



Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, March 27, 2026
7:00 AM
Village Links/Reserve 22
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) Approval of Minutes from February 27, 2026 Meeting
- D. Standing Reports**
 - 1) Financials - Noel Allen
 - 2) Manager's Report
 - Golf - Mike Campbell
 - Reserve 22 - David Manseau
 - Grounds - Andrew Cross
 - 3) Trustee Liaison - Steve Thompson
- E. 2026 Grounds Operation Presentation**
 - 1) 2026 Grounds Operation Presentation - Andrew Cross
- F. Old Business**
 - 1) Multiplay Renewal Options
 - 2) 1st Tee Messaging
- G. New Business**
 - 1) Environmental Impact & Golf Cart Electrification Analysis
- H. Next Meeting - April 24, 2026**
- I. 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
 February 27, 2026
 7:00 AM
 Village Links/Reserve 22

Board or Commission: Recreation
Meeting: Regular
Quorum: Yes

Date: February 27, 2026
Called to Order: 7:01 a.m.
Adjourned: 8:15 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Present
Nancy Carter	Commissioner	Present
Tony Coconate	Commissioner	Absent
Scott Coldiron	Commissioner	Present
James Ozog	Commissioner	Absent
Rick Quoss	Commissioner	Present
Tom Slowinski	Commissioner	Absent
Also Present:		
Noel Allen	General Manager Village Links	
Andrew Cross	Golf Course Superintendent	
Mike Campbell	Director of Golf	
David Manseau	Food and Beverage Director	
Julie Rusin	Marketing Strategist	
Elisa Pollina	Recording Secretary	
Public		
Tom Manak	Glen Ellyn Resident	

A. CALL TO ORDER/ROLL CALL

The February 27, 2026 meeting of the Recreation Commission was called to order at 7:01 a.m. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Chairperson Scott.

B. PUBLIC COMMENT – Tom Manak, a Glen Ellyn resident and regular patron of the golf course, inquired about expectations for pace of play and how they are managed. He also asked how golfers are educated on properly raking bunkers and replacing divots, noting that he has not heard those reminders on the first tee.

Golf Director Campbell responded that staff regularly communicate these expectations to players and are trained to reinforce proper course etiquette, including repairing divots and maintaining bunkers, as even experienced golfers occasionally forget. He stated that the target pace of play is four hours to four hours and fifteen minutes. Starters review a standard script with players on the first tee, which includes guidance on pace of play and course care.

Manak commented that he rarely sees rangers on the back nine and asked whether leagues and permanent tee time holders also receive the same messaging. Campbell confirmed that expectations are communicated to all leagues and regular groups, and that staff address specific groups directly when pace of play or course care becomes an issue.

C. APPROVAL OF MINUTES FROM January 30, 2026

APPROVAL OF MINUTES AS AMENDED FROM January 30, 2026 MEETING

MOTION BY: Commissioner Carter

SECONDED BY: Commissioner Coldiron

RESULT: Unanimous

D. STANDING REPORTS

1. Financial – *Noel Allen* – Manager Allen provided several financial updates. January revenues increased by \$7,000, representing a 6% gain over the prior year, driven primarily by higher dining activity at Reserve 22 associated with the Winter Wonderland theme.

Operating expenses were up 6%, or approximately \$24,000, largely due to increased labor costs and the timing of certain purchases. In January, the majority of range balls for the season were purchased, and payment was made for the new golf carts, which is typically scheduled for May.

Cash reserves decreased \$716,000 as a result of the \$400,000 golf cart payment. At this time, \$66,000 remains in capital expenditures for the year. Overall financial targets remain on track for a successful year.

2. Manager’s Report

A. Golf – Mike Campbell – Director Campbell provided an update on golf operations. He noted that January is typically a slower month; however, driving range usage increased by 53% compared to last year. Merchandise for the 2026 season has begun arriving, and he and Vince attended the PGA Show in January to review new products and equipment.

VIP card registration is progressing well. Staff are currently focused on back-of-house projects, finalizing league registrations and outings, and preparing seasonal staffing plans. The course has transitioned to Titleist rental clubs and will receive 20 sets; while the bags must be purchased, clubs may be returned at the end of the season.

A few outings were canceled this year due to groups seeking larger courses, though several new outings have been secured to offset those losses. Due to strong participation from our regular day-to-day and league play, the course has begun turning away some outing requests. Manager Allen noted that approximately 5–6% of total rounds should ideally come from outings.

It was also shared that Mike Campbell was recently honored as the Illinois PGA Merchandiser of the Year.

B. Reserve 22 – David Manseau – Director Manseau provided several updates on operations at Reserve 22. January delivered a strong performance, with revenues up 9.2% (approximately \$10,000) over the prior year. Food and beverage costs were higher; beer sales remained flat, while wine sales declined. Hours of operation have been extended by one hour, and updates were made to the Winter Wonderland beverage program along with the addition of new menu items.

Two new promotions have been introduced and will run through March: half-priced kids' meals on Wednesdays and half-priced appetizers on Thursdays with the purchase of an entrée. Family-themed events continue to perform well. Sunday evening appearances featuring Elsa have been particularly strong, requiring staff coordination to manage the high number of guest interactions.

Reserve 22 currently maintains a 4.5-star rating on OpenTable. Management discussed leveraging OpenTable Pro to better connect with existing and prospective guests, with plans to begin a trial program in the coming months that is expected to generate cost savings.

On the banquet side, January was softer than the prior year, with 16 events compared to 22. The team is exploring options for large-party catering offerings that align with kitchen capacity. March Madness promotions are also being considered as a targeted marketing opportunity.

With the golf course reopening next month, concessions will transition back under Food and Beverage operations, with continued attention on supporting pace of play.

C. Grounds – Andrew Cross - Superintendent Cross provided several updates on grounds operations. January was a busy month as the team transitioned from the holiday season to the Winter Wonderland setup. Tree work was a major focus, with several maples showing splits and other trees removed due to safety concerns, overall condition, or impact on course layout.

Staff also replaced emergency lighting in the clubhouse and conducted a review of the course. A pipe burst occurred due to cold temperatures, and plans are underway to insulate vulnerable areas. Carpets in the clubhouse and board room spaces were cleaned.

Additionally, contracts for pond treatments and forestry mulching are being finalized to support ongoing maintenance and course health.

E. 2026 Marketing Presentation – Julie Rusin – Marketing Strategist Rusin provided the Recreation Commission with a video recap of 2025 marketing initiatives and highlighted key achievements:

- Spring Refresh won the OpenTable award for Best Ambiance.
- Junior Golf Camps participation increased by 28%, while overall golf participation rose 4%.
- Adult group lessons achieved 98% utilization.
- VIP card membership grew 18%, driven by an internal sales contest.
- Golf tutorial videos and hole-in-one announcement videos each garnered over 1,600 views. Videos introducing staff were also well-received.
- The Village Links Golf App had 5,530 users, a 3% increase over the prior year.

Reserve 22 highlights:

- The Holiday Pop-Up bar and dining events were highly successful, with revenue up 47% from last year and fully booked spaces. Twenty influencers attended and shared content about Reserve 22.
- Family events were well-attended, including pumpkin carving, Santa visits, and the New Year’s Eve family celebration.
- Winter Wonderland in January drove revenues up 24% from the prior month and 64% from last year, with the Elsa event selling out.
- The Chili Cookoff raised \$630 for the Ed Posh Scholarship as well as 7 additional charities.

Rusin also emphasized the continued promotion of events and programs across social media channels, ensuring broad community engagement and visibility. Overall, 2025 marketing initiatives effectively increased participation, revenue, and awareness for both golf and dining operations.

