



WHAT MAKES THE PAGO USA MODEL DIFFERENT?



OUR PHILOSOPHY

As individuals increasingly choose where to live and work based on the quality of life a community offers, communities must take proactive steps to secure their future. A stagnant community—one lacking diverse housing options or failing to maintain their downtown—will find itself at a disadvantage. Communities that prioritize quality of life, invest in their identity, and support future-oriented growth will thrive, while those that don't will struggle.

If your community aspires to transform your downtown into a vibrant destination with preserved historic buildings, new housing options, and space for small businesses and entrepreneurs to grow, you as leaders will have to do the work. And PAGO USA and our partners will bring the tools and the expertise required to execute the bold vision.



PAGO USA AS YOUR PARTNER

PAGO USA firmly believes the community should own its strategic real estate assets, not an out-of-town developer or private equity company.

Since we do not hold ownership, we operate on a fee-for-service basis. This means we provide recommendations while the owner retains the decision-making power. Our primary role is to offer guidance and support in implementing your vision.



OWNERSHIP

If you build a new house (a strategic personal asset), the owner, not the builder, makes the decisions.

Similarly, if you revitalize your downtown (a strategic asset for your community), the community, not the developer, should make the decisions.

Ownership entails both privilege and responsibility. In the PAGO USA model, the owner is responsible for making decisions regarding finishes, materials, rental rates, and tenant leasing, while receiving guidance from PAGO USA, our development partners, and any other partners the owner chooses to involve.



VALUE RETAINED WITHIN THE COMMUNITY

A fundamental aspect of the PAGO USA model is our choice to forgo monetizing the appreciated value of the project, instead allowing it to stay within the community. By utilizing a downtown trust as the owner, the increased value of the restored buildings remains local.

Typically, a developer will sell a project 5 to 10 years after its completion, often transferring it to a Real Estate Investment Trust (REIT), most of which are not even based in Indiana. Consequently, the project then aligns with the interests of that REIT, which is specifically structured to extract value from its investments for its shareholders. Our model leaves the value to the benefit of the community.

