

## INTISARI

Penelitian mengenai penggunaan tertinggi dan terbaik (*highest and best use*) terhadap aset tanah milik Pemerintah Provinsi Sulawesi Utara yang terletak di Jalan Trans Manado-Bitung Kelurahan Kairagi I Kecamatan Mapanget Kota Manado dilakukan dengan menggunakan analisis produktifitas properti meliputi aspek fisik dan lokasi serta aspek peraturan dan regulasi menggunakan *threshold testing* dengan *rating grid* sehingga diperoleh alternatif penggunaan properti yang memungkinkan. Tahap berikutnya dilakukan analisis pasar yaitu analisis kondisi pasar, kondisi ekonomi serta permintaan dan penawaran pasar terhadap properti yang diusulkan, kemudian dilanjutkan dengan analisis kelayakan keuangan dan investasi untuk setiap usulan penggunaan properti, selanjutnya dari hasil analisis keuangan dan investasi dilakukan rekonsiliasi nilai. Terakhir, dilakukan analisis dampak sosial dan ekonomi bagi pembangunan properti yang diusulkan.

Penelitian ini menganalisis data primer dan data sekunder. Data primer diperoleh secara langsung menggunakan kuisioner dengan Metoda pengambilan sampel yaitu *purposive sampling* yang diajukan untuk usulan pemanfaatan aset. Selain itu, data mengenai pendapatan, sewa dan pengeluaran diperoleh melalui wawancara, sedangkan data fisik yang meliputi bentuk tapak, topografi, kondisi tanah, utilitas dan lain-lain diperoleh melalui observasi langsung. Data sekunder diperoleh dari Badan Pusat Statistik Provinsi Sulawesi Utara, Kantor Pelayanan Pajak Kota Manado serta beberapa organisasi perangkat daerah pada Pemerintah Provinsi Sulawesi Utara dan Pemerintah Kota Manado.

Berdasarkan hasil analisis produktifitas diperoleh dua usulan penggunaan lahan yang layak dan memungkinkan yaitu penggunaan hotel dan apartemen. Melalui analisis kelayakan keuangan dan Investasi dengan *Net Present Value (NPV)*, *Internal Rate of Return (IRR)*, *Pay Back Period (PBP)*, *Rate Return on Investment (ROI)*, *Profitability Index* dan rekonsiliasi nilai maka penggunaan hotel diindikasikan lebih baik dibandingkan apartemen sehingga dapat diambil kesimpulan bahwa alternatif penggunaan hotel merupakan alternatif penggunaan yang paling layak dan paling optimal untuk dikembangkan.

*Kata kunci: Penggunaan Tertinggi dan Terbaik, Aset Tanah Milik Pemerintah Provinsi Sulawesi Utara.*

## ABSTRACT

The current research studied the highest and best use of the land assets which owned by the Government of North Sulawesi Province, located on street of Trans Manado-Bitung , Kairagi I village, Mapanget sub-district, Manado city. The research was conducted using property productivity analysis that include the physical aspects and the location as well as rule and regulation aspects by employing threshold testing with rating grid to obtain possible alternative uses of property. Subsequently, market analysis was conducted, which include the analysis of market conditions, of economic conditions and market demand and supply for the proposed property. It was followed by a feasibility analysis and finance and investment for any proposed use of the property, and value reconciliation was made to the results of the analysis. Finally, analysis of social and economic impact of the proposed development of the property was conducted.

This study analyzed the primary and secondary data. The primary data was obtained directly using questionnaires with purposive sampling method for the proposed asset utilization. In addition, data on income, rents and expenses were obtained through interviews, while the physical data that include the site, topography, soil conditions, utilities and others were obtained through direct observation. The secondary data were obtained from the National Bureau of Statistics of North Sulawesi province, Manado Tax Service Office and several local organizations in North Sulawesi Provincial Government and the Manado Municipality.

Productivity analysis resulted in two proposals for viable land use, i.e. for hotels and apartments. Financial and investment feasibility analysis with the *Net Present Value (NPV)*, *Internal Rate of Return (IRR)*, *Pay Back Period (PBP)*, *Rate Return on Investment (ROI)*, *Profitability Index* and the value reconciliation indicates that the land use for hotels appears to be better than for apartments. Thus, it can be concluded that the proposed use of the land for hotel is the most viable alternative and the most optimal to develop.

*Keywords: Highest and Best Use, Land Assets which owned by the Government of North Sulawesi Province.*