F. OLD BUSINESS – None

G. NEW BUSINESS – None

H. NEXT MEETING – March 27, 2026

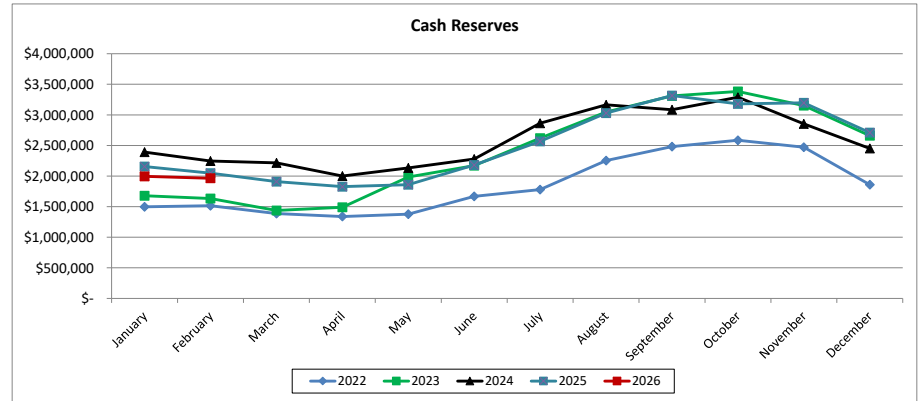
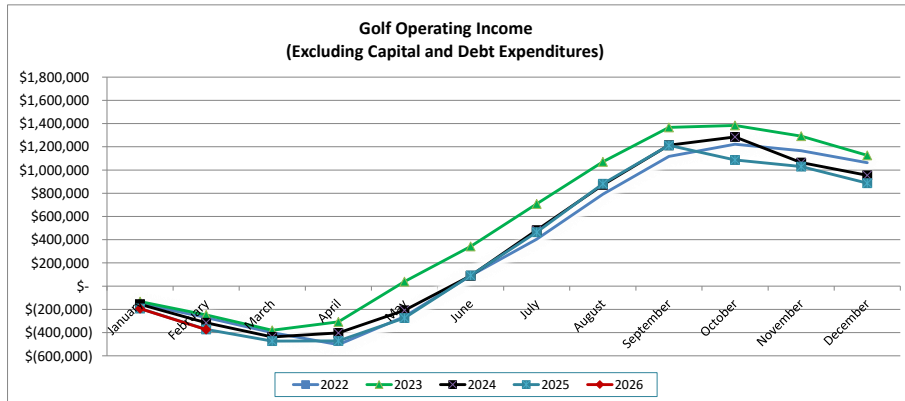
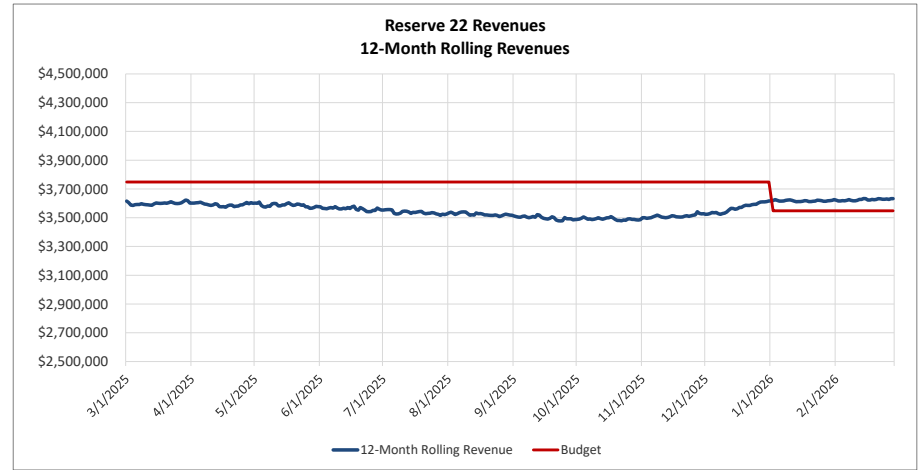
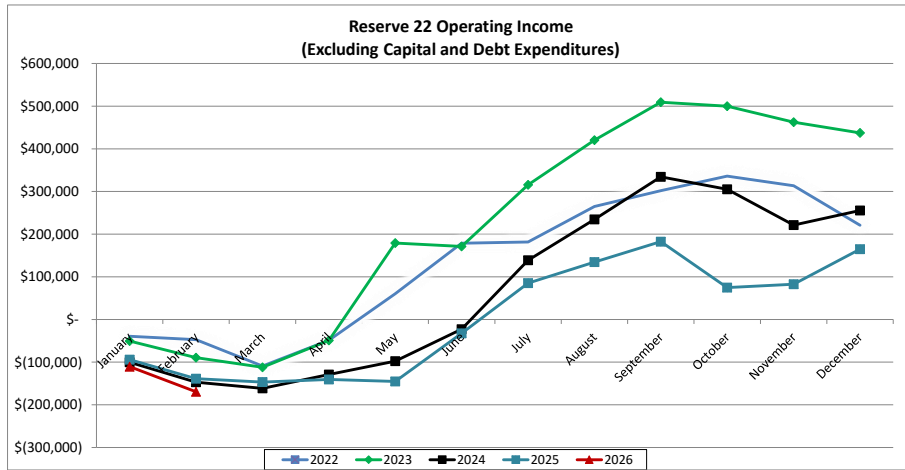
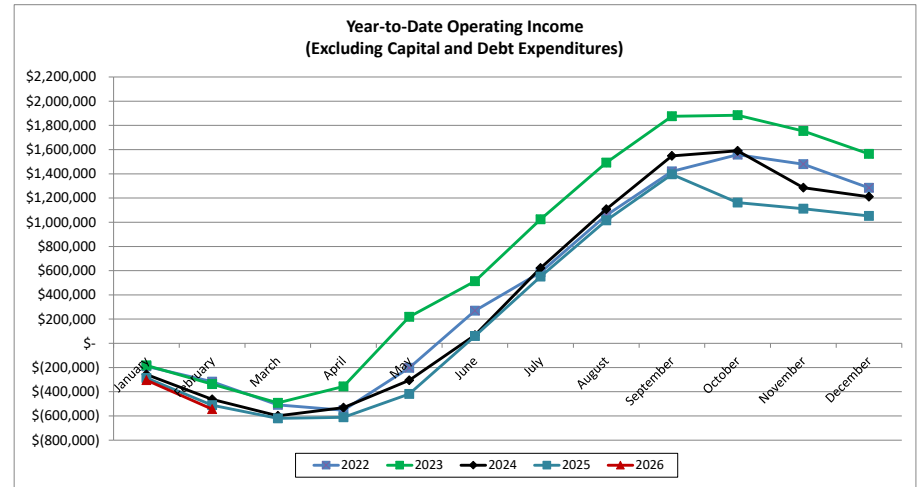
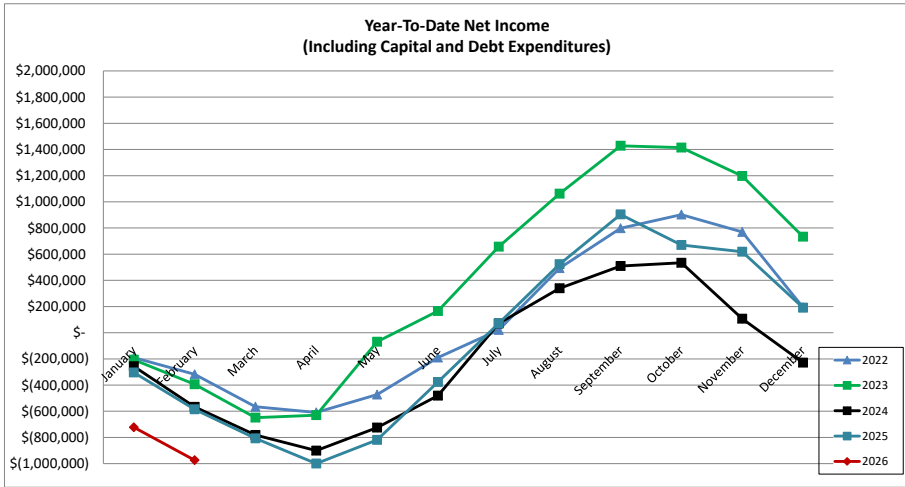
I. ADJOURNMENT

Commissioner Carter motioned and Commissioner Quoss seconded to adjourn the meeting. The meeting was adjourned at 8:15 a.m.

