programming.

Priority level was calibrated similarly to the first community meeting input assessment.

- High Priority: four or more individuals were in favor across at least two groups
- Mid-Level Priority: at least three individuals were in favor across at least two groups
- Low-Level Priority: two or less individuals were in favor across any group.

Table 5: Community Meeting #2 Public Input Assessment

PUBLIC INPUT ASSESSMENT Meeting 2					
Prineville Reservoir resort area project					
I Individual Comment M Multiple Comments A Against					
	Activity	Group 1	Group 2	Group 3	Priority Level
Water Recreation	Motorized boating	M			Low
	Non-motorized boating	M	M	I	High
	Install Dock/Moorage	M	M		High
	Fueling		M		Low
	Recreational Rentals	I	I	I	Mid-Level
	Swimming	I		I	Low
	Bird Watching	I	I	M	High
	Fishing	I	I	I	Mid-Level
Lodging	Tent Camping	M		I	Mid-Level
	Large group campsites	I	I		Low
	RV camping	I	I		Low
	Cabins/yurts	M	M		High
	ADA accessibility		M		Low
	Seasonal Housing for Staff				
	Motel	I	M		Mid-Level
Land Recreation	Day use	M	M	M	High
	Nature	M	M	M	High
	Biking	M			Low
	E-biking	I			Low
	Hiking	M	M		High
	Disc Golf				
	Beach Activities	I		I	Low
	All terrain Vehicles or dune buggies		A		Low
Events	Outdoor festivals/events		M	I	Mid-Level
	Outdoor pavilion				
	Community meeting rooms	I	M	I	High
	Nature center			M	Low
	Library	M	M	I	High
	Dark Skies site	M	M	M	High
Facilities	Restaurant	M	M	I	High
	Concession Store	I	M	I	High
	Showers/Bathroom	I	I		Low
	Kitchen	I			Low
	Parking				
Miscellaneous	Update resort area	M	M		High
	Keep resort area as-is				
	Water Supply Concerns	M		M	High
	Public Awareness/Information			M	Low
	Economic Opportunities		I		Low
	Operations and Maintenance Feasibility				
	Access Roads		M	M	High
	Family Oriented				
	Quiet and Solitude	M	I	I	High
	Boat Rules			I	Low
	Adapt				
	Food Trucks		I		Low

High – Level Summary of Public Meeting #2

The second meeting provided a more intimate setting than the first community meeting even though it was conducted remotely through Zoom. Many participants entered the meeting already having a strong understanding of the aims of the project because they had either taken the survey and/or been a participant in other meetings or interviews. Therefore, the insight that was gained during this meeting was more specific, as participants had a longer amount of time to explain their reasoning and preferences. A more detailed report of the feedback appears in Appendix A of this report.

A key theme during the second meeting was the uniqueness of the Resort area. Many of the participants had frequented the Resort area, and it had a very special meaning to them. In addition, many of the participants expressed a deep awe for the Prineville Reservoir's unique natural beauty. This was especially reflected in the participants' protectiveness of the area's dark skies site.

Summary of Public Input Across Meetings

Table 6 below summarizes the priorities among the stakeholder groups, the first community meeting, and the second community meeting.

Table 6: Overall Public Input Assessment

PUBLIC INPUT ASSESSMENT TRIANGULATION				
Prineville Reservoir resort area project				
I Individual Comment M Multiple Comments A Against				
	Activity	Stakeholders	Meeting 1	Meeting 2
Water Recreation	Motorized boating	High	Mid-Level	Low
	Non-motorized boating	High	Low	High
	Install Dock/Moorage	Mid-Level	Mid-Level	High
	Fueling	High	High	Low
	Recreational Rentals	Low	Low	Mid-Level
	Swimming	Low		Low
	Bird Watching	Low		High
	Fishing	Low	Mid-Level	Mid-Level
Lodging	Tent Camping	High	Low	Mid-Level
	Large group campsites	High		Low
	RV camping	High	Low	Low
	Cabins/yurts	High		High
	ADA accessibility	Mid-Level		Low
	Seasonal Housing for Staff	Mid-Level		
	Motel	Low		Mid-Level
Day use	Mid-Level		High	
Land Recreation	Nature	High		High
	Biking	High		Low
	E-biking	Low		Low
	Hiking	High		High
	Disc Golf	Low		
	Beach Activities	Low	Low	Low
	All terrain Vehicles or dune buggies	Low		Low
Events	Outdoor festivals/events	High	Mid-Level	Mid-Level
	Outdoor pavilion	Mid-Level		
	Community meeting rooms	High		High
	Nature center	High		Low
	Library	Low		High
	Dark Skies site	High	Mid-Level	High
Facilities	Restaurant	Low	High	High
	Concession Store	High	High	High
	Showers/Bathroom	Low		Low
	Kitchen	Low		Low
	Parking	Low		
Miscellaneous	Update resort area	High	Mid-Level	High
	Keep resort area as-is	Low	High	
	Water Supply Concerns	Mid-Level	High	High
	Public Awareness/Information		Low	Low
	Economic Opportunities	Low	Low	Low
	Operations and Maintenance Feasibility	Low	Mid-Level	
	Access Roads	Mid-Level	Mid-Level	High
	Family Oriented	Low	Low	
	Quiet and Solitude	Low	Low	High
	Boat Rules		Mid-Level	Low
	Adapt		Low	
Food Trucks	Low	Low	Low	

The results from the stakeholder meetings and the public meetings should not be construed as THE community vision for several reasons. First, those who take the time to attend meetings are overrepresented. In this instance, there were approximately five individuals that participated across more than one forum. As a result, these repeat participants had their priorities represented disproportionately in priorities represented above. However, those that attended the community meetings were also invested in the outcome. At the same time, the public meetings and stakeholder interviews were rich in information and insights into the cross-cutting sentiments that many residents and visitors hold for the resort area. Appendix A provides greater detail of the personal accounts of participants in the public meetings.

Online Survey Results and Analysis

Online Survey Responses

Working with the project team and stakeholders, the PSU team developed an online survey to explore recreational priorities for the Prineville Resort area. The survey was distributed via local groups including community organizations, recreational groups, as well as through social media channels managed by Oregon State Parks and the Oregon Marine Board. The survey was opened October 30 and was closed November 24, 2023. Responses were filtered to use only those that were mostly completed. In total, the survey collected 621 complete responses. Another 62 responses were partial, and completed enough that they were included for portions of the analysis that follows. In the tables that follow, total responses may vary based on these varying levels of completion.

The survey sample collected here is not a random sample or other method that allows us to estimate the overall priorities for a given population. This sample is a non-probability sample meaning that the responses included in the sample are based on opting-in or learning about the survey from various networks. While probability samples allow for generalizations to a larger population or geography, this sample only represents the views of those we were able to engage in our recruitment efforts. This limitation needs to be considered in reviewing results. However, because we used various networks across the region and the state to share the survey, we heard from those that are active in both recreation and recreation in the reservoir resort area. While we are unable to share what all residents in the region desire for recreation, we can speak to those that are connected to the local site and were available to participate in the survey.

Overview of Survey Respondents

Responses were primarily from residents in Central Oregon. Table 6 below reports the location of residences across the region. 75% of the responses come from households located in Crook, Deschutes and Jefferson Counties.

Table 7: Household Residence of Respondents

Household Residence	n	Percent of Sample
Crook County	332	49%
Deschutes County	164	24%
Another area in Oregon	135	20%
Washington State	19	3%
Jefferson County	17	2%
Other	12	2%
Idaho	3	0%
Total	682	-

Visitation Experiences

The survey asked respondents to share their experiences with recreation in the Prineville Reservoir areas. Of the respondents above that do not live in Central Oregon, many share visiting Crook, Deschutes, or Jefferson Counties at least annually, with over 40% visiting even more frequently. This highlights how our sampling approach connected to households with a connection to the area.

