

加古川市上下水道事業経営戦略

【概要版 参考資料】

計画期間：令和7年度～令和16年度

令和7年3月
加古川市上下水道局

■水道事業 投資・財政計画（料金改定を実施しない場合）

（単位：千円）

	R5 決算	R6 予測	R7 予測	R8 予測	R9 予測	R10 予測	R11 予測	R12 予測	R13 予測	R14 予測	R15 予測	R16 予測
1. 総収益A	5,116,594	5,088,721	5,032,104	5,026,853	5,023,226	4,948,048	4,922,886	4,895,215	4,874,545	4,830,272	4,796,884	4,762,647
(1) 営業収益B	4,636,983	4,615,064	4,553,210	4,521,829	4,509,402	4,432,097	4,407,539	4,383,149	4,366,066	4,324,992	4,296,273	4,267,790
ア 料金収入	3,935,731	3,781,949	3,720,095	3,688,714	3,676,287	3,639,089	3,614,531	3,590,141	3,573,058	3,531,984	3,503,265	3,474,782
イ 受託工事収益	1,835	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251
ウ 県水処理受託収益	536,069	668,515	668,515	668,515	668,515	628,408	628,408	628,408	628,408	628,408	628,408	628,408
エ その他	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348
(2) 営業外収益C	477,284	473,657	478,894	505,024	513,824	515,951	515,347	512,066	508,479	505,279	500,612	494,857
ア 他会計負担金	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929
イ 長期前受金戻入	260,522	256,975	262,212	288,342	297,142	299,269	298,665	295,384	291,797	288,597	283,930	278,175
ウ 受取利息及び配当金	1,875	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796
エ その他	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957
(3) 特別利益D	2,327	-	-	-	-	-	-	-	-	-	-	-
2. 総費用E	4,680,150	4,647,776	4,745,892	4,865,556	4,963,157	5,074,679	5,134,268	5,176,152	5,308,544	5,458,993	5,439,844	5,469,983
(1) 営業費用F	4,531,289	4,505,536	4,594,804	4,701,480	4,784,982	4,872,928	4,913,774	4,953,012	5,064,473	5,190,551	5,164,206	5,182,524
ア 職員給与費	314,421	311,558	315,608	319,711	323,867	328,077	332,342	336,663	341,039	345,473	349,964	354,514
イ 動力費	160,985	175,163	178,666	182,239	185,884	189,602	193,394	197,262	201,207	205,231	209,336	213,523
ウ 修繕費	70,884	71,217	72,641	74,094	75,576	77,088	78,629	80,202	81,806	83,442	85,111	86,813
エ 受水費	1,320,975	1,247,091	1,247,091	1,247,091	1,248,762	1,247,091	1,247,091	1,247,091	1,248,762	1,247,091	1,247,091	1,247,091
オ 委託料	590,012	585,490	597,200	609,144	621,327	633,754	646,429	659,357	672,544	685,995	699,715	713,710
カ 薬品費	97,488	88,408	90,176	91,980	93,819	95,696	97,610	99,562	101,553	103,584	105,656	107,769
キ 負担金	62,356	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299
ク 減価償却費	1,716,249	1,739,768	1,806,580	1,890,379	1,948,904	2,014,779	2,031,437	2,046,033	2,130,719	2,232,893	2,180,491	2,172,264