Submitted by Elisa Pollina, Recording Secretary

Reviewed by Noel Allen, Staff Liaison

Village Links / Reserve 22
Dashboard Financial Reports
As of February 28, 2026





VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
 As of February 28, 2026

ORG	DESCRIPTION	2026 BUDGET	MONTH				YEAR-TO-DATE			
			2026	2025	DIFF	% DIFF	2026	2025	DIFF	% DIFF
REVENUES:										
5500	Village Links Revenues	\$ 4,808,500	41,211	\$ 36,581	\$ 4,629	100%	52,118	\$ 50,181	\$ 1,937	100%
5520	Reserve 22 Revenues	3,548,200	124,124	118,302	\$ 5,823	100%	239,065	223,361	\$ 15,704	100%
Total Revenues		\$ 8,356,700	\$ 165,335	\$ 154,883	\$ 10,452	7%	291,184	\$ 273,542	\$ 17,642	6%
EXPENDITURES:										
55700	Administration	\$ 757,501	61,557	\$ 84,892	\$ (23,336)	-27%	125,345	\$ 159,391	\$ (34,046)	-21%
55710	Golf Course Maintenance	1,489,493	52,903	68,510	\$ (15,606)	-23%	107,437	138,695	\$ (31,258)	-23%
55720	Golf Services	1,135,780	60,814	43,535	\$ 17,279	40%	117,943	80,533	\$ 37,410	46%
55730	Reserve 22	3,417,048	182,958	162,725	\$ 20,233	12%	408,424	361,919	\$ 46,505	13%
55740	Stormwater Management	51,962	1,376	1,319	\$ 57	4%	2,765	2,652	\$ 114	4%
55750	Pro Shop Merchandise	185,272	2,904	(8,509)	\$ 11,413	-134%	4,968	(4,781)	\$ 9,749	-204%
55780	Motorized Carts	67,596	-	-	\$ -	#DIV/0!	-	-	\$ -	#DIV/0!
557X5	Mechanical Maintenance	411,169	42,136	26,288	\$ 15,849	60%	67,811	46,068	\$ 21,743	47%
Total Operating Expenses		\$ 7,515,821	404,648	\$ 378,759	\$ 25,889	7%	834,693	\$ 784,476	\$ 50,217	6%
Operating Income (Loss)		\$ 840,879	\$ (239,313)	\$ (223,877)	\$ (15,437)	7%	(543,510)	\$ (510,934)	\$ (32,575)	6%
Debt Service		303,900	-	-	-	0%	-	-	-	0%
Capital Expenditures		484,686	11,998	57,848	(45,850)	-79%	430,072	74,228	355,844	479%
CHANGE IN NET POSITION		\$ 52,293	\$ (251,311)	\$ (281,724)	\$ 30,413	-11%	\$ (973,582)	\$ (585,162)	\$ (388,420)	66%

KEY METRICS

	<u>Goal</u>						
Personnel Expenses as % of Sales	51%	141%	159%	-18%	168%	175%	-7%
Cash Balance (End of Month, in \$000's)	\$ 1,878	\$ 1,964	\$ 2,047	\$ (82)			



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of February 28, 2026

ORG/ OBJECT	DESCRIPTION	2026 BUDGET	MONTH				YEAR-TO-DATE						
			2026	2025	DIFF	% DIFF	2026	2025	DIFF	% DIFF			
5500	VILLAGE LINKS REVENUES:												
440550	Green Fees	\$ 3,050,000	\$ 2,165	\$ 403	\$ 1,762	437%	\$ 2,490	\$ 582	\$ 1,908	328%			
440554	Pro Shop - Sales	200,000	3,196	1,569	1,627	104%	4,649	3,000	1,649	55%			
440555	Motor Carts	750,000	-	-	-	0%	-	-	-	0%			
440556	Driving Range	575,000	5,409	1,073	4,336	404%	5,821	1,343	4,478	333%			
440557	Resident Cards	35,000	7,630	5,895	1,735	29%	9,830	7,400	2,430	33%			
460100	Investment Income	80,000	4,231	7,110	(2,879)	-40%	9,459	14,115	(4,656)	-33%			
489000	Miscellaneous Revenue	118,500	18,653	20,517	(1,864)	-9%	19,946	23,720	(3,775)	-16%			
489100	Miscellaneous - Over/Short	-	(74)	14	(87)	-637%	(77)	20	(97)	-476%			
	Total Revenues	\$ 4,808,500	41,211	\$ 36,581	\$ 4,629	13%	52,118	\$ 50,181	\$ 1,937	4%			
	COST OF GOODS SOLD:												
520945	Cost of Goods Sold - Pro Shop	\$ 150,000	\$ 848	\$ (10,802)	\$ 11,650	-108%	\$ 841	\$ (9,315)	\$ 10,156	-109%			
	Total Cost of Goods Sold	\$ 150,000	\$ 848	\$ (10,802)	\$ 11,650	-108%	\$ 841	\$ (9,315)	\$ 10,156	-109%			
	Gross Profit	\$ 4,658,500	\$ 40,363	\$ 47,383	\$ (7,020)	-15%	\$ 51,278	\$ 59,496	\$ (8,219)	-14%			
	OTHER OPERATING EXPENSES:												
510100	Salaries - Pensionable	\$ 1,414,815	\$ 90,694	\$ 109,631	\$ (18,937)	-17%	\$ 182,086	\$ 197,235	\$ (15,149)	-8%			
510120	Salaries - Non-Pensionable	463,410	1,059	209	850	406%	3,024	379	2,645	699%			
510200	Salaries - Overtime	30,250	-	256	(256)	-100%	-	320	(320)	-100%			
510400	FICA Taxes	145,999	6,934	8,336	(1,401)	-17%	13,871	14,842	(971)	-7%			
510500	IMRF	80,234	4,938	5,580	(642)	-12%	9,920	10,003	(82)	-1%			
590600	Health Insurance	165,600	11,552	11,072	480	4%	23,105	22,145	960	4%			
52XXXX	Contractual Services	1,125,865	83,995	82,735	1,259	2%	151,416	173,755	(22,339)	-13%			
53XXXX	Commodities	522,600	21,670	9,017	12,653	140%	42,007	13,195	28,811	218%			
	Total Operating Expenses	\$ 3,948,773	\$ 220,842	\$ 226,836	\$ (5,994)	-3%	\$ 425,429	\$ 431,873	\$ (6,444)	-1%			
	Operating Income (Loss)	\$ 709,727	\$ (180,479)	\$ (179,453)	\$ (1,026)	1%	\$ (374,151)	\$ (372,377)	\$ (1,775)	0%			
	Operating Income (Loss) Percentage	15%	-438%	-491%			-742%						

KEY METRICS

	Goal	2026	2025	DIFF	% DIFF	2026	2025	DIFF	% DIFF
Rounds Played	85,000	476	86	390		544	124	420	
Revenue Per Round	\$ 56.57	\$ 86.58	\$ 425.36	\$ (338.79)		\$ 95.81	\$ 404.69	\$ (308.88)	
Resident Cards Sold	N/A	800	614	186		1,028	768	260	
Cost of Goods Sold % - Pro Shop	75%	27%	-688%	715%		18%	-311%	329%	
Personnel Expenses as % of Sales	48%	279%	369%	-90%		445%	488%	-43%	