Table 8: Visitation Frequency to the Crook, Deschutes, or Jefferson Counties (for non-residents of the area)

Visitation Frequency	n	Percent of Sample
Several times a year	71	43%
Annually	53	32%
More than once a year	29	17%
Monthly	7	4%
Never	5	3%
Weekly	2	1%
Total	167	-

The survey also heard from households that are active in outdoor recreation, with over two-thirds sharing they participate in outdoor recreation activities at least weekly, regardless of where they live.

Table 9: Respondent Outdoor Recreation Frequency

Outdoor Recreation Frequency	n	Percent of Sample
More than once per week	276	41%
Once a week	184	27%
Once a month	130	19%
Once every quarter (three months)	57	8%
Once a year	31	5%
Never	3	0%
Total	681	-

The online survey asked a series of questions about the former Prineville Reservoir Resort, and interest in similar levels of development. Before exploring development scenarios for the site, we asked about experiences visiting existing state parks around the reservoir as well as past visits to the resort itself. Almost all of our respondents have visited the reservoir area as shown in the tables below.

Table 10: Percent of Respondents that have Visited any Area along Prineville Reservoir

Visited Prineville Reservoir Recreation Areas	n	Percent of Sample
Yes	633	93%
No	49	7%
Total	682	-

Table 11: Prineville Reservoir Area Visitation Frequency

Prineville Reservoir Area Visitation Frequency	n	Percent of Sample
Several times a year	394	62%
Annually	142	22%

Prineville Reservoir Area Visitation Frequency	n	Percent of Sample
Every other year or less frequently	42	7%
Once	40	6%
Do not remember	15	2%
Total	633	-

Just under 40% of households that participated in our survey had visited the Prineville Reservoir Resort prior to its closure in 2019. Those that had visited in the past did share being frequent visitors of the site.

Table 12: Percent of Respondents that have Visited the Prineville Reservoir Resort

Visited Prineville Reservoir Resort	n	Percent of Sample
No	416	61%
Yes	266	39%
Total	682	-

Table 13: Prineville Reservoir Resort Visitation Frequency

Prineville Reservoir Resort Visitation	n	Percent of Sample
Several times a year	125	47%
Annually	95	36%
Every other year or less frequently	25	9%
Once	14	5%
Do not remember	7	3%
Total	266	-

Recreation Demand and Priorities

The survey explored several measures to assess possible priority areas for recreational activity development. The survey used an importance and satisfaction battery of questions to first assess activities that might be a high priority for development. Importance and satisfaction metrics (also sometimes called importance and performance metrics) attempt to measure how important a service or activity is and compare this rating to the reported satisfaction with current service or activity options (Van Ryzin and Immerwahr 2007, Herian and Tomkins 2012).

For this survey, we asked respondents directly to share how important each recreation activity is to their household, and then the survey followed up to ask how satisfied they are with the opportunities to participate in these activities. Respondents are asked to pick a value between 1-10 for each scale, with no mid-point being offered. By combining these two questions we are able to plot an importance-satisfaction matrix that shows the average levels of importance and satisfaction across all activities.

Figure 4 below plots the results from these questions. Interpreting the findings from these survey results requires considering an appropriate cut-off value for succeeding versus underperforming on both axes. In the figure we have plotted to sets of lines. The solid lines are the mid-points on the scale we presented to respondents. The dashed lines are the grand means from all responses across all activities on each axis.

Generally, the points that are plotted to the left of the mid-value are less important, while those to the right are of greater importance. In the upper right corner of the figure are activities that are both very important and at the same time activities that respondents reported being satisfied with options to recreate. The activities to the lower right hand are areas of concern where there may not be enough of these services provided. We included the grand means, represented by the dashed lines, as a relative measure of how each activity was performing when compared to all activities. Respondents were more likely to say activities were both important and well provided in our survey, moving the grand mean above the mid-point in the scale we used.

By using one of these sets of mid-points, we can identify activities that are very important but that are also not seen as being served in a satisfactory manner. Because these points are average values across all respondents, we note that points along the line between the upper right and lower right are also activities to pay attention to. Some activities that stand out as areas for further development include:

- Attending Outdoor Concert and Fair Events (based on mid-point of scale)
- Fueling Services for Boats and RVs (based on mid-point of scale)

Some uses that are on the border-line of the scales:

- Non-Motorized Boating
- Motorized Boating
- RV Camping
- Tent Camping
- Nature Center Options (based on mid-point of scale)

Detailed findings from the survey can be found in the supporting survey report produced by the research team.

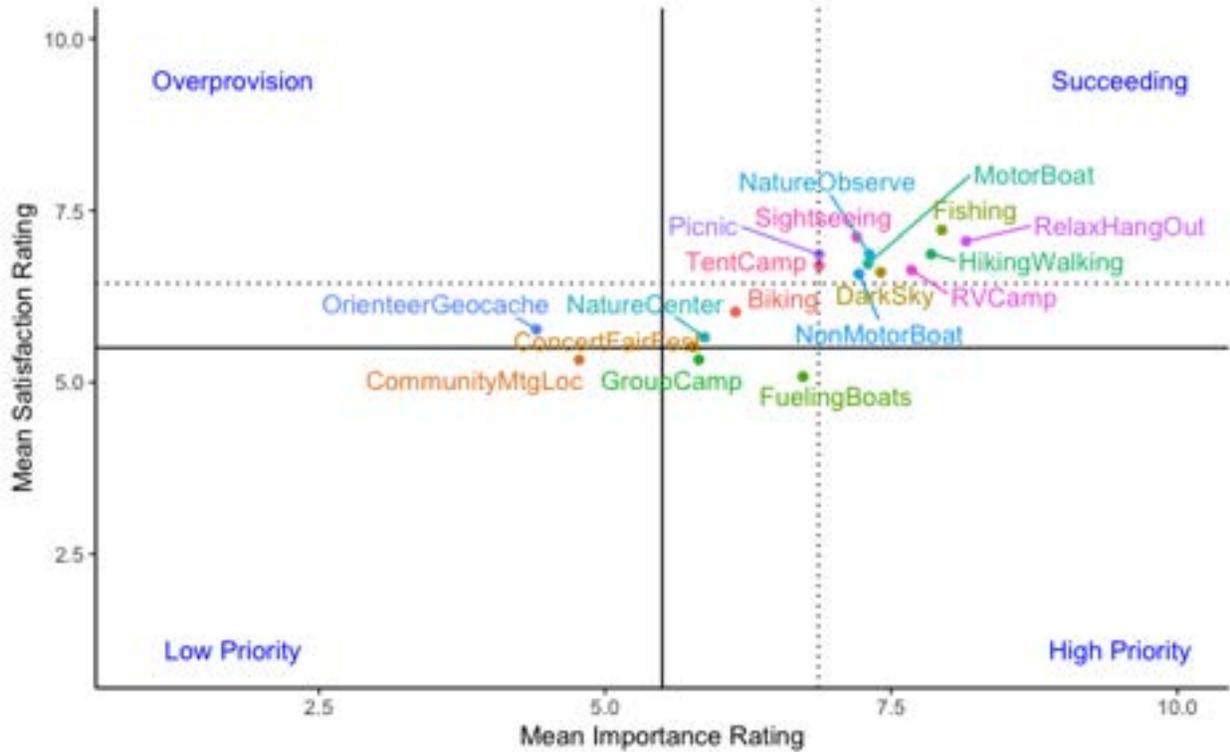


Figure 4: Satisfaction/Importance Assessment

The other tool used to assess recreation priorities was by asking respondents to rank all of the activities shared above. This produced three sets of rankings for first, second, and third priority as shown in the tables below. Each table shares the top five activities for each priority. Across the first and second priorities, fishing, hiking and walking, RV camping, and motorized boating all repeatedly emerge as important.