ケ 資産減耗費	32,003	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152
コ その他	165,915	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391
(2) 営業外費用G	145,140	142,240	151,087	164,076	178,175	201,751	220,495	223,140	244,071	268,442	275,638	287,459
ア 支払利息及び企業債取扱諸費	143,024	140,593	149,440	162,429	176,528	200,104	218,848	221,494	242,424	266,795	273,991	285,812
イ その他	2,116	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647
(3) 特別損失H	3,722	-	-	-	-	-	-	-	-	-	-	-
3. 経常利益又は損失(B+C)-(F+G)	437,839	440,945	286,213	161,297	60,070	△ 126,630	△ 211,382	△ 280,937	△ 433,999	△ 628,721	△ 642,959	△ 707,336
4. 純利益又は純損失(A-E)	436,444	440,945	286,213	161,297	60,070	△ 126,630	△ 211,382	△ 280,937	△ 433,999	△ 628,721	△ 642,959	△ 707,336
1. 資本的収入												
(1) 企業債	723,200	1,270,529	1,541,431	1,548,891	2,103,691	1,790,221	795,390	1,965,457	2,190,635	1,158,181	1,508,244	771,436
(2) 固定資産売却代金	180	-	-	-	-	-	-	-	-	-	-	-
(3) 国庫補助金	74,266	112,000	221,448	155,125	-	-	-	-	-	-	-	-
(4) 工事負担金	319,501	553,688	1,309,800	608,999	468,095	95,013	20,000	20,000	20,000	20,000	20,000	20,000
(5) その他	-	-	-	-	-	-	-	500,000	-	-	-	-
計(a)	1,117,147	1,936,217	3,072,679	2,313,015	2,571,786	1,885,234	815,390	2,485,457	2,210,635	1,178,181	1,528,244	791,436
2. 資本的支出												
(1) 建設改良費	2,783,483	3,203,650	4,211,131	3,114,993	4,354,046	3,708,303	1,766,633	4,204,354	4,249,776	2,031,639	2,638,144	1,663,910
(2) 企業債償還金	775,731	758,720	777,062	774,911	757,486	756,766	773,385	798,636	816,694	857,044	912,370	944,578
計(b)	3,559,214	3,962,370	4,988,193	3,889,904	5,111,532	4,465,069	2,540,018	5,002,990	5,066,471	2,888,682	3,550,514	2,608,488
3. 差引(a)-(b)												
不足額(△)	△ 2,442,067	△ 2,026,153	△ 1,915,514	△ 1,576,889	△ 2,539,746	△ 2,579,836	△ 1,724,628	△ 2,517,533	△ 2,855,836	△ 1,710,501	△ 2,022,270	△ 1,817,052
資金期末残高	4,370,717	4,300,454	4,247,672	4,466,269	3,670,506	2,711,701	2,540,614	1,524,944	106,183	△ 256,593	△ 993,109	△ 1,591,257
企業債残高	12,665,989	13,177,798	13,942,167	14,716,147	16,062,352	17,095,807	17,117,812	18,284,633	19,658,573	19,959,711	20,555,585	20,382,443
経常収支比率	109.4%	109.5%	106.0%	103.3%	101.2%	97.5%	95.9%	94.6%	91.8%	88.5%	88.2%	87.1%
料金回収率	101.5%	101.7%	97.6%	94.4%	92.0%	87.8%	86.0%	84.5%	81.5%	77.8%	77.4%	76.2%
企業債残高対給水収益比率	321.8%	348.4%	374.8%	399.0%	436.9%	469.8%	473.6%	509.3%	550.2%	565.1%	586.8%	586.6%