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of February 28, 2026

ORG/ OBJECT	DESCRIPTION	2026 BUDGET	MONTH				YEAR-TO-DATE			
			2026	2025	DIFF	% DIFF	2026	2025	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	65,000	\$ 16,100	\$ 18,726	\$ (2,626)		\$ 16,100	\$ 18,726	\$ (2,626)	
	Hand Cart Rentals	30,000	\$ 190	\$ 30	160		203	60	143	
	Equipment Sold at Auction	-	\$ -	\$ -	-		-	-	-	
	Golf Club Rentals	10,000	\$ -	\$ -	-		-	-	-	
	Locker Rentals	4,500	\$ 2,100	\$ 1,200	900		2,850	2,000	850	
	Illinois Sales Tax (1.75%)	4,500	\$ 140	\$ 117	23		617	487	129	
	Glen Ellyn Food & Beverage Tax (1%)	500	\$ 16	\$ 14	2		70	55	15	
	Handicaps	-	\$ -	\$ -	-		-	-	-	
	Tree Donation	-	\$ -	\$ 500	(500)		-	500	(500)	
	Misc. Outings	2,000	\$ 107	\$ -	107		107	-	107	
	Miscellaneous	2,000	\$ -	\$ (70)	70		-	1,892	(1,892)	
	Total	\$ 118,500	\$ 18,653	\$ 20,517	\$ (1,864)		\$ 19,946	\$ 23,720	\$ (3,775)	



RESERVE
-22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2026

ORG/ OBJECT	DESCRIPTION	2026 BUDGET	MONTH				YEAR-TO-DATE					
			2026	2025	DIFF	% DIFF	2026	2025	DIFF	% DIFF		
5520	RESERVE 22 REVENUES:											
441100	Food	\$ 2,000,000	\$ 80,058	\$ 77,825	\$ 2,233	3%	\$ 158,765	\$ 146,958	\$ 11,807	8%		
441101	Liquor	480,000	13,426	10,231	3,195	31%	25,441	19,400	6,041	31%		
441102	Beer	530,000	10,141	8,411	1,731	21%	16,689	15,198	1,490	10%		
441103	Wine	232,000	10,347	10,703	(357)	-3%	19,342	21,586	(2,244)	-10%		
441104	NA Beverages	113,000	3,274	1,490	1,784	120%	5,056	3,298	1,758	53%		
441106	Room Charges	2,700	-	-	-	0%	-	60	(60)	-100%		
441107	Service Charges	190,000	6,878	9,195	(2,317)	-25%	13,725	16,414	(2,689)	-16%		
489000	Miscellaneous Revenue	500	-	446	(446)	-100%	49	446	(398)	-89%		
	Total Revenues	\$ 3,548,200	\$ 124,124	\$ 118,302	\$ 5,823	5%	\$ 239,065	\$ 223,361	\$ 15,704	7%		
55730	COST OF GOODS SOLD:											
530400	Cost of Goods Sold - Beer	\$ 137,800	\$ 4,268	\$ 2,645	\$ 1,623	61%	\$ 4,925	\$ 5,829	\$ (904)	-16%		
530401	Cost of Goods Sold - Wine	71,920	2,578	2,955	(377)	-13%	4,904	6,777	(1,874)	-28%		
530402	Cost of Goods Sold - Liquor	100,800	2,310	5,136	(2,826)	-55%	4,261	6,170	(1,909)	-31%		
530405	Cost of Goods Sold - NA Beverages	58,760	1,519	34	1,485	4329%	3,983	956	3,027	317%		
530420	Cost of Goods Sold - Food	640,000	27,587	18,347	9,240	50%	56,629	45,938	10,691	23%		
	Total Cost of Goods Sold	\$ 1,009,280	\$ 38,262	\$ 29,117	\$ 9,145	31%	\$ 74,701	\$ 65,670	\$ 9,032	14%		
	Gross Profit	\$ 2,538,920	\$ 85,863	\$ 89,184	\$ (3,322)	-4%	\$ 164,364	\$ 157,691	\$ 6,673	4%		
	Gross Profit Percentage	72%	69%	75%			69%	71%				
55730	OTHER OPERATING EXPENSES:											
510100	Salaries - Pensionable	\$ 969,200	\$ 76,243	\$ 67,929	\$ 8,313	12%	\$ 150,832	\$ 132,770	\$ 18,062	14%		
510120	Salaries - Non-Pensionable	696,850	21,043	25,061	(4,017)	-16%	60,665	62,516	(1,850)	-3%		
510200	Salaries - Overtime	5,000	49	-	49	0%	114	-	114	0%		
510399	Tips Paid Through Payroll	-	(1,974)	(1,055)	(919)	87%	10,470	7,196	3,274	45%		
510400	FICA Taxes	162,092	8,277	7,882	395	5%	19,318	17,286	2,032	12%		
510500	IMRF	54,760	4,685	3,860	824	21%	9,476	7,819	1,657	21%		
590600	Health Insurance	102,600	8,308	7,162	1,146	16%	16,616	14,325	2,292	16%		
52XXXX	Contractual Services	222,266	18,883	15,416	3,467	22%	44,978	35,286	9,692	27%		
53XXXX	Commodities	195,000	9,183	7,352	1,831	25%	21,253	19,052	2,201	12%		
	Total Operating Expenses	\$ 2,407,768	\$ 144,696	\$ 133,608	\$ 11,089	8%	\$ 333,723	\$ 296,249	\$ 37,474	13%		
	Operating Income (Loss)	\$ 131,152	\$ (58,834)	\$ (44,423)	\$ (14,411)	32%	\$ (169,358)	\$ (138,558)	\$ (30,801)	22%		
	Operating Income (Loss) Percentage	4%	-47%	-38%			-71%	-62%				



RESERVE
—22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2026

ORG/ OBJECT	DESCRIPTION	2026 BUDGET	MONTH				YEAR-TO-DATE				
			2026	2025	DIFF	% DIFF	2026	2025	DIFF	% DIFF	
KEY METRICS											
			<i>Goal</i>								
<i>Revenue Source:</i>											
	Restaurant & Bar	N/A	\$ 86,696	\$ 65,642	\$ 21,054	32%	\$ 165,541	\$ 128,857	\$ 36,683	28%	
	Banquets	N/A	37,234	52,190	(14,956)	-29%	73,239	94,023	(20,784)	-22%	
	Other	N/A	194	469	(275)	-59%	286	481	(195)	-41%	
	Total	\$ 3,548,200	\$ 124,124	\$ 118,302	\$ 5,823	5%	\$ 239,065	\$ 223,361	\$ 15,704	7%	
	Reserve 22 Revenues (Last 12 Months)	\$ 3,548,200					\$ 3,632,280	\$ 3,609,613	\$ 22,667	1%	
	Reserve 22 Expenses (Last 12 Months)	\$ 3,417,048					\$ 3,498,357	\$ 3,345,795	\$ 152,562	5%	
	# Guest Checks (Restaurant/Bar)	N/A	1,767	1,331	436		1,767	2,647	(880)		
	Revenue Per Guest Check	N/A	\$ 49.06	\$ 49.32	\$ (0.25)		\$ 93.68	\$ 48.68	\$ 45.00		
	# Guests (Restaurant/Bar)	N/A	2,537	2,073	464		4,858	4,116	742		
	Average Guest Spend	N/A	\$ 34.17	\$ 31.67	\$ 2.51		\$ 34.08	\$ 31.31	\$ 2.77		
	Cost of Goods Sold %	28%	31%	25%	6%		31%	29%	2%		
	<i>Cost of Goods Sold % (By Category):</i>										
	Cost of Goods Sold - Beer	26%	42%	31%	11%		30%	38%	-9%		
	Cost of Goods Sold - Wine	31%	25%	28%	-3%		25%	31%	-6%		
	Cost of Goods Sold - Liquor	21%	17%	50%	-33%		17%	32%	-15%		
	Cost of Goods Sold - NA Beverages	52%	46%	2%	44%		79%	29%	50%		
	Cost of Goods Sold - Food	32%	34%	24%	11%		36%	31%	4%		
	Personnel Expenses as % of Revenues	56%	96%	95%	1%		107%	105%	2%		
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Revenues	85%	126%	119%	7%		139%	134%	4%		