Table 14: Ranking of Recreation Activities - Top Rank

Top Ranked Activities	n	Percent of Sample
Fishing	88	15%
RV Camp	72	13%
Motor Boat	67	12%
Hiking/Walking	65	11%
Biking	54	9%

Table 15: Ranking of Recreation Activities - Second Rank

Second Ranked Activities	n	Percent of Sample
Fishing	70	12%
Hiking/Walking	68	12%
Motor Boat	68	12%
RV Camp	65	11%

Relax/Hang Out	46	8%
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Table 16: Ranking of Recreation Activities: Third Rank

Third Ranked Activities	n	Percent of Sample
NonMotor Boat	61	11%
RV Camp	61	11%
Relax/Hang Out	50	9%
Fueling Boats	47	8%
Motor Boat	46	8%

Scenario Evaluation(s)

Finally, respondents were asked to evaluate three hypothetical development scenarios for the Prineville resort area. These scenarios were described in the survey as follows:

Campground Development

Develop camping that looks more like state parks across Oregon. This includes some RV and tent camping sites with and without power hookups and water, and a bathhouse and restroom.

Resort Development

Develop a destination location with camping and other lodging. This could include motel services and a restaurant. Outdoor recreational options might be limited when reservoir water is low, but during high water, boating access would be restored and include motorized and non-motorized water recreation equipment rental. The site might include pump out stations, fueling for boats, and moorage during high water.

Meeting Location

Develop a destination location focusing on large events such as fairs, festivals, family reunions or educational meetings. Include a large pavilion that could host large groups. Lodging would include a mix of tent campsites, RV campsites and cabins. Access to the reservoir would depend on water levels but may also include fueling options and watercraft rental. Educational facilities on site would allow groups to learn about the history of the region and the unique water and agricultural traditions of the area.

Following sharing these descriptions, the survey asked respondents to share their level of agreement or disagreement to the following statements, as they relate to each of the three scenarios:

- This proposed development would be something my household would likely use.
- I have other opportunities for recreation similar to this proposal and would likely not visit.
- The Crook County area very much needs more recreation opportunities that this proposal provides.
- The proposed use is already met in the Crook County area.

The first pair of questions are reversed in direction and capture the household importance of the scenario. The second pair of questions are also reversed against each other and ask respondents to assess the general need in the community.

Overall, support was highest for the campground option, as measured by the questions that respondent households would use the development and that they see the region as needing more of this type of development. Resort development also shared high levels of support and similarly a perception that there are not similar recreation opportunities in the region. The meeting location scenario sees much more mixed support. In addition to being more divided, many share they neither agree nor disagree with the statements we presented. This tends to be a measure of uncertainty in survey applications such as this. The proposed meeting location is the only scenario presented that is a new idea, compared to the other two proposals. We believe the lower support and higher uncertainty is likely due to the scenario being the one scenario that has not existed in the area, and therefore harder to evaluate.