■水道事業 投資・財政計画（料金改定を実施する場合）

（単位：千円）

	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16
	決算	予測	予測	予測	予測	予測	予測	予測	予測	予測	予測	予測
1. 総収益A	5,116,594	5,088,721	5,032,104	5,026,853	5,023,226	6,039,775	6,007,245	5,972,257	5,954,395	5,904,273	5,864,865	5,825,372
(1) 営業収益B	4,636,983	4,615,064	4,553,210	4,521,829	4,509,402	5,523,824	5,491,898	5,460,191	5,437,984	5,384,588	5,347,252	5,310,224
ア 料金収入	3,935,731	3,781,949	3,720,095	3,688,714	3,676,287	4,730,816	4,698,890	4,667,183	4,644,976	4,591,580	4,554,244	4,517,216
イ 受託工事収益	1,835	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251	1,251
ウ 県水処理受託収益	536,069	668,515	668,515	668,515	668,515	628,408	628,408	628,408	628,408	628,408	628,408	628,408
エ その他	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348	163,348
(2) 営業外収益C	477,284	473,657	478,894	505,024	513,824	515,951	515,347	512,066	516,411	519,686	517,613	515,148
ア 他会計負担金	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929	1,929
イ 長期前受金戻入	260,522	256,975	262,212	288,342	297,142	299,269	298,665	295,384	299,729	303,004	300,931	298,466
ウ 受取利息及び配当金	1,875	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796
エ その他	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957	212,957
(3) 特別利益D	2,327	-	-	-	-	-	-	-	-	-	-	-
2. 総費用E	4,680,150	4,647,776	4,745,892	4,865,556	4,963,157	5,074,679	5,126,021	5,164,865	5,289,384	5,428,955	5,404,325	5,426,403
(1) 営業費用F	4,531,289	4,505,536	4,594,804	4,701,480	4,784,982	4,872,928	4,913,774	4,953,012	5,064,473	5,190,551	5,164,206	5,182,524
ア 職員給与費	314,421	311,558	315,608	319,711	323,867	328,077	332,342	336,663	341,039	345,473	349,964	354,514
イ 動力費	160,985	175,163	178,666	182,239	185,884	189,602	193,394	197,262	201,207	205,231	209,336	213,523
ウ 修繕費	70,884	71,217	72,641	74,094	75,576	77,088	78,629	80,202	81,806	83,442	85,111	86,813
エ 受水費	1,320,975	1,247,091	1,247,091	1,247,091	1,248,762	1,247,091	1,247,091	1,247,091	1,248,762	1,247,091	1,247,091	1,247,091
オ 委託料	590,012	585,490	597,200	609,144	621,327	633,754	646,429	659,357	672,544	685,995	699,715	713,710
カ 薬品費	97,488	88,408	90,176	91,980	93,819	95,696	97,610	99,562	101,553	103,584	105,656	107,769
キ 負担金	62,356	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299	66,299
ク 減価償却費	1,716,249	1,739,768	1,806,580	1,890,379	1,948,904	2,014,779	2,031,437	2,046,033	2,130,719	2,232,893	2,180,491	2,172,264
