



Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, November 21, 2025
7:00 AM
Village Links
Ed Posh Boardroom

Visitors are welcome to attend all meetings of the Recreation Commission.

- A. Call To Order**
- B. Public Comment**
- C. Approval of Minutes**
 - 1) Minutes - October 31, 2025
- D. Standing Reports**
 - 1) Financial - Noel Allen
 - 2) Manager's Report
 - a. Golf - Mike Campbell
 - b. Reserve 22 - David Manseau
 - c. Grounds - Andrew Cross
 - 3) Trustee Liaison - Steve Thompson
- E. Old Business**
- F. New Business**
- G. Next Meeting - January 30, 2026**
- H. Adjourn**

Civility Pledge - In the interest of civility, I pledge to promote civility by listening, being respectful of others, acknowledging that we are striving to support and improve our community, and understanding that we each may have different ideas for achieving that objective.



Minutes
 Village of Glen Ellyn
 Recreation Commission
 Regular Meeting
 October 31, 2025
 7:00 AM
 Village Links/Reserve 22

Board or Commission: Recreation
Meeting: Regular
Quorum: Yes

Date: October 31, 2025
Called to Order: 7:00 a.m.
Adjourned: 8:07 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Absent
Nancy Carter	Commissioner	Absent
Tony Coconate	Commissioner	Present
Scott Coldiron	Commissioner	Present
James Ozog	Commissioner	Present
Rick Quoss	Commissioner	Present
Tom Slowinski	Commissioner	Present
Also Present:		
Noel Allen	General Manager Village Links	
Andrew Cross	Golf Course Superintendent	
Mike Campbell	Director of Golf	
Steve Thompson	Village Trustee	
David Manseau	Director of Food & Beverage	
Meredith Hannah		
Public		
Tom Manak	Glen Ellyn Resident	

A. CALL TO ORDER/ROLL CALL

The October 31, 2025 meeting of the Recreation Commission was called to order at 7:00 a.m. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Commissioner Coconate.

B. PUBLIC COMMENT – Tom Manak thanked Director of Golf, Mike Campbell, for running another great Village Links Cup event.

C. APPROVAL OF MINUTES FROM September 26, 2025

APPROVAL OF MINUTES FROM September 26, 2025 MEETING

MOTION BY: Commissioner Ozog

SECONDED BY: Commissioner Coldiron

RESULT: Unanimous

D. STANDING REPORTS

1. Financial – *Noel Allen* – Manager Allen provided several financial updates. October revenues were up 4%, with golf revenue increasing by 11% and food revenue down 7%. The goal is to turn food sales around in the coming months. Operating expenses rose 16%, or just under \$98,000, primarily due to higher administrative service charges and insurance costs, which increased by \$100,000 for the year. Grounds expenses were also higher due to materials such as sand, seed, and fertilizer, as well as the timing of utility payments. Golf expenses increased for similar timing reasons. Reserve 22 expenses rose due to the cost of goods sold and utility payments.

Operating profit for the month remains strong at just under \$380,000, and net profit was \$208,000 better than the same period last year. Last year’s figures included the locker room and bathroom remodel expenses. Year-to-date, revenues are up \$31,000, while operating expenses have increased 3%, or approximately \$180,000, an area that will need to be closely managed moving forward.

Most of the capital projects were executed for the year with the exception of the installation of the new security system will begin soon. The Village Board recently approved the \$106,000 expenditure. The full plan will be implemented in response to the recent theft incident. The \$100,000 transfer to the Park District for Panfish Park was completed in October. The Recreation Fund ended September with \$3.317 million in cash. Typically, cash reserves increase from May through October and then begin to draw down over the remainder of the year to cover payroll and operating expenses.

2. Manager’s Report

A. Golf – Mike Campbell – Director Campbell provided an update on golf operations. September was a busy month, with 12 total outings, including three large events. The Senior Open drew 80 participants, and a Super Senior Open will be added next year. Staffing levels remain strong, particularly after shifting to hire more retirees. Merchandise sales increased by \$5,000, with Vince now overseeing this area.

B. Reserve 22 – David Manseau - Food and Beverage Director Manseau provided several updates. Sales were soft in September, which provided an opportunity to observe and assess current operations and review the menu mix with Chef Tom. Happy Hour was reintroduced after a long hiatus, and the October new menu launch has begun and was well received. Additional Happy Hour promotions are planned in the coming months.

The Thanksgiving menu has been finalized following careful research to ensure competitive pricing, with several appealing add-ons and appetizers and additional kids’ menu selections.

A new “Bar Snacks” category has been introduced to help drive bar traffic. Flatbread offerings have also been broadened, and the team will continue to monitor restaurant trends and guest feedback.

Manseau noted plans to update approximately 17 menu items and enhance the restaurant’s social media presence. On the beverage side, a detailed pricing review identified opportunities for improvement.

On the banquet front, revenues were down, and the team is using this time to analyze performance, develop new strategies, and focus on long-term growth. The approach will shift from primarily inbound to a more proactive, outbound sales strategy.

Trustee Thompson inquired about the banquet quote process and how incoming calls are handled. Manseau explained that calls are answered within the first three rings and routed to Liz, who manages the banquet calendar and provides quotes. If Liz is unavailable, calls are returned within 24 hours. Incoming calls are directed through the main line based on the caller’s menu selection. He added that the team also receives walk-in inquiries and has improved its ability to manage them effectively.

Manager Allen noted that Manseau brings strong banquet experience and understands both the sales process and customer service expectations. Manseau added that the goal is to become less reliant on inbound inquiries and to build a stronger outbound sales strategy, which is currently limited.

Trustee Thompson emphasized the importance of outreach to local churches and funeral homes and stressed the need for prompt, professional responses to inbound calls to help secure bookings. Allen concluded that the team is actively developing strategies to strengthen banquet sales, with support from various departments across the Village.

C. Grounds – Andrew Cross - Superintendent Cross provided several updates: September was a busy month that concluded with a period of moderate drought. Turf loss posed a challenge, as dry conditions made it difficult for new seed to take hold; however, growth has since improved. Tree trimming continued throughout September and will remain ongoing. Pond treatments were completed in October, and the plan is to treat all ponds next year using the current vendor. The team also completed several minor irrigation repairs and continues to address equipment maintenance as aging machinery requires attention. Cross added that he has been working with F&B Director Manseau to familiarize him with golf course operations.