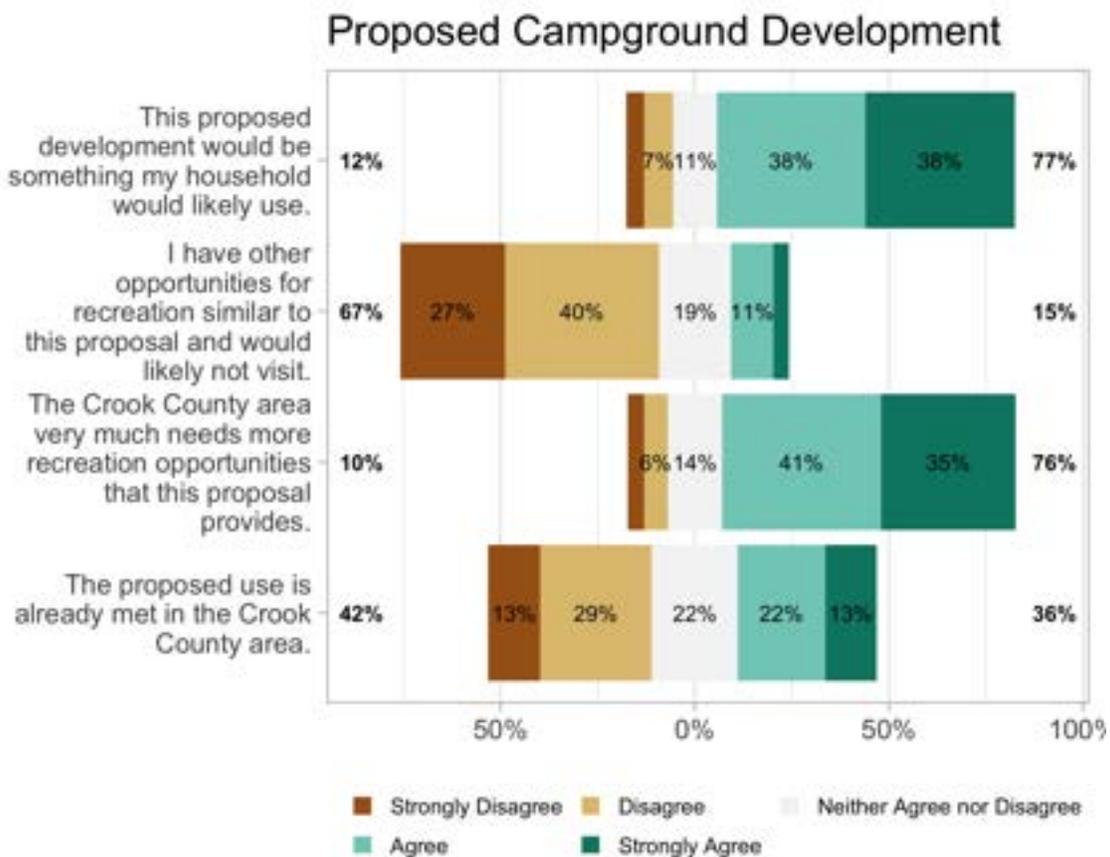


Figure 5: Campground Development Scenario

Proposed Resort Development

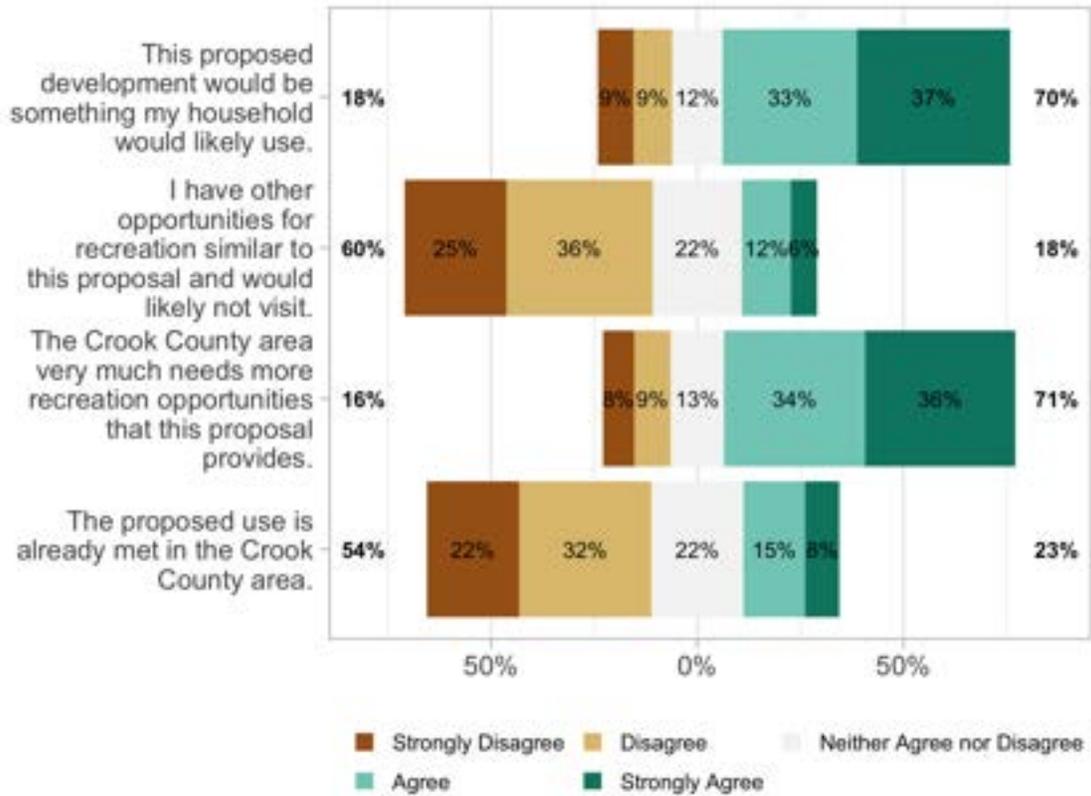


Figure 6: Resort Development Scenario

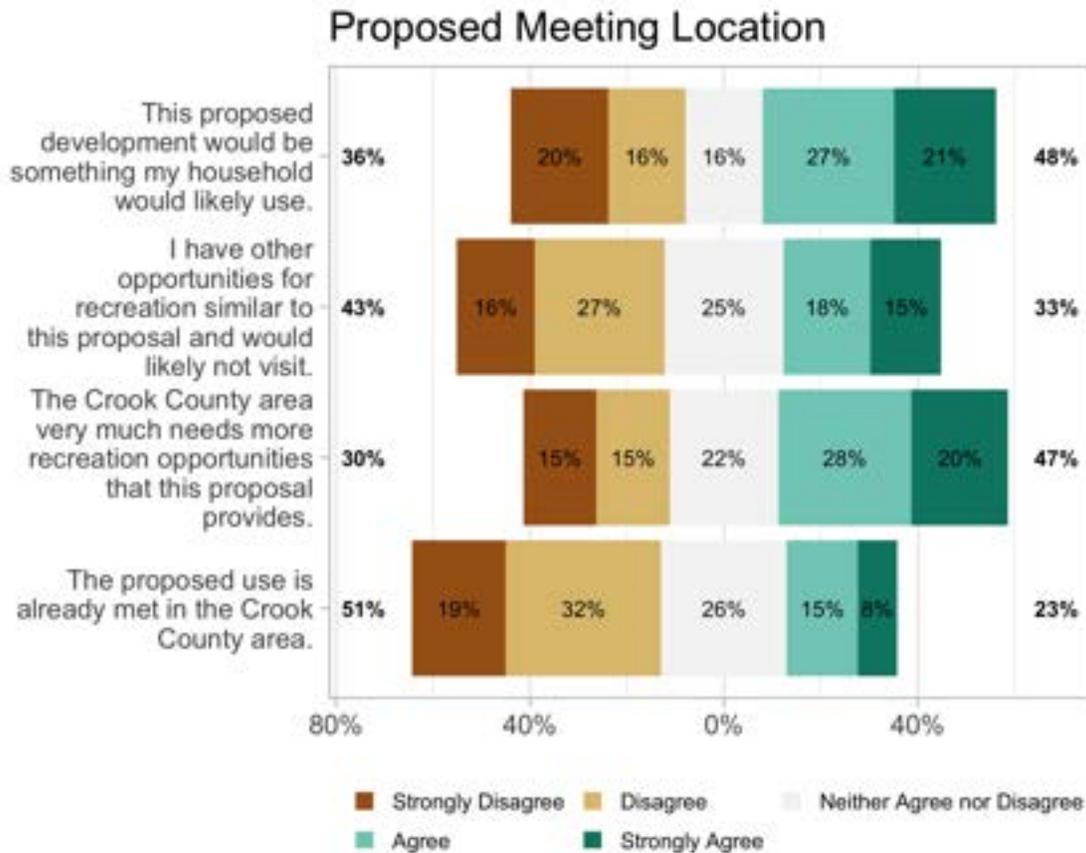


Figure 7: Meeting Location Scenario

Limitations of the Survey

As shared in the opening of this section, this survey is a non-probability sample where those that participated opted-in to the survey. This survey was distributed across networks and social media channels to reach households. Because of this distribution, the sample collected here is not representative of the state or the region. Rather, it measures the views and attitudes of those that were connected to various networks around the reservoir. Conclusions drawn from this survey may miss other values that are important to groups we were unable to connect with in our distributions.

Overall Review of Community Engagement Findings

The data that the CPS team gathered is rich and provides many promising avenues for OPRD to pursue during its design phase. For the purposes of this report, though, the CPS team has focused on recreational findings relating to use, amenities, and programming.

Recreational Uses

There was a strong consensus across the survey, interviews, and public meeting that the public was most in favor of the resort area continuing to be used as a campground. The survey results highlighted that respondents were most favorable of potential scenarios in which the resort area

was used for modernized camping and resort style amenities that reflected its previous design. In addition to those activities, participants noted that they would visit the area more frequently if it offered day-use amenities and activities. For example, a high number of respondents from the community meetings emphasized their desire for the resort area to have picnic spots for gatherings.

The day-use option is a promising attraction for Prineville residents as there were few day-use options at the resort area previously. This is in line with the survey results for prioritized activities (uses). The top prioritized activities were centered around fishing, RV camping, motorized boating, hiking / walking, and biking. Developing the resort area to also provide day-use recreation was a practical and an attractive use for residents year-round, including hiking, walking, biking, and non-motorized boating.

“Resort” Style Community Amenities

The stakeholder interviews and community meeting provided input on resort area amenities. The highest priority amenities reflected preferences for resort style community amenities such as a restaurant, concession store, cabins, community meeting rooms, and a library. While the resort area was not the typical luxury resort that one might envision a resort to be, the area was clearly a resort in that it provided unique amenities in proximity to a popular attraction.

Participants showed clear preferences for these resort style amenities that the resort area had traditionally offered. These preferences are grounded in participants’ nostalgia for the community and the familial atmosphere that they experienced while visiting. All of these memories of community and family evoke powerful sentiments for the area.

Programming

Finally, programming was another important finding from the community engagement with stakeholders and meeting participants. Prineville residents expressed interest in the resort area hosting educational, nature, outdoor recreational, and entertainment activities. Dark Sky events were noted as being a priority for participants and an important feature of the Prineville Reservoir area. There was a general interest among meeting participants for the resort area to host events such as kayak tours, rockhounding adventures, and outdoor tours that would educate visitors about the land and water. The survey respondents showed less support for the Meeting Location Scenario (focused on large events such as fairs, festivals, family reunions, or educational meetings). These responses may reflect a difficulty in visioning how newer programming may be effective as well as the composition of the survey respondents.

Data and Analysis: Decision Criteria

Decision Matrix Description

The overall goal of this process was to a) begin to develop a vision for the Prineville Reservoir Resort area and b) develop a better understanding of the priorities for investment in the amenities and facilities on the site. In other words, this project developed a broad range of new / innovative uses, amenities, and programming; and gathered feedback on the overall impact of decisions. This information provides some guidance as to what the investment approach OPRD and BOR should take in the existing amenities on the site.