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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
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)	18	(487)
2026	(716)	(31)										
Avg	(221)	(40)	(91)	(70)	166	284	311	338	173	15	(146)	(643)
Best	(113)	42	96	172	503	516	584	500	288	204	18	(401)
Worst	(716)	(144)	(218)	(225)	(11)	145	111	92	(80)	(137)	(436)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2026 Mar	2026 Apr	2026 May	2026 Jun	2026 Jul	2026 Aug	2026 Sep	2026 Oct	2026 Nov	2026 Dec	2027 Jan	2027 Feb
Avg	1,873	1,802	1,968	2,252	2,563	2,901	3,074	3,089	2,943	2,300	2,079	2,039
Best	2,060	2,232	2,735	3,251	3,835	4,335	4,623	4,827	4,845	4,444	4,331	4,373
Worst	1,746	1,521	1,509	1,654	1,765	1,857	1,777	1,640	1,204	352	(364)	(508)

February 2026 Cash On Hand 1,964

Month-End Cash on Hand (\$1,000's)

	'95	'96	'97	'98	'99	'00	'01	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25	'26
JAN	1457	944	1029	1498	2098	2653	2977	3111	6970	2173	1616	1622	1719	2282	2302	2129	2126	2181	6269	1521	1104	1356	1529	1182	713	359	584	1497	1678	2391	2156	1996
FEB	1448	919	1090	1608	2122	2710	3031	3170	6830	2210	1603	1646	1743	2294	2318	2096	2126	2182	6233	1251	1041	1336	1571	1132	660	338	559	1516	1634	2247	2047	1964
MAR	1361	817	1094	1574	2097	2740	3049	3146	6772	2112	1591	1612	1741	2234	2268	2108	2086	2203	5306	1174	1050	1377	1353	975	522	295	655	1387	1438	2216	1909	
APR	1311	739	965	1549	2000	2761	2890	3108	6489	1928	1504	1623	1786	2271	2228	2168	1989	2273	4828	1224	1117	1268	1295	919	386	70	827	1339	1491	2001	1828	
MAY	1270	981	1075	1672	2255	2737	3075	3103	5773	1874	1644	1733	1955	2374	2365	2305	2094	2383	4653	1354	1197	1474	1284	1135	485	139	1198	1378	1994	2134	1858	
JUNE	1007	1204	1300	1945	2348	2754	3054	3213	5510	1819	1828	1863	2156	2478	2352	2419	2271	2595	3405	1384	1351	1770	1507	1288	788	655	1610	1667	2171	2279	2182	
JULY	1423	1299	1581	2158	2604	3055	3322	3433	4820	2079	2001	2109	2456	2771	2383	2523	2412	2803	3347	1690	1706	1957	1834	1579	1107	891	1830	1778	2620	2864	2568	
AUG	1549	1446	1763	2345	2798	3238	3462	3553	4019	2270	2154	2308	2541	2962	2586	2744	2627	2969	2589	1867	2059	2194	2125	1671	1278	1392	2260	2252	3046	3165	3029	
SEPT	1503	1438	1886	2436	2971	3369	3573	3663	3895	2386	2185	2345	2759	3096	2771	2896	2740	3035	2801	2005	2297	2354	2197	1835	1424	1605	2532	2481	3310	3085	3317	
OCT	1427	1265	1904	2488	3025	3390	3532	3553	2845	2274	2222	2321	2809	3038	2681	2864	2760	3004	2456	2015	2200	2390	2127	1734	1360	1582	2659	2585	3383	3289	3179	
NOV	1300	1142	1760	2354	2897	3247	3330	3347	2580	2102	2110	2207	2720	2928	2601	2593	2686	7865	2259	1867	2158	2314	1976	1573	1212	1562	2522	2471	3152	2853	3198	
DEC	999	1092	1644	2205	2751	3058	3226	2874	2333	1713	1716	1832	2360	2413	2202	2216	2284	6768	1633	1204	1470	1643	1295	858	532	719	1670	1859	2661	2452	2711	
AVG	1338	1107	1424	1986	2497	2976	3210	3273	4903	2078	1848	1935	2229	2595	2421	2422	2350	3355	3815	1546	1563	1786	1674	1323	873	800	1575	1851	2382	2581	2498	1980
Low Point	999	739	965	1498	2000	2653	2890	2874	2333	1713	1504	1612	1719	2234	2202	2096	1989	2181	1633	1174	1041	1268	1284	858	386	70	559	1339	1438	2001	1828	1964

MONTH +/- is the monthly increase/decrease to cash

1944 1576 1741 1597 1783 1638

MONTH +/-	95	'96	'97	'98	'99	'00	'01	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25	'26		
JAN	-211	-55	-63	-146	-106	-98	-81	-115	4096	-159	-98	-94	-113	-78	-111	-73	-76	-103	-499	-112	-100	-114	-114	-113	-144	-173	-135	-173	-181	-269	-296	-716		
FEB	-9	-25	61	110	24	58	55	59	-140	36	-13	23	24	12	16	-34	0	1	-35	-270	-63	-20	42	-50	-53	-21	-26	19	-45	-144	-110	-31		
MAR	-87	-102	5	-33	-25	30	17	-24	-58	-98	-11	-34	-3	-60	-50	13	-40	21	-927	-77	9	41	-218	-157	-138	-43	96	-130	-196	-31	-138			
APR	-50	-78	-129	-26	-97	21	-159	-38	-282	-183	-88	11	45	37	-40	60	-97	70	-478	50	67	-109	-57	-56	-136	-225	172	-48	53	-215	-81			
MAY	-41	242	110	123	255	-24	185	-5	-717	-54	140	110	169	103	137	137	105	110	-175	130	80	206	-11	216	99	69	371	40	503	133	31			
JUNE	-263	223	225	273	93	17	-21	110	-263	-56	185	130	201	104	-13	114	177	212	-1248	30	153	296	223	153	304	516	412	289	177	145	323			
JULY	416	95	281	213	256	301	268	220	-690	261	173	246	300	293	31	104	141	208	-58	306	356	186	328	291	319	237	220	111	449	584	386			
AUG	126	147	182	187	194	183	140	120	-801	191	153	199	85	191	203	221	214	166	-758	177	352	237	291	92	171	500	431	474	426	301	461			
SEPT	-46	-8	123	91	174	131	111	110	-124	116	30	37	218	134	185	152	113	66	212	138	239	160	72	165	146	214	272	228	264	-80	288			
OCT	-76	-173	18	52	53	21	-42	-110	-1050	-113	37	-24	49	-58	-90	-32	20	-30	-345	10	-97	36	-69	-102	-64	-23	127	105	73	204	-137			
NOV	-127	-123	-144	-135	-127	-143	-201	-207	-265	-172	-113	-114	-88	-111	-80	-272	-73	4861	-198	-148	-42	-76	-151	-160	-148	-21	-137	-115	-231	-436	18			
DEC	-301	-50	-116	-149	-147	-189	-104	-473	-247	-389	-393	-375	-360	-514	-399	-377	-402	-1098	-626	-663	-689	-671	-681	-716	-680	-843	-852	-611	-492	-401	-487			
WINTER=Dec-Jan-Feb																																		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
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WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230	-131	-528	3709	-512	-504	-445	-449	-580	-494	-483	-477	-1200	-1160	-1044	-851	-805	-753	-879	-877	-1,037	-1,012	-765	-717	-815	-892	-747		
WINTER	-521	-130	-118	-186	-229	-230																												



“Committed to Excellence since 1967”

Manager’s Report for February 2026

Submitted by Noel Allen, General Manager

February 2026 was warm and very dry. Looking at February observations from O’Hare, the average temperature was 33.1°F (4.3°F above normal) and precipitation was 0.16” (1.81” below normal), the 3rd driest on record. Snowfall was 1.1” (9.6” below normal) and tied for 11th least snowy. Overall winter, December through February, was cold and dry with the winter of 2025-2026 having had a total of 21.9” of snow (7.7” below normal), and 4.76” of precipitation (1.31” below normal).