3. Trustee Liaison – Steve Thompson – Trustee Thompson provided several updates: The Village is currently in the middle of the budget process, with the first reading scheduled for November 10. Construction on the Starbucks site has begun, and progress is anticipated soon on the east side of the hotel project. Meredith Hannah noted that the EPA has approved the remediation plan with the developer. Work on the west side of the project has stalled due to the government shutdown and delays in receiving grant funding. Street improvements throughout the Village are underway, and lead service line replacements will continue into next year. Additionally, Meredith mentioned that the Village is seeking volunteers for the Fourth of July committee.

E. OLD BUSINESS – None**F. NEW BUSINESS**

1. 2026 Rate Proposal – Manager Allen provided an overview of the rate review process, explaining that staff conducted a 2025 rate analysis to help develop the proposed 2026 rates. Trevor Hollowed collected rate data from surrounding golf courses and gathered information on their potential future rate adjustments, along with insights from industry publications. Rates were then evaluated in relation to the current budget.

Allen noted two new considerations for 2025 that will continue in 2026. The first involves the addition of GolfNow to help fill last-minute tee times. GolfNow has a new model allowing bookings only one day in advance. The platform collects payment directly from the customer through one barter tee time. The agreement is currently on a month-to-month basis, and staff is assessing its effectiveness. Early results show additional bookings coming through the platform. While the preference remains for golfers to book directly through our website, this limited partnership allows us to test a third-party booking option for filling last-minute openings. If GolfNow does not generate enough revenue from this arrangement, they may terminate the agreement as well.

The second consideration is the introduction of a proportionate rate structure. Currently, the course uses a three-tier pricing model:

- Non-residents receive no discount.
- VIP golfers (non-residents who pay a fee) receive a 20% discount.
- Residents currently have no standardized discount.

Staff is proposing a 25% discount for residents under the new structure. A market analysis found that the course ranks in the top third for pricing among comparable facilities. For 2026 rates, staff recommends Model C, which includes a \$2.00 increase on weekend rates and a \$1.00 increase on weekday rates, along with the proportionate rate structure. Manager Allen stated that these adjustments will help offset rising costs and inflation while keeping revenues aligned with budget targets.

Trustee Thompson emphasized the importance of keeping resident rates affordable, and Noel added that the resident discount should be clearly presented when rates are brought before the Village Board. Resident junior rates will also decrease for 9-hole play.

Commissioner Slowinski motioned to approve Model C rate structure, and Commissioner Coldiron seconded. Commissioners Ozog, Slowinski, Coldiron, Quoss and Coconate voted in favor, and the motion passed unanimously in support of Model C rates.

G. NEXT MEETING - November 21, 2025

H. ADJOURNMENT

Commissioner Coldiron motioned and Commissioner Ozog seconded to adjourn the meeting. The meeting was adjourned at 8:07 a.m.

Submitted by Elisa Pollina, Recording Secretary

Reviewed by Noel Allen, Staff Liaison



**Glen Ellyn Recreation
Commission**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/21/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Ann Pedersen, Noel Allen

**AGENDA ITEM (ID
2025-578)**

DOC ID: 2025-578

Financial - Noel Allen

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Village Links - Financial Statements - October 2025
2. Cash Balance Scenarios



VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2025

ORG	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE			
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF
REVENUES:										
5500	Village Links Revenues	\$ 4,391,100	\$ 388,795	\$ 387,190	\$ 1,605	0%	\$ 4,599,396	\$ 4,461,453	\$ 137,943	3%
5520	Reserve 22 Revenues	3,748,450	249,549	250,997	(1,448)	-1%	2,996,523	3,102,790	(106,267)	-3%
Total Revenues		\$ 8,139,550	\$ 638,344	\$ 638,187	\$ 158	0%	\$ 7,595,919	\$ 7,564,244	\$ 31,676	0%
EXPENDITURES:										
55700	Administration	\$ 802,432	\$ 168,467	\$ 48,228	\$ 120,240	249%	\$ 745,152	\$ 500,032	\$ 245,120	49%
55710	Golf Course Maintenance	1,485,560	132,933	110,301	22,631	21%	1,175,377	1,166,140	9,238	1%
55720	Golf Services	1,111,406	132,436	96,855	35,581	37%	954,088	948,719	5,369	1%
55730	Reserve 22	3,358,636	357,200	280,080	77,121	28%	2,921,619	2,797,552	124,067	4%
55740	Stormwater Management	51,585	2,131	1,061	1,070	101%	45,474	12,066	33,408	277%
55750	Pro Shop Merchandise	175,053	25,415	20,080	5,335	27%	200,843	173,852	26,991	16%
55780	Motorized Carts	68,060	11,962	8,620	3,342	39%	61,442	61,627	(185)	0%
557X5	Mechanical Maintenance	417,756	41,085	30,831	10,254	33%	329,896	314,026	15,870	5%
Total Operating Expenses		\$ 7,470,488	\$ 871,628	\$ 596,054	\$ 275,574	46%	\$ 6,433,891	\$ 5,974,014	\$ 459,877	8%
Operating Income (Loss)		\$ 669,062	\$ (233,284)	\$ 42,132	\$ (275,416)	-654%	\$ 1,162,028	\$ 1,590,230	\$ (428,201)	-27%
Debt Service		303,100	-	-	-	0%	36,550	40,950	(4,400)	-11%
Capital Expenditures		498,520	-	17,655	(17,655)	-100%	455,445	1,014,813	(559,368)	-55%
CHANGE IN NET POSITION		\$ (132,558)	\$ (233,284)	\$ 24,478	\$ (257,762)	-1053%	\$ 670,034	\$ 534,467	\$ 135,567	25%

KEY METRICS

	<u>Goal</u>							
Personnel Expenses as % of Sales	50%	84%	54%	30%	47%	44%	3%	
Cash Balance (End of Month, in \$000's)	\$ 1,860	\$ 3,179	\$ 3,289	\$ (109)				