Early in the project, the project Team considered that there may be a few different scenarios upon which to guide the decision. However, overlapping uses, amenities, and programming ideas are numerous and it may be more meaningful to focus on amenities as a way to think about the recreational return on investment.

Instead, a decision matrix, also known as a Pugh matrix or opportunity analysis, allows OPRD to evaluate several development options outside a particular scenario. A decision matrix sets up different values / or criteria against which alternatives can be evaluated. A decision matrix then scores alternatives by assessing them against a baseline condition. A decision matrix is not intended to be a comprehensive and definitive tool. It is designed to be a guide, or a way to think about, alternatives.

This approach allows the OPRD to consider how multiple uses could be satisfied through similar amenities for greater impact. In this case, the project Team heard different values upon which to assess options. These will be rated on a scale of -3 to +3, -3 being the most negative impact and 3 being the most positive. This rating scale was determined as having enough sensitivity to assess different levels of impact. For example, a particular amenity may be relatively inexpensive to provide and be rated at a -1; where another amenity may be a significant investment, which would be rated at a -3. If the amenity were able to be provided at no cost to OPRD or BOR, it would be rated as a zero.

Alternatives

The key question for OPRD is what kinds of infrastructure or amenities are most likely to represent good stewardship of public funds and generate a longer-term return. This approach recognizes that a picnic table could be used by people who are engaged in boating, fishing, camping, or community events during low and high-water seasons. The ideas generated in the public meetings for different programming options (e.g., weddings, community events, or libraries) were very valuable for their role in generating ideas for amenities. At the center of these alternatives is the question as to what infrastructure or amenities should be the focus for investment. This decision matrix focuses on their evaluation.

Baseline

In this case, baseline is defined as the existing conditions and amenities at the Resort area.

Values⁸

- 1) Multiple Use Opportunities. Amenities that could be leveraged among a wide range of uses were considered. Higher scores were assigned for those amenities that spanned across uses such as fishing, boating, non-motorized boating, or overnight camping. Because the scores for these amenities would not be a negative, as in having a negative impact on a use, these scores were all expressed in the positive from 0 to 3. The assessment tool appears in Appendix B of this report.
- 2) Community Priority. What is the community priority for the amenity? Higher scores would indicate that the amenity appears as one of the community priorities, as indicated by the public input processes. Scores for the community priority were generated from the stakeholder and community meetings. These community priorities were largely qualitative. The methodology for assessing the community priority score also appears in Appendix B.⁹
- 3) Resource Impact. What is the utility / infrastructure impact of the amenity? Lower scores indicate more negative impacts, such as the need for additional water or electrical power; where there are neutral or higher scores this may indicate resource savings or neutral impacts as measured to the baseline. Scoring was based on an estimated impact based on overall data collected.¹⁰
- 4) Sustained Benefit. What is the sustained benefit of the amenity through low- and high-water years and/or on an annual year-round basis. A negative score indicates great variation in the benefit of the amenity, whereas a positive score indicates that the amenity can be used throughout the year and in any low- or high-water scenario. Scoring was based on an estimated impact based on overall data collected.
- 5) Investment Impact. This assessment aims to estimate whether the amenity represents a significant financial investment. Considering that further work on feasibility and cost estimates will generate more meaningful financial estimates, this score aims to identify a rough level of investment needed. A higher score would indicate less investment and lower scores would indicate higher investments relative to baseline, which is no investment, or doing nothing. Scoring was based on an estimated impact based on overall data collected.

⁸ Other considerations beyond this decision matrix may be the evaluation of whether the amenity could be met elsewhere on the Prineville Reservoir. This is not used in the decision matrix because most of the amenities can be met elsewhere. However, if an amenity scored lower on the matrix but is a high priority, OPRD staff may consider meeting this need elsewhere or make the investment.

⁹ Two of the amenities, an outdoor amphitheater and picnic area were not tracked as part of the community priorities.

¹⁰ The community survey was designed to test different alternatives and uses, so was not specifically used to track amenities.

¹¹ The condition of the utilities at the resort area is an important criterion that will determine the feasibility of some outcomes. Critical utilities that will determine the scope of the development include electric, water, and sewage. Developing the resort area beyond its water capacity is a key concern. The resort area's wells are stable, but are likely only able to service the current infrastructure of the resort. Further developments may strain the well system at the resort area. Many residents noted that water supply is a crucial issue in the area, with established wells beginning to dry up. Residents noted that they were worried that large developments on the resort area would take away water from the rest of the residential areas. The water supply issue is further impacted during years of severe or extreme drought. One of the reasons that the previous concessionaire left was because they had to truck in water every summer to meet the resort area's service demands.

Scoring

There are a variety of ways that a decision matrix can assess a value-based score. The system used is a scale -3 to +3. A score of zero should be interpreted as a neutral impact relative to the baseline. In this case baseline is considered closest to the existing condition.

The following amenities were scored:¹²

- Cabins / yurts
- Community meeting or event space
- Disc Golf Facility
- Dock
- Equipment Rental Facility
- Fueling on Water
- Group campsites
- Hiking / Biking Trails
- Moorage
- Motel
- Motorized terrain vehicles / dune buggy trails
- Non-motorized boat launch
- Outdoor amphitheater
- Outdoor pavilion
- Parking
- Picnic area
- Restaurant
- RV camp sites
- Showers/Bathroom
- Store / Market
- Tent campsites

The resulting decision matrix appears in Table 17 below.

¹² While the library and community center were among the different alternatives, these were considered programs that could operate within a community center or other facility on the site. The public priority for these programs were grouped into the community center facility, as attendees did not distinguish between the programs and the facilities in which the programs operated.

Table 17: Decision Matrix by Score

Amenity / Value	Multiple Use	Community Priority	Resource Impact	Sustained Benefit	Investment Impact	Score
Store / Market	3	3	0	3	-1	8
Tent camp sites	3	2	-1	3	0	7
Equipment Rental Facility	3	1	0	3	-1	6
Parking	3	0	0	3	-1	5
Restaurant	3	2	-1	3	-2	5
Group camp sites	3	1	-1	3	-1	5
Hiking / Biking Trails	2	1	0	3	-1	5
Picnic area	3		0	3	-1	5
Cabins / yurts	3	2	-2	3	-2	4
RV camp sites	3	2	-2	3	-2	4
Showers/Bathroom	3	1	-2	3	-1	4
Motel	3	2	-2	3	-2	4
Disc Golf Facility	1	0	0	3	-1	3
Community meeting or event space	1	2	-1	3	-2	3
Motorized terrain vehicles / dune buggy trails	1	1	-1	3	-1	3
Outdoor pavilion	1	1	0	3	-2	3
Non-motorized boat launch	2	2	0	-1	-1	2
Outdoor amphitheater	1		0	3	-2	2
Fueling on Water	1	2	0	-3	-1	-1
Dock	2	2	0	-3	-3	-2
Moorage	1	2	0	-3	-3	-3

This decision matrix should not be construed as final recommendations for consideration. It does provide some information on how to understand the data and feedback from the community meeting and stakeholder interviews.

