

INTISARI

Penelitian ini bertujuan menentukan bentuk pengembangan tertinggi dan terbaik (*Highest and Best Use/HBU*) atas lahan *idle* kompleks Pusdiklat Pemda seluas 6.911 m² di Desa Muktiharjo, Kecamatan Pati, Kabupaten Pati. Pendekatan *mixed methods* diterapkan melalui empat lapisan analisis, meliputi penyaringan sektor unggulan secara simultan dengan *Location Quotient* (LQ), *Shift-Share Analysis* (SSA), dan penajaman Esteban-Marquillas; analisis HBU dengan uji yuridis, fisik, dan kelayakan finansial berbasis *Discounted Cash Flow* (DCF) 20 tahun pada tingkat diskonto hasil kalibrasi *Band of Investment Method* (BOIM) dengan biaya operasional yang disusun secara *bottom-up* per pos biaya, serta *Analytical Hierarchy Process* (AHP) dan TOPSIS untuk pembobotan kriteria dan perangkingan alternatif. Hasil penyaringan tiga lapis menunjukkan hanya sektor Penyediaan Akomodasi dan Makan Minum yang lulus seluruh uji (LQ rata-rata 1,093; Kuadran I SSA; Kelas A Esteban-Marquillas). Ketiga alternatif pengembangan pada Zona Perdagangan dan Jasa, yaitu Kawasan Ruko dan Pertokoan Modern, Pusat Kuliner dan *Food Court* Terpadu, serta *Business Hotel*, lulus uji yuridis dan fisik. Pada uji finansial dan produktivitas maksimum, *Business Hotel* ditetapkan sebagai HBU dengan NPV Rp47,16 miliar pada tingkat diskonto 11,94 persen serta nilai residual tanah tertinggi Rp6.824.578 per meter persegi yang melampaui nilai tanah pra-pengembangan berbasis Zona Nilai Tanah sebesar Rp3.500.000 per meter persegi. Analisis AHP menghasilkan bobot dominan pada kriteria NPV (0,2179) dan Risiko Institusional Mitra (0,1980) dengan seluruh responden konsisten (CR di bawah 0,10), dan perangkingan TOPSIS mengonfirmasi *Business Hotel* sebagai prioritas utama dengan *Closeness Coefficient* 0,7649. Penelitian ini merekomendasikan skema Kerja Sama Pemanfaatan berdasarkan Peraturan Pemerintah Nomor 28 Tahun 2020 sebagai instrumen implementasi pengembangan aset.

Kata kunci: analisis *highest and best use*, aset tanah *idle*, kerja sama pemanfaatan, optimalisasi, sektor unggulan.

ABSTRACT

This research aims to determine the Highest and Best Use (HBU) for a 6,911 square metre idle land plot within the Regional Government Education and Training Centre complex in Muktiharjo Village, Pati District, Pati Regency. A mixed-methods approach is applied through four analytical layers, encompassing the simultaneous screening of leading sectors using Location Quotient (LQ), Shift-Share Analysis (SSA), and Esteban-Marquillas extension; HBU analysis comprising legal, physical, and financial feasibility tests based on a 20-year Discounted Cash Flow (DCF) at a discount rate calibrated using the Band of Investment Method (BOIM) with bottom-up operational costs calculated per cost centre; as well as the Analytical Hierarchy Process (AHP) and TOPSIS for criteria weighting and alternative ranking. The results of the three-layer screening indicate that only the Accommodation and Food Service Activities sector passed all tests (an average LQ of 1.093, Quadrant I of SSA, and Class A of Esteban-Marquillas). All three development alternatives within the Trade and Services Zone, namely a Modern Shophouse and Retail Area, an Integrated Culinary Centre and Food Court, and a Business Hotel, passed the legal and physical tests. In the financial and maximum productivity tests, the Business Hotel was determined as the HBU, generating a Net Present Value (NPV) of IDR 47.16 billion at a discount rate of 11.94 percent, along with the highest residual land value of IDR 6,824,578 per square metre, which exceeded the pre-development land value based on the Land Value Zone of IDR 3,500,000 per square metre. The AHP analysis produced dominant weights for the NPV criterion (0.2179) and Partner Institutional Risk (0.1980) with all respondents demonstrating consistency (a Consistency Ratio below 0.10), and the TOPSIS ranking confirmed the Business Hotel as the primary priority with a Closeness Coefficient of 0.7649. This research recommends the Utilisation Cooperation scheme based on Government Regulation Number 28 of 2020 as the implementation instrument for asset development.

Keywords: *highest and best use analysis, idle land asset, utilisation cooperation, optimisation, leading sector.*