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of October 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE						
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF			
5500	VILLAGE LINKS REVENUES:												
440550	Green Fees	\$ 2,800,000	\$ 244,535	\$ 243,160	\$ 1,375	1%	\$ 2,895,627	\$ 2,818,042	\$ 77,585	3%			
440554	Pro Shop - Sales	200,000	26,625	18,278	8,348	46%	217,622	200,515	17,107	9%			
440555	Motor Carts	650,000	69,703	73,737	(4,034)	-5%	663,719	688,313	(24,594)	-4%			
440556	Driving Range	500,000	37,284	41,401	(4,116)	-10%	557,512	526,409	31,103	6%			
440557	Resident Cards	35,000	20	-	20	0%	34,575	35,315	(740)	-2%			
460100	Investment Income	60,000	6,804	6,309	496	8%	77,211	60,196	17,015	28%			
489000	Miscellaneous Revenue	146,100	3,771	4,272	(500)	-12%	153,547	132,738	20,810	16%			
489100	Miscellaneous - Over/Short	-	52	34	18	52%	(419)	(75)	(343)	456%			
	Total Revenues	\$ 4,391,100	\$ 388,795	\$ 387,190	\$ 1,605	0%	\$ 4,599,396	\$ 4,461,453	\$ 137,943	3%			
	COST OF GOODS SOLD:												
520945	Cost of Goods Sold - Pro Shop	\$ 140,000	\$ 21,496	\$ 17,237	\$ 4,259	25%	\$ 173,697	\$ 143,298	\$ 30,399	21%			
	Total Cost of Goods Sold	\$ 140,000	\$ 21,496	\$ 17,237	\$ 4,259	25%	\$ 173,697	\$ 143,298	\$ 30,399	21%			
	Gross Profit	\$ 4,251,100	\$ 367,299	\$ 369,953	\$ (2,654)	-1%	\$ 4,425,699	\$ 4,318,155	\$ 107,543	2%			
	OTHER OPERATING EXPENSES:												
510100	Salaries - Pensionable	\$ 1,314,522	\$ 163,293	\$ 102,253	\$ 61,040	60%	\$ 1,118,619	\$ 1,054,296	\$ 64,323	6%			
510120	Salaries - Non-Pensionable	488,163	68,180	44,638	23,542	53%	456,081	403,888	52,193	13%			
510200	Salaries - Overtime	23,500	4,644	3,406	1,238	36%	31,274	17,671	13,602	77%			
510400	FICA Taxes	139,705	17,755	11,276	6,479	57%	120,752	110,697	10,056	9%			
510500	IMRF	68,670	8,490	4,665	3,824	82%	58,113	47,178	10,936	23%			
590600	Health Insurance	146,100	17,329	11,072	6,256	57%	119,536	116,410	3,127	3%			
52XXXX	Contractual Services	1,211,242	184,374	76,517	107,857	141%	1,028,001	836,526	191,475	23%			
53XXXX	Commodities	579,950	28,868	44,909	(16,041)	-36%	406,198	446,499	(40,301)	-9%			
	Total Operating Expenses	\$ 3,971,852	\$ 492,932	\$ 298,738	\$ 194,194	65%	\$ 3,338,575	\$ 3,033,165	\$ 305,410	10%			
	Operating Income (Loss)	\$ 279,248	\$ (125,633)	\$ 71,215	\$ (196,848)	-276%	\$ 1,087,124	\$ 1,284,991	\$ (197,867)	-15%			
	Operating Income (Loss) Percentage	6%	-32%	18%			24%	29%					

KEY METRICS

	Goal								
Rounds Played	80,000	8,227	8,383	(156)	85,437	87,020	(1,583)		
Revenue Per Round	\$ 54.89	\$ 47.26	\$ 46.19	\$ 1.07	\$ 53.83	\$ 51.27	\$ 2.56		
Resident Cards Sold	N/A	1	(1)	2	2,620	2,813	(193)		
Cost of Goods Sold % - Pro Shop	70%	81%	94%	-14%	80%	71%	8%		
Personnel Expenses as % of Sales	50%	72%	46%	26%	41%	39%	2%		



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of October 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE			
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF
<u>MISCELLANEOUS REVENUE</u>										
<i>Miscellaneous Revenue includes the following items that don't fit into any of the major revenue categories:</i>										
	Adult & Junior Golf Lessons		\$ -	\$ (55)	\$ 55	\$ 64,732	\$ 63,676	\$ 1,056		
	Hand Cart Rentals		2,040	2,802	(762)	28,876	34,225	(5,349)		
	Equipment Sold at Auction		-	-	-	31,406	-	31,406		
	Golf Club Rentals		1,030	940	90	9,670	10,650	(980)		
	Locker Rentals		-	-	-	4,100	200	3,900		
	Illinois Sales Tax (1.75%)		636	532	104	3,800	4,027	(227)		
	Glen Ellyn Food & Beverage Tax (1%)		49	53	(4)	396	416	(20)		
	Tree Donation		-	-	-	1,000	500	500		
	Misc. Outings		-	-	-	5,340	-	5,340		
	Miscellaneous		17	-	17	4,226	19,044	(14,817)		
	Total	\$ 146,100	\$ 3,771	\$ 4,272	\$ (500)	\$ 153,547	\$ 132,738	\$ 20,810		



RESERVE
22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE				
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF	
5520	RESERVE 22 REVENUES:										
441100	Food	\$ 2,111,500	\$ 147,080	\$ 142,432	\$ 4,647	3%	\$ 1,667,564	\$ 1,699,336	\$ (31,773)	-2%	
441101	Liquor	483,800	29,767	31,163	(1,395)	-4%	398,887	420,125	(21,239)	-5%	
441102	Beer	557,100	37,249	39,969	(2,720)	-7%	478,620	502,334	(23,714)	-5%	
441103	Wine	242,900	14,267	16,892	(2,625)	-16%	176,800	200,635	(23,834)	-12%	
441104	NA Beverages	121,500	8,024	8,624	(600)	-7%	106,151	113,488	(7,337)	-6%	
441106	Room Charges	3,800	-	115	(115)	-100%	1,790	2,295	(505)	-22%	
441107	Service Charges	227,600	13,162	11,079	2,084	19%	165,701	163,218	2,483	2%	
489000	Miscellaneous Revenue	250	-	722	(722)	-100%	1,011	1,359	(348)	-26%	
	Total Revenues	\$ 3,748,450	\$ 249,549	\$ 250,997	\$ (1,448)	-1%	\$ 2,996,523	\$ 3,102,790	\$ (106,267)	-3%	
55730	COST OF GOODS SOLD:										
530400	Cost of Goods Sold - Beer	\$ 144,850	\$ 5,546	\$ 3,668	\$ 1,879	51%	\$ 111,141	\$ 110,603	\$ 538	0%	
530401	Cost of Goods Sold - Wine	75,300	3,516	3,044	472	16%	48,345	54,538	(6,194)	-11%	
530402	Cost of Goods Sold - Liquor	101,600	1,693	3,538	(1,845)	-52%	83,653	86,031	(2,377)	-3%	
530405	Cost of Goods Sold - NA Beverages	63,180	2,622	6,156	(3,534)	-57%	61,401	71,607	(10,207)	-14%	
530420	Cost of Goods Sold - Food	675,680	41,601	52,740	(11,139)	-21%	554,380	560,597	(6,216)	-1%	
	Total Cost of Goods Sold	\$ 1,060,610	\$ 54,978	\$ 69,146	\$ (14,168)	-20%	\$ 858,920	\$ 883,376	\$ (24,456)	-3%	
	Gross Profit	\$ 2,687,840	\$ 194,571	\$ 181,851	\$ 12,720	7%	\$ 2,137,603	\$ 2,219,414	\$ (81,811)	-4%	
	Gross Profit Percentage	72%	78%	72%			71%	72%			
55730	OTHER OPERATING EXPENSES:										
510100	Salaries - Pensionable	\$ 838,556	\$ 134,530	\$ 78,904	\$ 55,627	70%	\$ 807,439	\$ 695,795	\$ 111,645	16%	
510120	Salaries - Non-Pensionable	749,543	79,174	64,953	14,222	22%	597,960	624,515	(26,555)	-4%	
510200	Salaries - Overtime	7,500	915	309	606	196%	4,700	4,549	152	3%	
510399	Tips Paid Through Payroll	-	12,904	4,575	8,329	182%	9,402	(1,657)	11,059	-668%	
510400	FICA Taxes	153,178	20,299	13,892	6,407	46%	135,439	128,952	6,487	5%	
510500	IMRF	43,689	8,101	4,318	3,783	88%	49,799	38,865	10,933	28%	
590600	Health Insurance	85,500	12,462	6,482	5,980	92%	85,232	70,731	14,501	21%	
52XXXX	Contractual Services	227,560	21,767	21,931	(165)	-1%	215,339	195,331	20,007	10%	
53XXXX	Commodities	192,500	12,070	15,571	(3,501)	-22%	157,389	157,093	296	0%	
	Total Operating Expenses	\$ 2,298,026	\$ 302,222	\$ 210,934	\$ 91,288	43%	\$ 2,062,699	\$ 1,914,175	\$ 148,523	8%	
	Operating Income (Loss)	\$ 389,814	\$ (107,651)	\$ (29,083)	\$ (78,568)	270%	\$ 74,905	\$ 305,239	\$ (230,334)	-75%	
	Operating Income (Loss) Percentage	10%	-43%	-12%			2%	10%			