ケ 資産減耗費	32,003	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152	32,152
コ その他	165,915	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391	188,391
(2) 営業外費用G	145,140	142,240	151,087	164,076	178,175	201,751	212,247	211,853	224,911	238,403	240,119	243,879
ア 支払利息及び企業債取扱諸費	143,024	140,593	149,440	162,429	176,528	200,104	210,601	210,206	223,264	236,757	238,473	242,232
イ その他	2,116	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647	1,647
(3) 特別損失H	3,722	-	-	-	-	-	-	-	-	-	-	-
3. 経常利益又は損失(B+C)-(F+G)	437,839	440,945	286,213	161,297	60,070	965,097	881,224	807,392	665,010	475,319	460,540	398,969
4. 純利益又は純損失(A-E)	436,444	440,945	286,213	161,297	60,070	965,097	881,224	807,392	665,010	475,319	460,540	398,969
1. 資本的収入												
(1) 企業債	723,200	1,270,529	1,541,431	1,548,891	2,103,691	1,274,758	605,400	1,459,878	1,492,020	783,385	953,288	554,025
(2) 固定資産売却代金	180	-	-	-	-	-	-	-	-	-	-	-
(3) 国庫補助金	74,266	112,000	221,448	155,125	-	-	-	331,544	270,652	108,447	137,488	119,685
(4) 工事負担金	319,501	553,688	1,309,800	608,999	468,095	95,013	20,000	20,000	20,000	20,000	20,000	20,000
(5) その他	-	-	-	-	-	-	-	500,000	-	-	-	-
計(a)	1,117,147	1,936,217	3,072,679	2,313,015	2,571,786	1,369,771	625,400	2,311,422	1,782,672	911,832	1,110,776	693,710
2. 資本的支出												
(1) 建設改良費	2,783,483	3,203,650	4,211,131	3,114,993	4,354,046	3,708,303	1,766,633	4,204,354	4,249,776	2,031,639	2,638,144	1,663,910
(2) 企業債償還金	775,731	758,720	777,062	774,911	757,486	756,766	773,385	785,115	797,973	824,760	861,244	882,802
計(b)	3,559,214	3,962,370	4,988,193	3,889,904	5,111,532	4,465,069	2,540,018	4,989,469	5,047,749	2,856,399	3,499,388	2,546,712
3. 差引(a)-(b)												
不足額(△)	△ 2,442,067	△ 2,026,153	△ 1,915,514	△ 1,576,889	△ 2,539,746	△ 3,095,299	△ 1,914,618	△ 2,678,047	△ 3,265,077	△ 1,944,566	△ 2,388,612	△ 1,853,002
資金期末残高	4,370,717	4,300,454	4,247,672	4,466,269	3,670,506	3,287,965	4,019,494	3,931,641	3,194,716	3,687,509	3,671,149	4,123,065
企業債残高	12,665,989	13,177,798	13,942,167	14,716,147	16,062,352	16,580,344	16,412,359	17,087,122	17,781,169	17,739,794	17,831,839	17,503,062
経常収支比率	109.4%	109.5%	106.0%	103.3%	101.2%	119.0%	117.2%	115.6%	112.6%	108.8%	108.5%	107.4%
料金回収率	101.5%	101.7%	97.6%	94.4%	92.0%	114.2%	112.0%	110.1%	106.6%	102.2%	101.8%	100.5%
企業債残高対給水収益比率	321.8%	348.4%	374.8%	399.0%	436.9%	350.5%	349.3%	366.1%	382.8%	386.4%	391.5%	387.5%

