

Historical Shared Service Percentages

Year	Burk's Falls	Armour	Ryerson
1969	55%	35%	10%
1977	50%	40%	10%
1984	40%	40%	20%
1994	40%	41%	19%
2001	30%	44%	26%
2013	27%	46%	27%
2014	25%	50%	25%