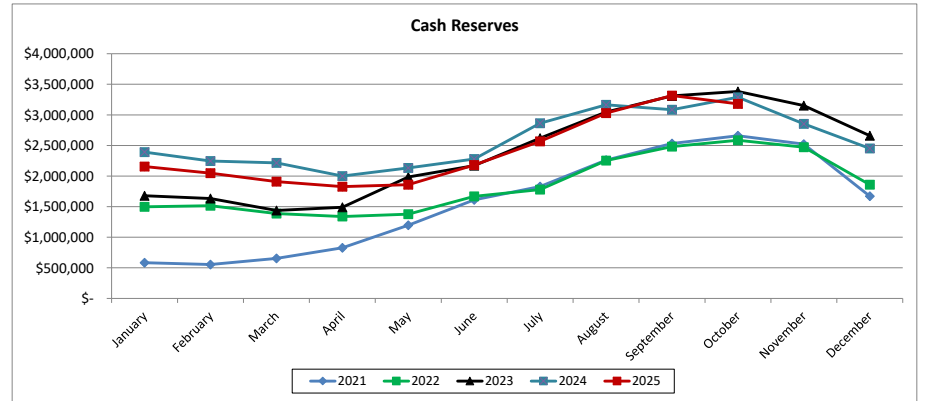
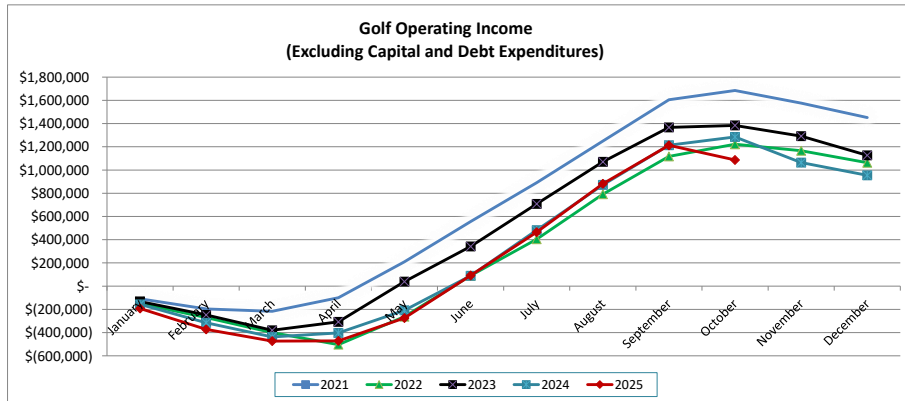
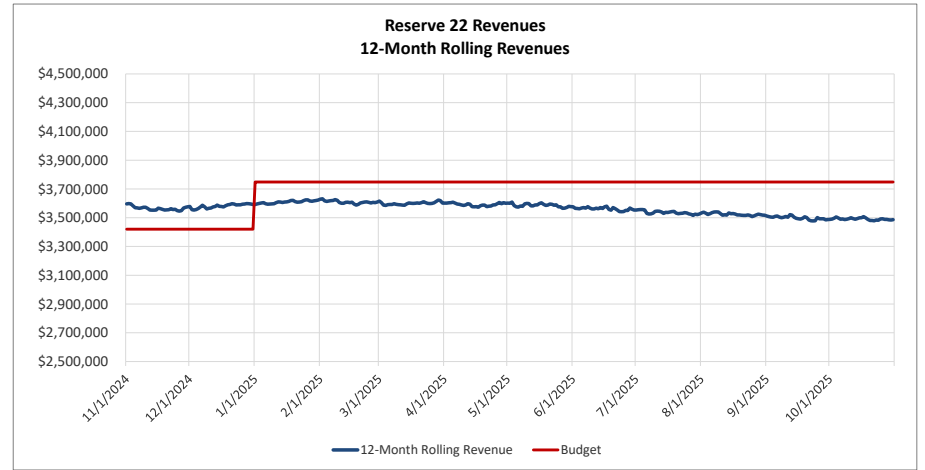
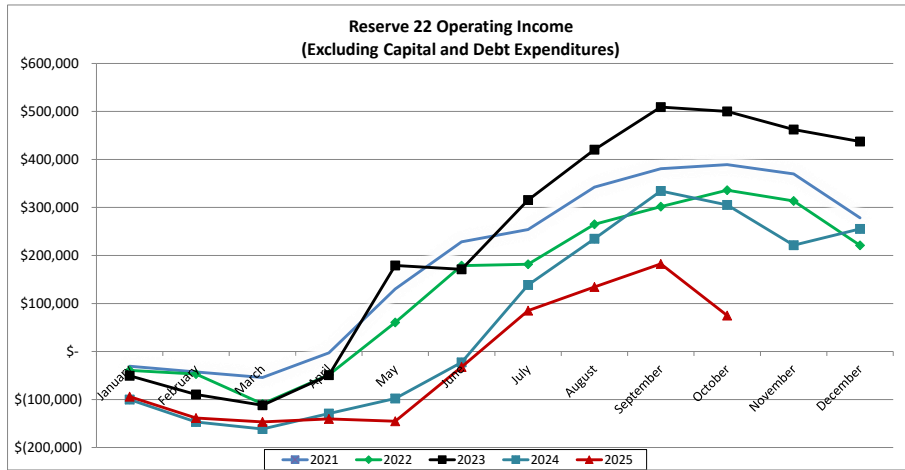
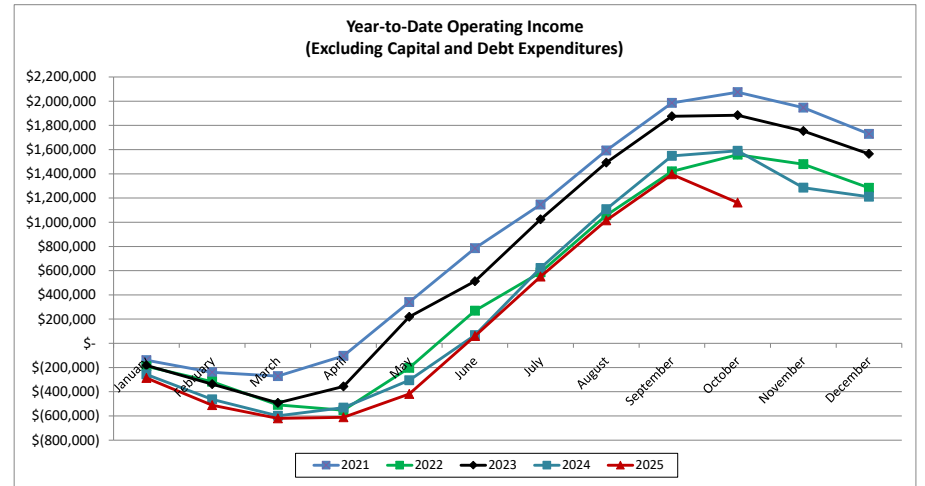
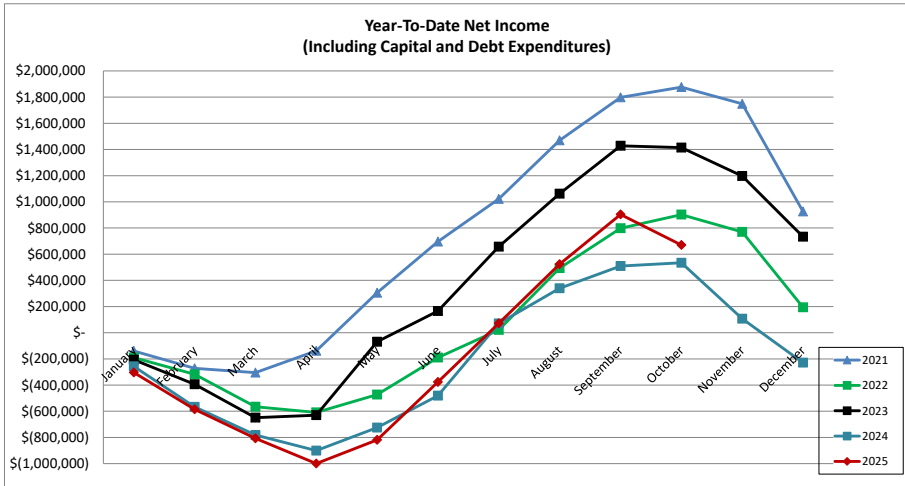