■下水道事業 投資・財政計画

(単位：千円)

	R5 決算	R6 予測	R7 予測	R8 予測	R9 予測	R10 予測	R11 予測	R12 予測	R13 予測	R14 予測	R15 予測	R16 予測
1. 総収益A	6,815,621	6,843,983	7,272,186	7,270,125	7,298,923	7,337,814	7,345,839	7,288,780	7,218,056	7,283,883	7,306,484	7,295,649
(1) 営業収益B	4,624,378	4,640,260	4,649,822	4,661,839	4,641,675	4,612,244	4,563,823	4,539,971	4,531,611	4,544,425	4,556,663	4,545,703
ア 下水道使用料	3,608,117	3,594,831	3,599,111	3,581,308	3,570,270	3,545,948	3,496,657	3,472,771	3,450,627	3,415,828	3,387,706	3,359,811
イ 他会計負担金	1,015,457	1,044,625	1,049,907	1,079,727	1,070,601	1,065,492	1,066,362	1,066,396	1,080,180	1,127,793	1,168,153	1,185,088
ウ その他営業収益	804	804	804	804	804	804	804	804	804	804	804	804
(2) 営業外収益C	2,190,538	2,203,723	2,622,364	2,608,287	2,657,249	2,725,570	2,782,017	2,748,808	2,686,444	2,739,458	2,749,821	2,749,946
ア 受取利息及び配当金	449	449	449	449	449	449	449	449	449	449	449	449
イ 他会計負担金	685,762	665,420	1,026,449	1,071,478	1,121,505	1,186,706	1,237,783	1,233,377	1,219,557	1,274,650	1,312,657	1,352,657
ウ 公共下水道事業補助金	10,200	1,000	71,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
エ 長期前受金戻入	1,483,929	1,526,657	1,514,268	1,525,162	1,524,097	1,527,217	1,532,587	1,503,784	1,455,241	1,453,161	1,425,517	1,385,642
オ 雑収益	10,198	10,198	10,198	10,198	10,198	10,198	10,198	10,198	10,198	10,198	10,198	10,198
(3) 特別利益D	705	-	-	-	-	-	-	-	-	-	-	-
2. 総費用E	6,518,468	6,667,481	7,121,911	7,131,491	7,173,125	7,221,736	7,235,230	7,200,723	7,145,957	7,211,510	7,243,992	7,248,533
(1) 営業費用F	5,878,148	6,067,932	6,500,228	6,496,127	6,544,882	6,604,056	6,633,994	6,619,282	6,576,148	6,641,036	6,671,066	6,674,616
ア 污水管渠費	221,872	267,481	272,537	277,690	282,942	288,295	293,751	299,313	304,981	310,759	316,648	322,651
うち職員給与と費	37,388	42,007	42,553	43,107	43,667	44,235	44,810	45,392	45,982	46,580	47,186	47,799
うち職員給与と費以外	184,484	225,474	229,984	234,583	239,275	244,061	248,942	253,921	258,999	264,179	269,463	274,852
イ 雨水管渠費	35,391	37,409	215,000	38,920	39,699	40,493	41,302	42,129	42,971	43,831	44,707	45,601
ウ 污水ポンプ場費	151,045	169,245	172,541	175,903	179,330	182,825	186,389	190,022	193,727	197,505	201,357	205,285
うち職員給与と費	10,810	12,610	12,774	12,940	13,109	13,279	13,452	13,627	13,804	13,983	14,165	14,349
うち職員給与と費以外	140,235	156,634	159,767	162,962	166,222	169,546	172,937	176,396	179,924	183,522	187,192	190,936
エ 雨水ポンプ場費	67,736	88,536	90,307	92,113	93,955	95,834	97,751	99,706	101,700	103,734	105,809	107,925
オ 処理場費	41,361	42,177	42,956	43,750	44,558	45,382	46,222	47,078	47,950	48,838	49,743	50,666
うち職員給与と費	9,049	9,218	9,338	9,460	9,583	9,707	9,833	9,961	10,091	10,222	10,355	10,489
うち職員給与と費以外	32,312	32,958	33,618	34,290	34,976	35,675	36,389	37,117	37,859	38,616	39,388	40,176
カ 業務費	178,639	201,931	205,691	209,522	213,426	217,404	221,458	225,589	229,799	234,090	238,462	242,918
うち職員給与と費	39,370	39,882	40,400	40,925	41,457	41,996	42,542	43,095	43,656	44,223	44,798	45,380
うち職員給与と費以外	139,269	162,049	165,290	168,596	171,968	175,408	178,916	182,494	186,144	189,867	193,664	197,537
キ 総係費	125,011	128,145	130,069	202,023	204,008	206,024	173,072	175,152	177,265	179,411	181,591	183,805