The amenities that scored higher on the decision criteria are those that could be used for multiple recreational purposes, under most conditions (high and low water), and are the least expensive to develop. For whatever use the Resort area develops, the development of these amenities should be worthy of consideration. These include the following amenities:

- Store / Market
- Tent campsites
- Equipment rental facility
- Parking
- Restaurant
- Group campsites
- Hiking / biking trails

- Picnic area

Those amenities that may be somewhat more expensive to develop appear as the second grouping on the decision matrix. The feedback and analysis supports the resort retaining overnight features. The next grouping has to do with investments for overnight stays and includes:

- Cabins / yurts
- RV camp sites
- Showers/Bathroom
- Motel¹³

Further down the list are amenities that vary in their popularity with the community, or have limited relevance across recreational uses, or may be more expensive to construct (as compared to those that appear higher on the decision matrix). These include:

- Disc Golf Facility
- Community meeting or event space
- Motorized terrain vehicles / dune buggy trails
- Outdoor pavilion
- Non-motorized boat launch
- Outdoor amphitheater

Finally, those amenities that, while may be popular or desirable, are more expensive to develop and have limited cross recreational uses. For these amenities OPRD may make several considerations, including whether the amenity is provided elsewhere on the reservoir and/or whether the amenity could be located elsewhere. For example, the Resort area location makes fueling on the water not feasible in times of drought. Similarly, if additional docks and moorage is needed in the area, it may be more feasible in other locations.¹⁴ These amenities include:

- Fueling on Water
- Dock
- Moorage

The usefulness of this decision matrix will allow OPRD to consider the various amenities relative to their overall value to recreational and community needs. It also provides clearer insight into lower cost but higher value amenities and how they can be utilized within the context of the Resort area. For example, combining year-round cabins/yurt rentals with day use picnic areas, supported by a small store and equipment rentals where people can enjoy hiking, biking, fishing, and geocaching could leverage the best return on investment for OPRD. Other combinations are equally feasible in the Resort area.

¹³ How the motel renovation costs compare to the development of new cabins is not yet known. A cost – benefit analysis would need to be completed to determine how the costs of renovating the motel compares along with the benefits from motel rates/stays vs cabin rates/stays. The location of new cabins vs current motel should also be considered in this choice mix.

¹⁴ The ability to relocate an amenity or activity may be feasible in some situations given that OPRD manages several of these sites (Prineville Reservoir State Park and Jasper Point) and the Bureau of Reclamation possesses authority over the entire reservoir. The relocation of an amenity or use therefore depends more upon the cost feasibility and siting requirements that would best be considered during the design phase of this project.

Additional Considerations

There are a number of other considerations that were highlighted in this project that should be evaluated and considered in future studies. These include the following.

Impact on Dark Skies

A unique aspect of the Resort area is its primitive location, which provides residents and visitors with an unadulterated view of the sky at night. The Prineville Reservoir is situated at the bottom of a canyon that protects the surrounding lands from light pollution from surrounding towns or facilities. The Prineville Reservoir State Park is a designated dark skies site. The Resort area is not a designated area (due to the demanding process of designation), but has greater darkness than the State Park site. Dark sky sites are popular and good sources of revenue. There is a new designation for dark sky lodging that OPRD may want to look into, too.

However, new developments and human encroachment pose new threats to ensuring the inviolability of the night skies. Stakeholders and residents were very protective of the area's dark skies status and highlighted that any future developments should take into account the preservation of darkness in the area. In addition, it is likely that legislation will pass to protect dark skies sites.

Staffing and Management Impact

There is a limited number of Oregon State Parks staff across the state that are available to manage the Resort area. There are approximately 100 State Parks positions in the region which are capped. The capped number of positions limits the availability of OPRD staff being to effectively manage a large Resort area. In addition, it is important to note that OPRD manages outdoor recreation and would likely require a partnership with a concessionaire for programming.

Larger Community Impacts

Beyond the Resort area itself, it may be important to consider the possible impacts that any development or use may have on the community, such as economic vitality, road access or traffic. Because approximately 40% of Prineville's residents live around the Juniper Canyon Road, increasing visitors may also increase traffic on the Juniper Canyon Road. On the contrary, there are positive impacts from increased visitors to the local economy. The balance between these kinds of impacts may continue to be an important consideration.

External Funding Opportunities

While there is a certain amount of funds set away for the redevelopment of the Resort area, OPRD and the Bureau of Reclamation may need to find other sources of funding or establish partnerships with other agencies or organizations to complete the vision for the area. There may be additional funding partners or grants that may help funds specific amenities and recreational uses. For example, the Bureau of Land Management is also interested in establishing hiking and biking trails in the area. Similarly, the Maritime Board provides funds for key amenities at state parks that will support water recreation. This may include developing parking lots, trash receptacles, and even

docks. There are also opportunities to fund ADA (American with Disabilities Act) accessibility improvements.

Vision and Recommendations

A Vision for the Prineville Reservoir Resort area

Throughout the community engagement process, the CPS team tested and received feedback on multiple visions for the Prineville Reservoir resort area. The feedback reflected a nostalgia for the unique experience that the previous resort area offered. While the resort area was not the typical luxury experience that its name implies, it provided unique amenities and a community “feel” in proximity to a popular reservoir.

Whether or not the reservoir is full or in drought conditions, the atmosphere is a unique asset of the resort area. For many participants, that vision and nostalgia was most connected to the amenities that fostered a familial and community experience. The resort area is situated so that it is a safe enclosure, in which children can move about with independence and parents can relax and socialize.

This special atmosphere has been reinforced by amenities such as the restaurant, the concession store, and the proximity of the camping and RV pads. These amenities enhanced the experience for visitors and provided enduring memories that continue to shape their vision for that area. For example, visitors would often find themselves socializing with other families at the concession store as they bought treats for their children or tackle gear for fishing. Or visitors would find themselves enjoying a warm dinner at the restaurant over the beautiful view of the reservoir. All of these memories of community and family, evoking ideas of relaxation, peace, adventure, spontaneity, camaraderie, and even awe.

The future vision for the area should draw on the community nostalgia that made the destination so popular in the past. This reimagined resort community vision for the area does not need to replicate the same footprint or replicate all of the water-based uses as the previous resort area, but rather should prioritize amenities, uses, and programming that foster community activities and experiences. Based on public input, these common areas could include picnic tables, a volleyball pit, small outdoor pavilion or covered area, and a sandy beach area.

While the vision for the resort area draws from its past, the resort area should be modernized to attract a wide array of visitors. For example, the infrastructure will need to meet code requirements, and be updated to accommodate visitors. For example, ADA accessibility should be a key priority in its modernization.

The following section provides a more in-depth set of recommendations for how OPRD and its design team can begin to implement this vision.

A Strategic and Conceptual Direction for the Design Phase

The strategic and conceptual direction of the design phase should keep the following parameters in mind as momentum begins to build for this project:

1. The vision can inform the strategic and conceptual direction of the design phase of the resort area. Decisions and actions should center on the ‘fit’ between amenities and experiences that offer a distinct experience.
2. OPRD and its design team might prioritize amenities, uses, and programming that are unique from the other recreational sites along the Prineville Reservoir. The amenity inventory that was conducted as part of the second public meeting provides a perspective on what is available throughout the Prineville Reservoir. While this was not the original intent of the project, this inventory will allow the OPRD to assess what amenities are desired in general and what can uniquely be offered on the resort area property. It will be these distinct features that will make visitors’ experience at the resort area so memorable and encourage them to keep coming back.
3. Given limited resources, OPRD may consider how strategic partnerships may offer additional resources and value to the resort area. For example, partnerships with local businesses, agencies, and recreational groups may leverage the capacity to deliver programming or amenities that are desirable.¹⁵

Considering a Phased Approach

Given the breadth of the development project, OPRD might consider further developing a list of short-term and long-term actions. An initial example of this phased approach may be as follows:

Short-Term Actions

The goals for the short-term actions are centered around the design team’s cost and feasibility assessments and beginning to generate basic visitor use around day-use and primitive /minimal amenity camping. During this period, OPRD and its partners may also consider how sustain public interest in this project.

Design Phase and Envisioning the New Site

1. Engage the designers to conduct more feasibility assessments on keeping the community feel of the resort and modernizing the experience (in progress).
2. Develop alternative site bubble diagrams (if feasible, two alternatives).
3. Gather stakeholder and staff feedback if feasible.