RESERVE
22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE				
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF	
KEY METRICS											
			<i>Goal</i>								
<i>Revenue Source:</i>											
	Restaurant & Bar	N/A	\$ 148,005	\$ 158,293	\$ (10,288)	-6%	\$ 1,739,492	\$ 1,830,898	\$ (91,406)	-5%	
	Banquets	N/A	71,179	60,555	10,624	18%	879,547	885,636	(6,089)	-1%	
	Other	N/A	30,365	32,148	(1,783)	-6%	377,484	386,257	(8,773)	-2%	
	Total	\$ 3,748,450	\$ 249,549	\$ 250,997	\$ (1,448)	-1%	\$ 2,996,523	\$ 3,102,790	\$ (106,267)	-3%	
	Reserve 22 Revenues (Last 12 Months)	\$ 3,748,450					\$ 3,486,126	\$ 3,592,073	\$ (105,947)	-3%	
	Reserve 22 Expenses (Last 12 Months)	\$ 3,358,636					\$ 3,461,019	\$ 3,349,502	\$ 111,517	3%	
	# Guest Checks (Restaurant/Bar)	N/A	3,603	3,841	(238)		41,322	42,932	(1,610)		
	Revenue Per Guest Check	N/A	\$ 41.08	\$ 41.21	\$ (0.13)		\$ 42.10	\$ 42.65	\$ (0.55)		
	# Guests (Restaurant/Bar)	N/A	5,500	5,952	(452)		63,113	67,724	(4,611)		
	Average Guest Spend	N/A	\$ 26.91	\$ 26.59	\$ 0.32		\$ 27.56	\$ 27.03	\$ 0.53		
	Cost of Goods Sold %	28%	22%	28%	-6%		29%	28%	0%		
	<i>Cost of Goods Sold % (By Category):</i>										
	Cost of Goods Sold - Beer	26%	15%	9%	6%		23%	22%	1%		
	Cost of Goods Sold - Wine	31%	25%	18%	7%		27%	27%	0%		
	Cost of Goods Sold - Liquor	21%	6%	11%	-6%		21%	20%	0%		
	Cost of Goods Sold - NA Beverages	52%	33%	71%	-39%		58%	63%	-5%		
	Cost of Goods Sold - Food	32%	28%	37%	-9%		33%	33%	0%		
	Personnel Expenses as % of Revenues	50%	102%	67%	35%		56%	50%	6%		
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Revenues	78%	124%	95%	30%		85%	79%	6%		

