

OMS POSITIVE TRANSFORMATION THESIS

91 Canal city club -> One Manhattan Square Resident Protocol

EXTELL + AMERICAN EXPRESS WEBSITE BRIEF / AUGUST 2026 / CONCEPT + INTERNAL SCENARIO MODEL

THESIS

Extell has already built the physical infrastructure. One Manhattan Square publicly describes more than 100,000 square feet of private amenities, resident events, lifestyle services, concierge operations and a private shuttle. The proposed next lever is an operating protocol: curate the right residents, make the service layer intelligent, and turn amenities into a repeatable premium membership experience.

Sequence: prove the social + AI operating model at 91 Canal; let American Express own the city-club layer; scale the Resident Protocol to OMS; connect the experience to the Lower East Side waterfront cycle.

AMERICAN EXPRESS

City-club platform

Extend premium membership from travel into daily urban life: access, service, culture and AI-enabled hospitality.

EXTELL

Preference + velocity

Convert exceptional infrastructure into resident preference, stronger referral energy, better sell-through and operating leverage.

RESIDENT

Time + network

Fewer interfaces. Better people. More useful access. Recovery when needed; intensity when wanted.

LOWER EAST SIDE

Neighborhood lift

Local operators, artists, events, waterfront activation and a stronger bridge between Canal Street and Cherry Street.

NYC Tourism currently lists the floating **+POOL at Pier 35 / Lower East Side for 2027**. +POOL reports that its first pilot pool is advancing through construction, permitting and testing. The thesis does not depend on +POOL, but the timing strengthens the neighborhood story: culture at 91 Canal, residential scale at OMS, public-water access at the river.

WHAT HAS TO BE TRUE

MODEL INPUT	CURRENT INTERNAL SCENARIO	WHY IT MATTERS
Core operating stack	\$4.23M / year; ~45 FTE eq.	Protocol must lower friction or create enough incremental value to justify overlay.
Full operating stack	\$5.16M / year; ~51 FTE eq.	Defines the broader service envelope and leverage surface.
90-day pilot anchor	\$225K	Small enough to test; large enough to instrument operations and resident behavior.
Sales-pressure scenario	\$1M-\$2M / month	Even modest sell-through acceleration can dominate ancillary revenue.
Rental-office burden	\$32.5K / month	A smaller but measurable operating-cost surface.
Annual platform contribution	\$0.19M conservative / \$1.48M base / \$4.14M upside	The economic thesis is scenario-driven, not guaranteed.
Sponsor-unit snapshot	227 units (internal 8/1/26 snapshot)	Revalidate current inventory before any external financial claim.

VALUE CREATION MECHANISMS

- Sell-through / leasing velocity
- Resident retention + referral
- Avoidable service-demand compression
- Partner spend + premium activation
- Amenity utilization + programming yield
- Resident quality / network density
- Frontline time returned to higher-value service
- Neighborhood activation + brand value

90-DAY DECISION GATE

Launch 91 Canal first. Instrument eight KPIs: qualified member pipeline, event conversion, repeat attendance, introductions/referrals, service tickets avoided, frontline hours returned, partner spend, and OMS lead/sell-through attribution. Scale to OMS only if the data supports the Positive Transformation Thesis.

SOURCE REGISTER

1. One Manhattan Square official amenities + services pages (accessed Aug. 14, 2026): onemanhattansquare.com/amenities/ and /services/.
2. NYC Tourism “What’s New in NYC” (Jan. 20, 2026): East Side Coastal Resiliency Project and Floating +POOL at Pier 35 listed for 2027.
3. +POOL official site/timeline (accessed Aug. 14, 2026): pilot construction, permitting and testing status.
4. Bilt official 2026 materials: “the membership for where you live” and Neighborhood / housing hospitality expansion. Used only as competitive context.
5. Internal Schotz Enterprises / BFI Ventures scenario model and Aug. 1, 2026 OMS snapshot. Requires diligence before external factual use.