うち職員給与と費	89,662	91,257	92,443	93,645	94,862	96,095	97,345	98,610	99,892	101,191	102,506	103,839
うち職員給与と費以外	35,349	36,888	37,626	108,378	109,146	109,929	75,728	76,542	77,373	78,220	79,085	79,966
ク 流域下水道維持管理負担金	1,234,877	1,259,574	1,461,228	1,490,453	1,520,262	1,550,667	1,581,680	1,613,314	1,645,580	1,678,492	1,712,062	1,746,303
ケ 受益者負担金賦課徴収費	3,633	3,706	3,780	3,856	3,933	4,012	4,092	4,174	4,257	4,342	4,429	4,518
コ 水洗便所普及促進費	5,669	6,986	7,126	7,268	7,414	7,562	7,713	7,867	8,025	8,185	8,349	8,516
サ 減価償却費	3,807,585	3,857,413	3,893,664	3,949,301	3,950,027	3,960,229	3,975,234	3,909,610	3,814,563	3,826,521	3,802,580	3,751,100
シ 資産減耗費	5,329	5,329	5,329	5,329	5,329	5,329	5,329	5,329	5,329	5,329	5,329	5,329
ス その他営業費用	-	-	-	-	-	-	-	-	-	-	-	-
(2) 営業外費用G	636,779	599,548	621,684	635,364	628,242	617,680	601,236	581,441	569,810	570,473	572,926	573,918
ア 支払利息及び企業債取扱諸費	602,178	564,560	585,995	598,961	591,112	579,806	562,605	542,037	529,619	529,478	531,111	531,267
イ 雑支出	34,601	34,989	35,689	36,402	37,130	37,873	38,631	39,403	40,191	40,995	41,815	42,651
(3) 特別損失H	3,540	-	-	-	-	-	-	-	-	-	-	-
3. 経常利益又は損失(B+C)-(F+G)	299,989	176,502	150,275	138,635	125,799	116,079	110,610	88,057	72,098	72,374	62,492	47,115
4. 純利益又は純損失(A-E)	297,153	176,502	150,275	138,635	125,799	116,079	110,610	88,057	72,098	72,374	62,492	47,115
1. 資本的収入												
(1) 企業債	3,537,900	4,793,200	3,934,000	2,535,000	2,219,000	1,680,000	1,247,000	1,360,000	1,860,000	1,902,000	1,787,000	1,174,000
(2) 国庫補助金	645,559	228,500	758,691	617,778	534,497	685,777	329,520	425,840	778,452	778,512	684,531	279,668
(3) 負担金	731,612	695,194	671,063	617,300	568,235	462,876	338,989	185,923	123,710	97,030	58,168	50,446
(4) 工事負担金(受益者負担金)	-	40,000	40,000	40,000	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
(5) その他	5,800	5,900	5,900	5,900	5,900	5,900	5,900	5,900	205,900	5,900	5,900	5,900
計(a)	4,920,871	5,762,794	5,409,654	3,815,978	3,367,632	2,854,553	1,941,409	1,997,663	2,988,062	2,803,441	2,555,599	1,530,014
2. 資本的支出												
(1) 建設改良費	3,730,935	4,125,600	3,907,744	2,427,086	2,016,814	2,424,402	1,644,297	1,883,116	2,815,220	2,878,156	2,624,538	1,503,029
(2) 企業債償還金	4,219,859	4,144,837	3,954,538	3,745,015	3,611,770	3,383,508	3,107,616	2,764,877	2,628,831	2,559,895	2,479,041	2,344,081
計(b)	7,950,794	8,270,437	7,862,282	6,172,101	5,628,584	5,807,910	4,751,913	4,647,993	5,444,052	5,438,051	5,103,578	3,847,110
3. 差引(a)-(b)												
不足額(Δ)	Δ 3,029,923	Δ 2,507,643	Δ 2,452,628	Δ 2,356,123	Δ 2,260,952	Δ 2,953,357	Δ 2,810,504	Δ 2,650,330	Δ 2,455,990	Δ 2,634,610	Δ 2,547,980	Δ 2,317,096
資金期末残高	3,368,435	3,368,051	3,445,094	3,651,745	3,942,522	3,538,256	3,281,008	3,124,561	3,099,992	2,911,115	2,802,691	2,898,168
企業債残高	42,506,091	43,154,454	43,133,915	41,923,901	40,531,131	38,827,623	36,967,007	35,562,129	34,793,298	34,135,403	33,443,362	32,273,281
経常収支比率	104.6%	102.6%	102.1%	101.9%	101.8%	101.6%	101.5%	101.2%	101.0%	101.0%	100.9%	100.6%
経費回収率	98.9%	93.1%	91.3%	92.0%	91.9%	91.9%	92.2%	92.1%	92.2%	92.2%	92.3%	92.4%
企業債残高対事業規模比率	1177.8%	1200.2%	1198.2%	1170.4%	1135.0%	1094.7%	1057.0%	1023.8%	1008.1%	999.1%	987.0%	960.3%