Village Links / Reserve 22
 Dashboard Financial Reports
 As of October 31, 2025



**VILLAGE LINKS / RESERVE 22
MONTHLY CASH INCREASE/DECREASE HISTORY (000)**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	(100)	(63)	9	67	80	153	356	352	239	(97)	(42)	(689)
2016	(114)	(20)	41	(109)	206	296	186	237	160	36	(76)	(671)
2017	(114)	42	(218)	(57)	(11)	223	328	291	72	(69)	(151)	(681)
2018	(113)	(50)	(157)	(56)	216	153	291	92	165	(102)	(160)	(716)
2019	(144)	(53)	(138)	(136)	99	304	319	171	146	(64)	(148)	(680)
2020	(173)	(21)	(43)	(225)	69	516	237	500	214	(23)	(21)	(843)
2021	(135)	(26)	96	172	371	412	220	431	272	127	(137)	(852)
2022	(173)	19	(130)	(48)	40	289	111	474	228	105	(115)	(611)
2023	(181)	(45)	(196)	53	503	177	449	426	264	73	(231)	(492)
2024	(269)	(144)	(31)	(215)	133	145	584	301	(80)	204	(436)	(401)
2025	(296)	(110)	(138)	(81)	31	323	386	461	288	(137)		
Avg	(165)	(43)	(82)	(58)	158	272	315	340	179	5	(152)	(664)
Best	(100)	42	96	172	503	516	584	500	288	204	(21)	(401)
Worst	(296)	(144)	(218)	(225)	(11)	145	111	92	(80)	(137)	(436)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2025 Nov	2025 Dec	2026 Jan	2026 Feb	2026 Mar	2026 Apr	2026 May	2026 Jun	2026 Jul	2026 Aug	2026 Sep	2026 Oct
Avg	3,027	2,364	2,199	2,156	2,074	2,016	2,174	2,446	2,761	3,100	3,279	3,284
Best	3,158	2,757	2,657	2,699	2,795	2,967	3,470	3,986	4,570	5,070	5,358	5,562
Worst	2,743	1,891	1,595	1,451	1,233	1,008	996	1,141	1,252	1,344	1,264	1,127

October 2025 Cash On Hand 3,179



**Glen Ellyn Recreation
Commission**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/21/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Noel Allen

**AGENDA ITEM (ID # 2025-
579)**

DOC ID: 2025-579

Manager's Report

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Manager's Report - October 2025

“Committed to Excellence since 1967”

Manager’s Report for OCTOBER 2025

Submitted by Noel Allen, General Manager

October 2025 was warmer and drier than typical. Looking at October observations from O’Hare, the average temperature was 58.1°F, 4.1°F above normal, and precipitation was 2.67” which is 0.76” below normal. We experienced frost delays on six days in October, one more than in October 2024. Carts were grounded two out of 31 days for a 94% availability rate. We still remained in a moderate drought status per the National Drought Monitor as of October 28.

High Temperatures in October																				
	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
80° days	5	4	4		1	1	1	4	1	1					4	3		1	6	2
70° days	3	10	2	8	12	8	1	2	11	10	7	3	9	4	6	9	1	5	8	3
60° days	11	12	10	11	7	5	12	5	9	11	12	13	8	10	8	13	10	12	7	7
50° days	11	5	11	8	9	9	10	16	5	6	10	11	9	10	11	4	12	11	10	12
40° days	1		2	4	2	6	5	4	3	3	2	4	4	7	2	2	8	2		6
30° days			2			2	2		2				1							1
Rain	2.56*	1.2*	3.3*	1.7*	5.8*	3.2*	5.1*	4.7*	10.1*	4.1*	1.9*	2.7*	2.9*	3.0*	1.6*	1.0*	5.9*	2.1*	2.0*	6.6*
Snow			0.9*	trace			8*													

GOLF

Rounds played were down 2% for the month, and are down 2% for the year.

Green Fee revenue was flat for the month, and is up 3% for the year.

Driving Range revenue was down 10% for the month, and is up 6% for the year.

Motor Car revenue was down 5% for the month, and is down 4% for the year.

Pro Shop sales were up 46% for the month, and are up 9% for the year.

Overall Golf revenues were flat for the month, and are up 2% for the year.

Golf Revenue - OCTOBER										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rounds	6,031	4,550	3,914	4,859	7,327	6,353	7,108	6,113	8,383	8,227
Green Fees	116,968	87,335	63,569	110,662	185,707	180,403	208,442	173,674	243,160	243,535
Driving Range	15,719	10,999	11,042	14,214	28,463	28,929	32,275	28,964	41,401	37,284
Pro Shop	11,577	8,812	8,405	8,687	15,067	10,886	17,480	43,076	18,278	26,625
Carts	44,509	33,516	25,708	31,401	53,213	45,507	60,966	52,130	73,737	69,703
Resident Cards	0	80	0	20	40	40	20	0	0	20
Miscellaneous	3,139	3,018	2,608	2,704	3,043	14,289	2,627	3,263	3,687	3,087
Total Revenue	191,913	143,749	111,332	167,688	285,533	280,053	321,809	301,107	380,263	380,255
<i>Golf Revenues in October missed being highest in the past 11 years by only \$8</i>										

In October, rounds played were 8,227, only 157 behind last year and 870 behind our best October in 1999. We have only played 8,000 or more rounds in the month of October nine times in our 59-year history. The weather as measured by golf playable hours this October was 2% better than last year, and 13% better than a normal year. Mother Nature continued providing tailwinds in October with better conditions on four of seven days of the week, including Friday, Saturday, and Sunday's, where demand is at the highest. With rounds played down 2% this month and capacity rounds up 2%, utilization decreased slightly this month, something we will continue to monitor in November and into the spring when the new season begins. Carts were affected twice this month due to weather, compared to one day last October.

The Village Links hosted the **26th Links Cup Matches**, which this year pitted a team of ten qualifying amateurs against ten Golf Staff members. The event follows the Ryder Cup format, and it is contested over two days. The team of Village Links **amateurs** earned a decisive victory, avenging last year's loss. Since its inaugural event in 1999, the Golf Staff has won 17 cups, and the amateurs have captured nine cups. Golf staff also hosted the annual Fall Scramble, which saw 19 teams of four players competing in gross and net flights, one more team than last year's event. New to the calendar in Director of Golf Mike Campbell's first year, was a travel Pro-Am run by the Village Links that saw five teams compete in Las Vegas in three rounds of competitive golf with prizes and gifts. The event received rave reviews and will be considered again next year, with details, including the location, still to be determined.

There were no golf outings hosted in October. High School golf ended their seasons early in the month. The *Swingin' Set Ladies Golf League* conducted their annual Fall Luncheon and 9-hole scramble. As has been tradition, staff was invited to join the ladies in their season-ending celebration and member lunch meeting.

With October comes the necessary practice of greens aeration, which relieves compaction and controls organic matter or thatch, resulting in healthier, stronger turf that drains better, develops stronger root systems, and better tolerates foot traffic. We attempted to continue our new practice from last year, closing nine holes each day to allow the Grounds staff to complete the process quickly, and without golfer disruption. Unfortunately, Mother Nature did not cooperate resulting in a hybrid return to our old practice of setting up temporary greens for players to use while aerating the normal putting green.