High Temperatures In February																				
	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
70° days			1																	
60° days	3		3						3	6	2							1		
50° days	5	3	8	8	4	1	1		4	5	2			1	2	3		5		
40° days	6	5	12	6	6	4	6	8	6	6	7	1	3	4	11	2	2	4	3	4
30° days	5	9	4	8	6	7	15	8	6	8	11	7	3	15	14	13	17	7	12	9
20° days	9	8	1	3	10	3	6	10	8	3	4	7	13	7	2	7	9	9	10	5
10° days		2		1	2	8	1	2	1		3	10	8	1		2		2	4	8
0° days		1				5						1	1			1				2
Rain	0.08*	.52*		3.8*	2.1*		0.5*	0.5*	2.9*	1.3*	1.1*	0*	1.5*	1.9*	0.3*	0.4*		3.1*	1.5*	1.0*
Snow	1.1*	4.9*	1.2*	3.7*		16*		13*	20.3*	0*	3*	6*	20*	10*	4*	28*	16*	5*	25*	18*

GOLF

Rounds played were up 453% for the month, and are up 339% for the year.

Green Fee revenue was up 437% for the month, and is up 328% for the year.

Driving Range revenue was up 404% for the month, and is up 333% for the year.

Motor Car revenue was flat for the month, and is flat for the year.

Pro Shop sales were up 104% for the month, and are up 55% for the year.

Overall Golf revenues were up 26% for the month, and are up 25% for the year.

VILLAGE LINKS GOLF

Golf Revenue - FEBRUARY										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rounds	1,479	104	7	69	3	0	211	1,017	86	476
Green Fees	28,456	1,279	33	303	15	0	986	20,627	403	2,165
Driving Range	7,819	726	20	922	522	387	3,466	10,622	1,073	5,409
Pro Shop	5,390	2,157	1,767	2,746	2,205	1,258	3,584	2,389	1,569	3,196
Carts	10,448	0	0	0	0	0	0	3,993	0	0
Resident Cards	8,550	5,850	6,775	5,355	5,675	5,295	6,650	9,620	5,895	7,630
Miscellaneous	7,404	12,082	10,098	10,823	14,268	16,050	22,577	19,917	20,386	18,497
Total Revenue	68,066	22,095	18,693	20,149	22,685	22,990	37,263	67,168	29,326	36,897

The weather as measured by golf playable hours this February was slightly worse than a normal year, and the same as last year, which is also the same results as this past January. Overall, February weather was warmer and dryer than normal, which provided pockets of “good enough” days that brought out more people this year which also indicates enthusiasm is still strong. Although this has little to no impact on the success of this upcoming year, we are encouraged by the strong start to the season in all categories. Rounds played were up 390 rounds or 453% over last February and 225 better than our February target of 251 rounds.

With increases in rounds activity, registrations for resident and VIP cards were up this year. Junior camps and adult lesson sign ups, however, were lagging. Interest in our Permanent Tee Time program remained strong and was tracking about the same as last year. Golf staff continued to promote the program throughout the month to make potential foursomes aware of the early March deadline and lottery. The Professional Staff also were busy preparing for the 1st tournament of the year, our annual Spring Scramble to be held on March 22nd with registration opening up late in the month.

Many golf seasonal staff were brought back to onboard and get re-oriented for the upcoming season. With opening day likely in early March, staff prepared the new golf carts fleet, fueling and cleaning all 95 carts.

RESERVE 22

Reserve 22 - FEBRUARY				Year to Date		
	2025	2026	+/-	2024	2026	+/-
Restaurant & Bar	66,089	86,899	31.5%	129,511	165,743	28.0%
Banquets	45,140	31,898	-29.3%	81,479	62,593	-23.2%
Beverage Cart	0	70	#DIV/0!	0	159	#DIV/0!
Halfway House	0	0	#DIV/0!	0	0	#DIV/0!
Golf Express	23	124	450.6%	35	126	265.4%
Service Fee	7,051	5,336	-24.3%	12,544	10,646	-15.1%
Total Reserve 22	118,302	124,327	5.1%	223,568	239,268	7.0%
				0		
Rest, Bar, Conc.	66,111	87,093	31.7%	129,545	166,029	28.2%

Reserve 22 ended February up 5.1% in top line sales at \$124,327 versus prior year of \$118,302, an increase of \$6,025. This marks the 4th month in a row with improved topline results over prior year. Throughout February, Winter Wonderland continued to add a steady flow of weekend visitors while happy hour promotion continued to entice guests to visit during the week. This also marks the 2nd month of our “Kids Eat Free Wednesday promotion” which we are continuing into March and possibly into Golf season.

The efforts to extend Elsa during Sundays in February continued to be a great investment and we look forward to exploring new ideas with her in the coming months. Outside of Winter Wonderland Elsa visits, we executed our Superbowl Sunday promotion, a Valentines weekend candlelight dinner, and our 6th annual Chili Cookoff. Our Sunday Superbowl promotion was a bit light in attendance, but those who came experienced great value in our specials. The Valentines candlelight dinner saw strong attendance all weekend, and a handful of new guests stayed and visited our bar afterwards. Our 6th annual Chili Cookoff raised over \$5,000 for many great local charities and we took home 2nd place among a fierce competition of local restaurants.

Staff began working on the spring bar program and will launch 8 new signature drinks as the golf season opens in March. We also introduced two new food items (Chimichuri Steak Bowl and Steak Sandwich) in addition to improving our BBQ ribs recipe. Looking ahead, Chef Tom and David will continue to research and workshop a handful of new food items for March and April.

Looking at our OpenTable feedback, we took a slight dip but our score holds steady at 4.44 with 36 surveys taken this past month. While guests attending Elsa provided great topline sales lift, operationally balancing her time at the tables was at times challenging. Staff quickly created a better system in between visits to regulate and ensure her time was fair to all our guests. In addition to mitigating Elsa feedback, we actively responded to any unsatisfactory reviews on food quality in hopes to recover any missed opportunities and continue to bring awareness to food quality.

In banquets we executed 14 events versus prior year of 26 events. While January and February banquet sales were light, looking ahead to April we have a strong number of events booked and we are hopeful to get back on track in that segment. Liz and David attended another networking event sponsored by the DuPage Convention Bureau and made a few contacts at local hotels in neighboring communities. Our banquet sales team also met in February and is working on an event to host local event planners and social media influencers.

With March on the horizon, we plan on building a new St. Patrick's Day theme event and have a good head start on promoting Easter brunch. Reservations are trending very well for the Easter holiday, and we anticipate similar results to the successful Thanksgiving event.

Finally, for the past 7 years the golf division has had operational oversight of the concessions team while F&B managed product procurement. This year concessions will report to the F&B division. In anticipation, R22 staff spent time meeting with various vendors to analyze and streamline product offerings between clubhouse and halfway house, redesigned menus, and established 2026 guidelines with returning teammates. David and the team are excited to work directly with the concession team, and look forward to improving the golf experience and work environment for 2026 and beyond.

KEY METRICS

	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	0.0%	0.3%	2.3%	7.1%	14.0%	16.4%	17.1%	16.7%	13.5%	8.6%	3.6%	0.4%
Green Fee	0.0%	0.1%	1.8%	6.9%	14.0%	16.1%	16.5%	16.3%	14.8%	7.7%	3.0%	2.8%
Carts	0.0%	0.1%	1.3%	5.4%	13.2%	17.0%	17.2%	17.8%	15.3%	9.0%	3.5%	0.1%
Driving Range	0.0%	0.6%	3.7%	9.0%	14.8%	16.1%	17.6%	16.3%	12.7%	6.8%	2.2%	0.2%
Pro Shop	0.3%	1.0%	4.5%	7.5%	12.6%	16.4%	15.3%	15.0%	12.2%	10.3%	3.2%	1.7%
Food	2.0%	2.7%	4.3%	6.5%	12.3%	14.0%	12.6%	12.6%	12.0%	7.6%	5.3%	8.0%
Total	0.9%	1.7%	3.3%	6.8%	13.1%	15.2%	14.8%	14.6%	13.2%	7.7%	4.0%	4.6%
Targets												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	27	251	1,993	5,994	11,901	13,946	14,524	14,164	11,517	7,291	3,086	305
Green Fee	66	4,539	54,013	209,172	427,641	491,462	502,344	498,578	451,096	234,035	91,739	85,316
Carts	-5	849	9,849	40,327	98,897	127,725	128,704	133,504	115,040	67,773	26,391	946
Driving Range	286	3,541	21,345	51,934	84,836	92,738	100,944	93,472	72,951	38,881	12,778	1,294
Pro Shop	614	2,035	9,015	15,059	25,174	32,739	30,543	29,968	24,315	20,680	6,446	3,410
Food	72,666	96,604	152,982	232,367	434,896	497,164	447,725	445,566	427,132	267,993	187,991	285,114
Total	79,120	139,473	276,399	569,994	1,096,142	1,270,396	1,239,065	1,221,820	1,106,872	642,099	333,866	381,455
Actuals												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	68	476										
Green Fee	325	2,165										
Carts	0	0										
Driving Range	412	5,409										
Pro Shop	1,453	3,196										
Food	114,941	124,327										
Total	120,090	161,219										
+/- Targets Month												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	41	225	-1,993	-5,994	-11,901	-13,946	-14,524	-14,164	-11,517	-7,291	-3,086	-305
Green Fee	259	-2,374	-54,013	-209,172	-427,641	-491,462	-502,344	-498,578	-451,096	-234,035	-91,739	-85,316
Carts	5	-849	-9,849	-40,327	-98,897	-127,725	-128,704	-133,504	-115,040	-67,773	-26,391	-946
Driving Range	126	1,869	-21,345	-51,934	-84,836	-92,738	-100,944	-93,472	-72,951	-38,881	-12,778	-1,294
Pro Shop	838	1,161	-9,015	-15,059	-25,174	-32,739	-30,543	-29,968	-24,315	-20,680	-6,446	-3,410
Food	42,275	27,723	-152,982	-232,367	-434,896	-497,164	-447,725	-445,566	-427,132	-267,993	-187,991	-285,114
Total	40,970	21,745	-276,399	-569,994	-1,096,142	-1,270,396	-1,239,065	-1,221,820	-1,106,872	-642,099	-333,866	-381,455
+/- Targets YTD												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	41	265	-1,728	-7,722	-19,623	-33,569	-48,093	-62,257	-73,773	-81,064	-84,151	-84,456
Green Fee	259	-2,115	-56,128	-265,300	-692,941	-1,184,404	-1,686,747	-2,185,325	-2,636,421	-2,870,455	-2,962,194	-3,047,510
Carts	5	-843	-10,693	-51,020	-149,917	-277,642	-406,346	-539,850	-654,890	-722,663	-749,054	-750,000
Driving Range	126	1,995	-19,351	-71,285	-156,121	-248,859	-349,803	-443,275	-516,225	-555,107	-567,885	-569,179
Pro Shop	838	2,000	-7,016	-22,075	-47,249	-79,989	-110,531	-140,500	-164,815	-185,494	-191,941	-195,351
Food	42,275	69,998	-82,984	-315,351	-750,247	-1,247,411	-1,695,136	-2,140,702	-2,567,834	-2,835,827	-3,023,818	-3,308,932
Total	40,970	62,716	-213,683	-783,676	-1,879,819	-3,150,215	-4,389,279	-5,611,099	-6,717,971	-7,360,070	-7,693,936	-8,075,391

Year to date comparisons to **targeted budget numbers** are still very good with total revenues exceeding total target revenues by just under \$63K. All revenue categories except green fees and carts exceeded target revenue benchmarks in February. Our misses this month were due to the extraordinary results in 2024 when the golf course opened for regular play on February 23, which drove our February averages up in those categories. As a reminder our target revenue benchmarks increased the total revenue budget by \$217,150, and these figures are not profits.

Breaking down some comparative metrics:

February 2026 GPH **flat** from February 2025 and **down** 100% from a "normal" year

February 2026 YTD GPH **flat** from February 2025 YTD and **down** 100% from a "normal" year

January 2026 Golf Datatech Chicagoland rounds played **up** 515.8%

January 2026 Village Links rounds played **up** 79% - *Normally we are stronger than the Chicagoland metric*

YTD through January 2026 Golf Datatech Chicagoland rounds played **up** 515.8%

YTD through January 2026 Village Links rounds played **up** 79% - *normally we are stronger than the Chicagoland metric*

2026 YTD total revenue \$62,716 **over** YTD budget target (2025 February YTD total revenue was over YTD budget target by \$16,399. (**Note:** 2026 targets were increased by \$217,150)

Golf cars grounded 28 days in February 2026 and 28 days in February 2025

February 2026 R22 restaurant, bar and concessions sales **up** 31.7%

YTD 2026 R22 restaurant, bar and concessions sales **up** 28.2%

February 2026 R22 banquet sales **down** 29.3%

YTD 2026 R22 banquet sales **down** 23.2%

February 2026 R22 Total Revenues **up** 5.1%

YTD 2026 R22 Total Revenues **up** 7.0%

GOLF COURSE GROUNDS AND MAINTENANCE

Winter never seems to slow down for the grounds department as we wrapped the last of our tree removals in February, and worked with contractors and Public Works to haul away and get stumps ground. Village Links Grounds team collaborated with the Public Works Forestry team and borrowed their stump grinder, providing a substantial cost savings. The Village Links grounds team trimmed limbs and removed unhealthy, unsafe or trees that harmed playing surfaces, ground all stumps, and filled holes with topsoil and seed. Staff also transported logs to a loading station at the Halfway House, as well as chipped smaller branches into wood mulch for a vendor to haul away and recycle into firewood and more refined mulch products.

Equipment work continued, with fairway reels undergoing a detailed inspection and refurbishment. These reels are highly intricate, containing numerous bearings and gears, which makes the process particularly time-intensive to complete properly.

Additional work included troubleshooting and repairing the South Banquet RTU, where a faulty gas valve was identified and replaced. Thermostats in R22 were also replaced to bring all three units—North, South Blue Heron, and R22—onto a unified online control system. This system allows for remote monitoring of performance and potential issues, ensures units are operating at the proper settings, and helps prevent unauthorized thermostat adjustments.

Staff education and professional development were also a focus. The Superintendent and Assistant Superintendent attended the Golf Course Superintendents Association of America Education Conference and Trade Show in Orlando, Florida during the first week of February. Additionally, two full-time staff members began working toward their Illinois Pesticide Licenses. Both completed training, with one successfully passing the certification exam and the other scheduled to complete additional training and testing in March.

Grounds

1. Monitored weather for any adverse effects of greens
2. Snow removal as required
3. Worked on course accessory upgrades and repairs
4. Continued review of operational practices and plans for year ahead
5. Refined Labor Board and Tracking Software
6. Continued removal of dead, dying, or potentially dangerous trees
7. Prepared hiring plans for seasonal staff
8. Tropical plants continue to be monitored, cleaned, and watered in the basement
9. Lambert Lake garbage picked up as needed
10. Removed trash along Lambert and Taft Roads
11. New Zero Turn mower and Bunker Rake delivered
12. Coordinated deliveries of course supplies and capital equipment
13. Coordinated contractor tree trimming around chipping, clubhouse, circle parking lot

14. Stumps ground on course, cleanup and restoration began

Mechanical and Building Maintenance

1. 15 pieces of equipment were repaired and/or serviced
2. Monitored Clubhouse for service needs
3. Completed replacement of exit signs, emergency lights, and can lights in R22
4. Repaired frozen pipe in Golf Shop
5. Networking install in Halfway House
6. Collaborated with Julie and R22 staff to develop a safe electric plan for Chili Cook-Off
7. Cleaned banquet room carpet after Chili Cook-Off



Sous Chef Juan Reyes tending to the R22 Chili Cook-Off table.



A new Toro Zero Turn mower arrived & was prepped for service.



Grounds & maintenance crews moved logs from removed trees to the HWH for removal.



Many trees near the clubhouse and chipping & putting area were trimmed to remove dead branches to provide a safe and cleaner look.



Before (left) and after (right) pictures of the tree by the clubhouse pro shop entrance.



Before (left) and after (right) pictures of the cottonwood tree by the chipping and putting green.

Environment Benefits & Fleet Analysis

Village Links of Glen Ellyn



Carbon & Air Quality Benefits

- Golf courses are “carbon sinks” and “oxygen producers”
- Turfgrass, trees, and soils absorb and store carbon dioxide, helping mitigate climate impacts
- Extensive vegetation contributes to local air quality
- Green spaces help reduce urban heat island effects

Water & Soil Benefits

- Natural water filtering: slows runoff and reduces flooding risk
- Vegetation and soil filter pollutants before they reach groundwater or nearby streams
- Grass roots stabilize soil and reduce erosion
- Many golf courses, like Village Links, recycle storm or wastewater for irrigation
- Many courses restore ecological function on undesirable land (e.g., landfills or quarries)

Habitat & Biodiversity

- Provides large areas of open green space protected from urban development
- Native grasses, trees, wetlands, ponds, and lakes support birds, insects, amphibians, and small mammals
- Native plantings and “no-mow” areas support pollinators like bees and butterflies

Village Links Environmental Accolades

- GCSAA Public Course Environmental Steward Award winner (3 years in a row)
- 1st public golf course in the U.S. (and among the first globally) designated an Audubon Certified Wildlife Sanctuary Golf Course
- Participating in the Audubon Cooperative Sanctuary Program since 1991; certified status attained in 1993
- Functions as a stormwater detention facility capturing nearly 30% of the Village's runoff during heavy storms at no cost to taxpayers

Audubon Six Core Areas: Planning & Habitat

- Incorporated and mastered the Audubon Six Core Areas of Environmental Management
- **Site Assessment / Environmental Planning**
 - Nearly all light fixtures on property have been converted to LED
 - All organic waste (grass clippings, plant trimmings) stays onsite
- **Wildlife and Habitat Management**
 - Clearing of overgrown buckthorn and other invasive species
 - Dead trees only allowed to remain standing in out-of-way areas
 - Bird houses, bat houses, and duck nests installed throughout the property

Audubon Six Core Areas: Chemical Use & Water Conservation

- **Chemical Use Reduction and Safety**
 - Switched to newer, safer products with longer application intervals
 - Use of disease modeling to reduce unnecessary applications
 - GPS-equipped sprayers with 10" nozzle spacing to eliminate overlap and ensure on-target applications
- **Water Conservation**
 - Increased use of wetting agents to maximize water efficiency
 - Soil moisture meters (handheld and in-ground sensors)
 - Drip irrigation for clubhouse flowers to lower usage
 - Daily scouting for leaks and efficiency
 - Yearly monitoring vs USGA water budget; routinely using significantly less water (even in drought years)

Audubon Six Core Areas: Water Quality & Education

- **Water Quality Management**
 - Buffer strips maintained around all ponds on property
 - Fertilizer use near zero most years; when used, applied foliarly to minimize runoff risk
 - Stormwater detention facility helps prevent neighborhood flooding
- **Outreach and Education**
 - Flyers and social posts regarding environmental benefits
 - Work with Lincoln Park Zoo to monitor wildlife
 - BioBlitz (2025) to engage juniors & parents in identifying wildlife

Waste Reduction & Electrification Efforts

- **Trash and Recycling**
 - Trash and recycling bins throughout all 27 holes
 - Sorting station at cart cleaning and storage area
 - Restaurant recycling programs (including cooking oil and grease)
 - Recycle batteries, scrap metals, antifreeze, machine oil, etc.
 - Chip branches/trees on-site and reuse chips for areas like Lambert Lake
- **Electrification Efforts**
 - Converted many maintenance vehicles to electric where possible
 - Use of electric and hybrid mowers and equipment to insure 100% up-time of all necessary machinery
 - Continual evaluation of increased electrification of the facility

On-Site Growing & Pollinator Initiatives

- **On-Site Greenhouse**
 - Seasonal vegetables and herbs grown for use at Reserve 22
 - Cut flowers and microgreens grown for restaurant and bar use
- **On-Site Bee Apiary**
 - Locally harvested honey from hives near the maintenance facility
 - Program executed in-house for years; recently partnered with a local beekeeper
 - Program currently on pause due to partnership issues; assessing options for the future
- **Audubon Monarch Butterfly Program**
 - Habitats created for Monarch butterflies and other pollinators
- **Community Education & Public Outreach**
 - Past programs included local school programs, backyard program for residents, and blogs and newsletters

Golf Car Fleet Analysis

Gas vs Electric

Gas Fleet: Advantages

- **Longer range and faster refueling**
 - Minutes to refuel vs ~8 hours to recharge lithium electric batteries
 - Ideal for heavy, all-day use with no downtime
- **Lower purchase costs**
 - Current gas car cost: \$7,700
 - Comparable electric golf car cost: \$10,900
- **Little to no infrastructure upgrades needed**
 - Carts can be stored outside; one fuel tank needed to refuel
- **Stronger hauling capability**
 - Handles heavier loads better than electric carts
 - More power on tough terrain (note: does not apply at Village Links of Glen Ellyn)

Gas Fleet: Disadvantages

- **Higher ongoing fuel costs**
 - 95-car fleet uses ~5,000 gallons per season (~52 gallons per car per year)
 - 2025 total fuel cost: \$14,000 (actual data)
- **More complex maintenance**
 - More moving parts than an electric engine
 - Can increase labor and parts expenses if using carts past warranties
 - Staff recommends a 4-year purchase cycle (warranty, trade value, price mitigation, customer satisfaction)
- **Emissions and noise**
 - Gas carts emit CO2 and are noisier than electric carts
 - Yamaha Quiet Tech carts are among the quietest gas carts and can be mistaken for electric when newer

Electric Fleet: Advantages

- **Lower operating costs**
 - Electricity is typically less expensive than gasoline per mile/hour
 - Fewer moving parts reduces routine maintenance (oil changes, spark plugs, filters)
- **Quiet ride and perceived higher-value experience**
 - Electric carts are almost silent
 - Less noise creates a perception of smoother ride and higher-value facility experience
- **Zero emissions**
 - No CO2 emissions during operation

Electric Fleet: Disadvantages

- **Substantial infrastructure costs**
 - Indoor storage/charging required; estimated building cost \$1.5M–\$2.5M+ (site prep, foundation, electrical upgrades, permits, chargers)
 - Possible increased insurance costs due to increased fire safety risk
 - Limited options to expand clubhouse footprint due to flood plane
 - Backup generator estimated at \$50K–\$100K
- **Higher purchase costs**
 - Roughly \$3,000 more per cart than a comparable gas model
 - Replacement batteries are very expensive
- **Charging and range limits**
 - ~8 hours to fully charge
 - Not ideal for high-volume, continuous-use facilities
 - Continuous operation typically ~2 rounds (possibly 3) under ideal conditions
 - Cold temperatures reduce range; range declines as batteries age

Recommendation & Next Steps

- Recommendation: Continue with a gas-powered golf car fleet in the current environment
- Primary constraints for electrification: extremely high infrastructure costs with limited footprint options and limited range for high-volume operations
- Financial context: the facility operates without taxpayer dollars and must cover operations, capital needs, and debt service while maintaining a 25% cash reserve of annual operating expenses
- Continue monitoring technology that reduces indoor charging requirements and shortens recharge time
- Near-term priorities: fund and execute the Master Plan (irrigation system, drainage, par-3 tee acreage, parking lot improvements)
- Electrifying the cart fleet is desirable, but threatens current financial sustainability and guest experience priorities