Cost Feasibility

1. Assess cost estimates for preferred bubble diagram.
2. Prioritize development of amenities based on cost analysis.
3. Pursue potential grants or financial partnerships with agencies and local organizations (e.g., ADA grants, Marine Board improvements, BOR grants).

Short-Term Amenities

¹⁵ The stakeholder interviews and public meeting identified some potential community partnerships that could assist OPRD in the management and operations of the reimagined Resort area.

1. Consider short term amenities, including low-cost day-use amenities.
2. Consider camping opportunities.
3. Develop administrative support for resort area use.
4. Consider low-cost and administratively simple food / concessions opportunities. This may be simple coffee or non-perishable snacks or vending machines that meet an initial need.

Communication

1. Communicate with the public about the status of the Resort area and its development to generate and sustain the public's attention for the Resort area.
2. Consider creating a webpage that keeps people up to date on the Resort area's development and water conditions for the reservoir (e.g., live camera feed to show water levels and wildlife).

Longer-Term Actions

Longer-term actions would complete a vision for the resort area. The long-term goals are dependent upon available funds and the support that residents and visitors display for the resort area. These action items may change as OPRD gathers visitor feedback on experiences.

Lodging and Camping

1. Develop group camping sites; including updated RV sites, group camping, and cabins as feasible.
2. Update infrastructure to current code and needs.
3. Consider tearing down the motel or repurposing for staff use if financially feasible.
4. Develop camping infrastructure, including bathrooms and supporting amenities.

Programming Development

1. Engage with local organizations (e.g., Oregon State University Extension, dark skies, Historical Society, and rockhounding groups) to provide appropriate collaborative programming that may use multi-purpose or common buildings or areas.
2. Consider additional dark sky programming and / or dark sky lodging experiences.

Recreation Uses

1. Consider access and infrastructure for non-motorized watercraft use.
2. Consider relocating fuel to another site on the reservoir for sustainable use.
3. Coordinate with the Bureau of Reclamation and the Bureau of Land Management to create hiking and biking trails that connect the recreational sites to one another (e.g., Jasper Point and Prineville Reservoir State Park).

Additional Amenities

1. Consider ADA accessibility in lodging, programming, and recreational uses.
2. Develop public-private or public-public agreements for food, market items, and equipment rentals; including assessing concessionaire options for management.

Summary and Conclusions

Based on the data collected and feedback, there are several areas that can help provide direction for OPRD and BOR to further assess the feasibility of different options for the Resort area. OPRD might consider using the decision matrix mix of amenities to develop a feasibility assessment. This might include identifying the relative value of those amenities that will establish the core of the resort area. For example, if the site meets the needs of both overnight camping and day use, what are the recreational uses that would be enjoyable to both constituents? What facilities could be adapted for multiple programs, such as a community facility that would house a nature center, library, or meeting room? Based on the public feedback, there is a relatively clear indication that the community would benefit from the resort area meeting local needs. To address this, following a phased approach may be the most reasonable. For example, it would make little sense to open a store/market if there were no opportunities for overnight use.

This report provides a comprehensive assessment of the various directions in which OPRD can begin to develop a vision for the Resort area. The report indicates that there is a high level of community interest and historical memory attached to the property, that meeting both overnight and day-use recreational needs can simultaneously be met, and that water-based uses and amenities can be provided in a way that adapts to the changing conditions on the reservoir by looking broadly at the resources throughout the Prineville Reservoir.

OPRD is committed to making long-term and financially feasible investments. The information developed throughout this report positions OPRD to take the following steps in service of that goal: 1) consider the feedback and information gathered; 2) compare the feedback to the current utilization and provision of facilities / offerings in the Prineville Reservoir and surrounding area; 3) factor in other considerations, such as drought, cultural resources, staffing, or policy; and 4) arrive at a decision and plan for feasible investments.

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Appendix A: Community Meeting Reports

Community Meeting #1

The following detailed comments are generally organized by the design of Community Meeting #1 that focused on different scenarios for development.

Low-Water Scenario

One participant noted that “people miss the resort even without water”. The most popular ideas for the low water level scenario centered around family friendly recreation, outdoor event or festivals, and non-motorized recreation (kayaking, paddleboarding, tubing, and rafts).

Even with the low water level scenario in consideration, there participants still had very strong sentiments for the resort area to be renovated to its pre-existing status. Specific features or structures that were important for participants were the restaurant, the concession store (especially to sell boating equipment like life jackets and boat flags), campground, and access to fuel for boats.

High-Water Level Scenario

The high-water level scenario reinforced the public’s preference for the resort to return to its former status as a boating destination. Participants noted that the restaurant, concessionaire store, and access to boat fuel were important amenities for the resort. Two participants fondly remembered the fishing tournaments at the resort and voiced their interest in similar fishing events being held there in the future.

Wider Area Needs

Participants were eager to share their opinions about wider area needs for the resort area. While participants continued to emphasize that they would like the resort area to remain the same, there were additional requests for land-based recreation such as trails, putt-putt golf, and volleyball sites.

While there was a general consensus for the resort area to be renovated back to its former operations, there was a parallel feeling that the resort should not be expanded beyond its current facilities. In particular, some participants were concerned that any larger developments would negatively impact the resort area’s access to dark skies to see the stars.

Participants also noted that a webcam or outreach on the status of the reservoir would be beneficial given that they were not aware of consistent, updated information about the status of the reservoir’s water levels or conditions.

Two major concerns that the CPS team has heard are important issues for residents is the lack of an emergency road and water supply challenges. First, participants voiced their concern about the lack of any other access and emergency roads in the surrounding area around the resort area. Residents in the Juniper Canyon Road area are very concerned about emergency routes in the case of a catastrophic fire overtaking the area like it did at Detroit Lake in 2020.

Second, participants were cautious about overdeveloping the resort area due to concerns about water availability in the area. Participants believed that a highly developed resort area would take too much water away from Juniper Canyon Road residents.

Community Meeting #2

The following detailed comments are generally organized by the design of Community Meeting #2 that focused on Resort area uses, amenities, and other considerations.

Recreational Use

The broad category of recreational use considers the broad range of activities in which people participate. For the purpose of this project, use is a meaningful distinction because ‘use’ may imply certain amenities necessary for participation in that activity. A restaurant (as a use) would imply the need for amenities such as bathrooms, a kitchen, parking, or customer seating. The alignment between higher priority uses and the cost- and location- feasibility of developing the infrastructure needed to support that use can be evaluated. In addition, there may be alignment among the second major category of amenities and a third major category of programming. As a result of these considerations, Public Meeting #2 took the approach of asking attendees about uses, amenities, the special category of water uses, and other broader considerations.

Day Use

The resort area was traditionally used as a campground and RV site for many visitors. Both day- and overnight use have broad appeal. While participants were very interested in the restoration of the resort, there was an acknowledgement that there are other camping opportunities around the reservoir. There was feedback that there was potential for day uses, both in low and high-water years. Many participants expressed enthusiasm for activities such as picnicking, group events (reunions or work parties), swimming, or fishing that could occur under any scenario.

Thinking about day use options may offer OPRD some flexibility for phasing investment into the Resort area, as it would likely draw residents who are in close proximity (e.g., the local community or other nearby campgrounds).

Overnight Use

Many of the participants agreed that they enjoyed camping, although it was mixed on how many of those participants saw the resort area as an attractive place for additional camping, especially given its proximity to other opportunities on the reservoir.

Water-Based Recreational Use

Meeting participants had diverse perspectives about water recreation. Only a few of the participants had a deep connection to motorized boat activities. Most of the participants were interested in non-motorized recreation such as kayaks, paddleboarding, sail boats, swimming, fishing, and enjoying the beach.

Participants that preferred non-motorized recreation noted that they would like the resort area to have better access to putting in their watercraft through either dock and boat launch structures or through better parking options close to the water. The accessibility of Jasper Point was pointed out by two participants as a great site to put in non-motorized boats.

One group had a strong opinion and knowledge about boat docks, launch, and moorage. One participant noted that they liked, and have used, the Prineville Reservoir State Parks’ boat launch.

This participant also noted that the Prineville Reservoir State Park may be an ideal place for moorage given the low water level at the resort area. It was noted that a dock and moorage system at the resort area would only be successful if the water area was dredged, which he noted may be an unrealistic option.

Fuel for boating was also discussed, where one participant expressed the need for fuel to be accessible for boaters. While there was discussion about fuel for other vehicle types, participants questioned feasibility, as previous gas stations had failed multiple times.

Amenities

A variety of amenities was addressed in Meeting #2. These included amenities associated with different uses, such as camping, hiking, non-motorized boating, events, and stargazing. The highest priorities for amenities across participants included: community meeting rooms/event spaces; a local library, dark skies interpretive areas, a concession store, recreational rentals, and a restaurant. The following amenities can be tied to the programming desires of participants.

Cabins or Yurts

Participants emphasized that cabins or similar access to lodging would be a good addition to events held at the resort area (e.g., weddings and star gazing events) and would be a good asset throughout the entire year.

Hiking and Biking Trails

Hiking and biking trails had moderate support across participants. Some considered the options of programming opportunities to generate interest in biking and hiking.

Event Space(s)

Many participants were interested in the potential opportunity of having event and community meeting space at the resort area. Participants noted that there were relatively few places around Prineville and the Juniper Canyon residential areas that had sufficient event space. For example, some noted that the Fairgrounds was not an ideal event venue and that the library was often booked. Participants were enthusiastic about facilities to support local recreational events, such as pop-up restaurants, caterers, or food trucks. Others noted the popularity of events like the Christmas Valley's Cowboy dinner, which could bring residents to the resort during the off-peak season. Facilities to promote dark sky programming may also be popular to draw a large crowd. Outdoor venues and amphitheaters were also mentioned as opportunities for year-round visits to the area, though some were concerned about the size of the facilities that would generate large crowds. Event space also including programming for a local library consistent with examples from other county parks that have co-located libraries.¹⁶ Additional events or programming spaces were mentioned related to an education or interpretative center that might focus on education around agriculture, irrigation, water supply, and managing the land.

Rentals

¹⁶ From a programming standpoint, there are complementary education components to a library that may support recreational uses, such as hiking materials and resources, stargazing information, and even ghost stories. Lending libraries often provide recreational resources to visitors, including backpacks, marshmallow sticks, and fishing poles.

Another amenity that participants were excited about was the presence of a recreational rentals on site. Participants noted that there was a bicycle shop in Prineville that may provide bike and paddleboard rentals and there is a crowdsourcing app to rent equipment. However, there was a lack of other recreational rental opportunities in the area. A recreational rental shop was considered appealing as a way to make equipment accessible and affordable for those who would like to try new activities.

Restaurant and Dining

Dining opportunities at the resort area was a popular amenity across all groups. Some noted it as a year-round asset for Prineville and Juniper Canyon residents. Others noted that it is a beautiful setting in which to watch the water while eating. Others noted that establishing a restaurant could be developed in phases to ensure success where a concessionaire could partner with local restaurants, caterers, or food trucks to develop a consistent schedule and customer base.

Dark Skies

Amenities to support dark skies was another appealing option where participants noted the beautiful canyon that helps to block out light pollution from other cities or buildings.

Signage

Finally, the importance of good signage was important, including that related to stewardship, parking, boating, and general rules. The participant highlighted that an educational kiosk or board would be helpful to meet these potential issues.

Other Constraints or Considerations

The meeting also focused on constraints, such as utilities, water, and access.

Water supply

Several participants expressed concerns about the water supply at the resort area and the Juniper Canyon residential areas. Participants noted that the resort area should not overuse water and should not drill additional wells. A participant highlighted that water is becoming scarce in that area and that many neighbors are having to drill new wells or deeper wells to obtain water.

Traffic and Access

The extent to which the development of the resort area would generate additional traffic was a concern for some participants. Others focused on the development of an egress or emergency road around Juniper Canyon where they noted the dangers of having only a single road, especially if there were a fire. The road was also an issue when participants were thinking about potential events or developments that would bring in more visitors to the area.

Other Issues

Finally, several examples of other successful resort or recreational sites were discussed during this conversation such as the mini houses at Lake Simtustus and the development of Barnes Butte on the edges of Prineville.

Appendix B: Decision Matrix Scoring

Table 18: Multiple Use Scoring

AMENITY	Fishing	Motorized Boating	Non-Motorized	Overnight Camping	Day Use Events	/Hiking Biking	/Bird Watching	Swimming	Overall Points	Score Conversion
Cabins / yurts	1	1	1	1	0	1	1	1	7	3
Community meeting or event space	0	0	0	1	1	0	0	0	2	1
Disc Golf Facility	0	0	0	1	1	0	0	0	2	1
Dock	1	1	1	1	1	0	0	0	5	2
Equipment Rental Facility	1	0	1	1	1	1	1	1	7	3
Fueling on Water	1	1	0	0	0	0	0	0	2	1
Group camp sites	1	1	1	1	0	1	1	1	7	3
Hiking / Biking Trails	0	0	0	1	1	1	1	0	4	2
Moorage	1	1	0	0	0	0	0	0	2	1
Motel	1	1	1	1	0	1	1	1	7	3
Motorized terrain vehicles / dune buggy trails	0	0	0	1	1	0	0	0	2	1
Non-motorized boat launch	1	0	1	1	1	0	0	0	4	2
Outdoor amphitheater	0	0	0	1	1	0	0	0	2	1
Outdoor pavilion	0	0	0	1	1	0	0	0	2	1
Parking	1	1	1	1	1	1	1	1	8	3
Picnic area	1	1	1	1	1	1	1	1	8	3
Restaurant	1	1	1	1	1	1	1	1	8	3
RV camp sites	1	1	1	1	0	1	1	1	7	3
Showers/Bathroom	1	1	1	1	1	1	1	1	8	3
Store / Market	1	1	1	1	1	1	1	1	8	3
Tent camp sites	1	1	1	1	0	1	1	1	7	3
Score Conversion										
Range 8-6	3									
Range 5-3	2									
Range 3-0	1									

Table 19: Amenity Priority Scoring

Amenity	Stakeholder	Mtg 1	Mtg 2	Average	Score
Cabins/yurts	3	0	3	2	2
Community meeting rooms	3	0	3	2	2
Disc Golf Facility	1	0	0	0	0
Dock	2	2	3	2	2
Equipment Rental Facility	1	1	2	1	1
Fueling on Water	3	3	1	2	2
Group campsites	3	0	1	1	1
Hiking/Biking Trails	3	0	1	1	1
Moorage	2	2	3	2	2
Motel	1	0	2	2	2
Motorized terrain Vehicles or dune buggies trails	1	0	1	1	1
Non-motorized boat launch	3	1	3	2	2
Outdoor amphitheater (not assessed)					
Outdoor pavilion	2	0	0	1	1
Parking	1	0	0	0	0
Picnic area (not assessed)					
Restaurant	1	3	3	2	2
RV camp sites	3	1	1	2	2
Showers/Bathroom	1	0	1	1	1
Store/Market	3	3	3	3	3
Tent Camp Sites	3	1	2	2	2