RESERVE 22

Reserve 22 - OCTOBER				Year to Date		
	2024	2025	+/-	2024	2025	+/-
Restaurant & Bar	159,084	148,005	-7.0%	1,832,993	1,740,677	-5.0%
Banquets	52,413	61,096	16.6%	762,142	751,726	-1.4%
Beverage Cart	4,624	3,867	-16.4%	144,111	134,916	-6.4%
Halfway House	20,441	20,222	-1.1%	172,358	174,657	1.3%
Golf Express	6,292	6,276	-0.3%	68,373	67,405	-1.4%
Service Fee	8,142	10,083	23.8%	123,494	127,821	3.5%
Total Reserve 22	250,997	249,549	-0.6%	3,103,470	2,997,201	-3.4%
Rest, Bar, Conc.	190,441	178,370	-6.3%	2,217,834	2,117,654	-4.5%

Reserve 22 revenues were unfortunately down again this month, but not by much (-0.6%) with poor Halloween Day revenues squandering our first chance in a while to beat last year’s October results. Restaurant, bar, and concessions were down 6.3%; however, banquets rebounded nicely from last month and were up 16.6%. This month’s total Reserve 22 revenues were the 3rd highest since Reserve 22 opened and were down only \$1.4K from last year, and \$20.7K short of our record setting October in 2022.

Reserve 22’s management team was very busy adding Happy Hour and new Bar Snacks to the menu, as well as a phased in approach to our new upcoming menu, scheduled to launch in early November, which is adding about 15 new items and improving some current items as well.

In October 2025, we hosted 21 events across all spaces – a decrease of three events compared to October 2024. Our Banquet Sales team met in October and is working on identifying where most of our leads are generated and for ways to increase total numbers. Ideas like a proposed wedding walk, including developing preferred partner vendors, to attract smaller weddings as well as ancillary wedding parties were discussed as well as targeting funeral homes and churches to build on our Memorial business. With the Arboretum Holiday Lights festival about to begin, we will also be looking for ways to attract groups to Reserve 22 for dinner before or after their event.

Restaurant Manager Kim Kramarczyk prepared and hosted our now annual free Family Pumpkin Carving event on the Banquet Patio. The somewhat messy tradition was enjoyed by many local families for the 2-hour fun fest. We will soon be preparing again for another free family event, our Holiday Cookie Decorating, planned for December.

Reserve 22 staff is also preparing for the upcoming holidays and will again offer the popular Thanksgiving Buffet and take-out. Pricing and selections have increased and we are tracking nicely with reservations already.

Marketing Specialist Julie Rusin has been collaborating closely with Golf Course Superintendent Andrew Cross and the Reserve 22 team to bring back the popular Holiday Pop-Up Bar, continuing to build on the growing success of the past seven seasons. Since its debut in 2019 (with a pause in 2020 due to COVID-19), December food revenues have steadily increased year after year. Julie's ever-expanding holiday décor has become a major draw, delighting regular guests and attracting new visitors alike.

Last year, Julie introduced an exciting Winter Wonderland extension through January and February, which resulted in record-breaking January revenues. This season, we're looking forward to enhancing both themes even further, with more visits from Santa in December, additional Princess Elsa appearances in January and February, and a few additional surprise family-friendly guests to keep the magic alive all winter long.

KEY METRICS

	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	0.0%	0.3%	2.2%	5.7%	12.7%	16.8%	17.7%	17.3%	13.9%	8.7%	4.2%	0.4%
Green Fee	0.0%	0.1%	1.6%	5.5%	12.9%	16.4%	17.2%	17.0%	15.1%	7.9%	3.4%	2.8%
Carts	0.0%	0.1%	1.2%	4.3%	10.8%	17.1%	18.4%	19.0%	15.8%	9.1%	4.0%	0.1%
Driving Range	0.0%	0.6%	3.4%	7.3%	12.1%	16.5%	18.3%	17.5%	13.6%	7.3%	2.9%	0.3%
Pro Shop	0.4%	1.3%	4.2%	6.4%	10.3%	17.1%	16.1%	15.9%	12.9%	10.1%	3.4%	1.8%
Food	2.5%	3.3%	4.0%	5.6%	10.5%	14.6%	13.6%	13.9%	12.8%	8.2%	5.1%	6.0%
Total	1.1%	1.8%	3.1%	5.6%	11.5%	15.6%	15.7%	15.6%	13.9%	8.0%	4.1%	3.8%
Targets												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	22	236	1,742	4,533	10,147	13,454	14,173	13,866	11,140	6,950	3,388	349
Green Fee	46	4,175	45,495	154,289	362,445	459,018	480,829	477,224	423,434	220,235	95,666	77,144
Carts	-5	735	7,499	28,001	70,349	111,408	119,565	123,756	102,710	58,921	26,241	820
Driving Range	229	3,186	17,148	36,635	60,297	82,531	91,709	87,740	67,991	36,391	14,654	1,489
Pro Shop	793	2,511	8,479	12,757	20,691	34,228	32,271	31,746	25,804	20,178	6,874	3,667
Food	94,438	122,559	151,211	209,584	391,970	546,285	508,935	519,234	481,517	306,248	189,753	226,716
Total	89,583	150,154	251,398	457,657	939,916	1,272,429	1,277,339	1,273,657	1,131,307	653,622	336,437	306,051
Actuals												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	38	86	2,421	6,176	12,520	14,270	14,308	15,116	12,275	8,227		
Green Fee	179	403	62,813	207,854	445,247	497,614	464,441	519,875	453,666	243,535		
Carts	0	0	10,520	36,984	97,801	115,359	109,527	116,442	107,383	69,703		
Driving Range	270	1,073	20,902	48,603	87,096	90,196	93,436	102,075	76,576	37,284		
Pro Shop	1,431	1,569	9,942	15,533	31,606	35,480	31,364	34,374	29,698	26,625		
Food	105,266	118,302	186,672	217,451	425,797	455,952	401,396	442,292	394,524	249,549		
Total	108,494	147,641	306,133	540,707	1,105,624	1,217,201	1,121,967	1,229,227	1,073,601	629,856		
+/- Targets Month												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	16	-150	679	1,643	2,373	816	135	1,250	1,135	1,277	-3,388	-349
Green Fee	133	-3,772	17,318	53,565	82,802	38,596	-16,388	42,651	30,232	23,301	-95,666	-77,144
Carts	5	-735	3,020	8,983	27,452	3,951	-10,038	-7,313	4,673	10,783	-26,241	-820
Driving Range	41	-2,113	3,755	11,969	26,799	7,666	1,727	14,335	8,585	893	-14,654	-1,489
Pro Shop	638	-942	1,463	2,776	10,914	1,252	-908	2,629	3,893	6,447	-6,874	-3,667
Food	10,829	-4,257	35,461	7,867	33,827	-90,333	-107,539	-76,942	-86,993	-56,699	-189,753	-226,716
Total	18,912	-2,512	54,734	83,050	165,708	-55,229	-155,372	-44,431	-57,706	-23,767	-336,437	-306,051
+/- Targets YTD												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	16	-134	545	2,189	4,561	5,377	5,512	6,763	7,898	9,174	5,786	5,437
Green Fee	133	-3,639	13,679	67,244	150,047	188,642	172,254	214,905	245,137	268,438	172,771	95,627
Carts	5	-731	2,290	11,273	38,725	42,676	32,638	25,325	29,998	40,781	14,539	13,719
Driving Range	41	-2,072	1,683	13,651	40,450	48,116	49,843	64,177	72,762	73,656	59,001	57,512
Pro Shop	638	-304	1,159	3,935	14,850	16,101	15,193	17,822	21,716	28,163	21,289	17,622
Food	10,829	6,571	42,032	49,900	83,727	-6,606	-114,145	-191,088	-278,081	-334,780	-524,533	-751,249
Total	18,912	16,399	71,134	154,184	319,892	264,664	109,291	64,861	7,154	-16,612	-353,050	-659,101

Year-to-date comparisons to targeted budget numbers were again mixed, with gains in all golf categories but still missing in food and total revenues. Unfortunately, we are now \$16K below target budget for total revenue, whereas last year through the same time period, we were \$698K over target. Food revenues are now trailing target by \$335K for the year. Of note, targets were raised for 2025 by over \$783K in total revenue, \$328K of which was in food revenues. All revenues, however, including food, remain near record highs.

Breaking down some comparative metrics:

October 2025 GPH **up** 2% from October 2024 and **up** 13% from a "normal" year

October 2025 YTD GPH **up** 3% from October 2024 YTD and **up** 3% from a "normal" year

September 2025 Golf Datatech Chicagoland rounds played **down** 3.1%

September 2025 Village Links rounds played **up** 6% - *normally we are stronger than the Chicagoland metric*

YTD through September 2025 Golf Datatech Chicagoland rounds played **up** 0.6%

YTD through September 2025 Village Links rounds played **down** 2% - *normally we are stronger than the Chicagoland metric but we opened for the season 17 days later in 2025 and many courses were not as aggressive as we were in 2024*

2025 YTD total revenue \$16,612 **under** YTD budget target (2024 October YTD total revenue was over YTD budget target by \$698,174. **(Note:** 2025 targets were increased by \$783,150)

Golf cars grounded two days in October 2025 and one day in October 2024

October 2025 R22 restaurant and bar sales **down** 7.0%

YTD 2025 R22 restaurant and bar sales **down** 5.0%

October 2025 R22 banquet sales **up** 16.6%

YTD 2025 R22 banquet sales **down** 1.4%

October 2025 R22 Total Revenues **down** 0.6%

YTD 2025 R22 Total Revenues **down** 3.4%

GOLF COURSE AND GROUNDS

The golf course remains in excellent condition for fall golfing, with improved views and airflow throughout the course, and cleaner, clear ponds that intensify the water hazards to our golfers.

October is always a very busy month for grounds, as they start the month with a big push to aerify greens. Greens aeration was delayed on the second day this year due to heavy rains, but was able to be completed by the end of the week. Grounds crews continued with tree trimming on the course which is work that will be ongoing. In anticipation of aerifying all surfaces this fall, the grounds crew trimmed around sprinklers throughout the property, but unfortunately, just as green aeration was delayed due to rain, tee and fairway aerification was delayed due to dry conditions.

Assistant Golf Course Superintendents Mike Ludwig and Matt Dutkiewicz collaborated with the Village of Glen Ellyn IT department to install new Wi-Fi access points throughout the Clubhouse. Mike and Matt led a team in September and October, pulling new wires and installing the new hardware, resulting in much improved speed and security of the new system.

Grounds

1. Greens were aerified and sand top-dressed, adding around 100 TONS of sand to the greens
2. Fairways and tee aerification postponed due to dry conditions
3. Bunkers raked as needed, time permitted
4. Filled all tee divots weekly
5. 12 irrigation repairs
6. Sprinkler heads trimmed
7. Removed woody plants around ponds and treated to prevent regrowth
8. All roughs sprayed for weeds and crabgrass preventative
9. Tropical plants moved to basement for their winter sleep
10. Greenhouse winding down and getting ready to put to bed
11. Continued crown raising of trees on the course
12. Leaf clean-up in full swing
13. Ponds received final treatments with outstanding results

Mechanical and Building Maintenance

1. 23 pieces of equipment repaired and/or serviced
2. HVAC units scheduled for winter inspection and cleaning
3. Planning under way for Holiday Pop-Up Bar decoration improvements
4. Ran new Cat6 wire and assisted IT with installation of a new Wi-Fi access point system in the clubhouse



Greens aeration shown fully healed in a little over one week.



Hole 14 tee view of the pond with no lily pads or duckweed after treatments.



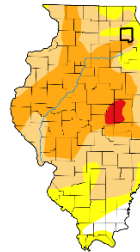
View looking back from behind 14 green to hole 15 with beautiful fall colors.



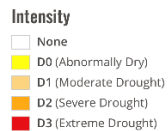
Hole 15 approach, showing the amazing fairway turf conditions.



Gorgeous fall view of hole 16 from the forward tees.



Map released: Thurs. October 30, 2025
 Data valid: October 28, 2025 at 8 a.m. EDT



Drought map indicating we are still abnormally dry to moderate drought.



**Glen Ellyn Recreation
Commission**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/21/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Mike Campbell

**AGENDA ITEM (ID # 2025-
911)**

DOC ID: 2025-911

a. Golf - Mike Campbell

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:



**Glen Ellyn Recreation
Commission**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/21/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: David Manseau

**AGENDA ITEM (ID # 2025-
912)**

DOC ID: 2025-912

b. Reserve 22 - David Manseau

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:



**Glen Ellyn Recreation
Commission**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/21/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Andrew Cross

**AGENDA ITEM (ID # 2025-
913)**

DOC ID: 2025-913

c. Grounds - Andrew Cross

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:



**Glen Ellyn Recreation
Commission**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/21/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Discussion Item
Prepared By: Steve Thompson

**AGENDA ITEM (ID
2025-580)**

DOC ID: 2025-580

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments: