

*This story is dedicated to
Craig and Louise Munden,
my grandparents, who made
it all possible.*

Thank you.

OUR STORY: A COMPANY CALLED MUNDEN

IN THE BEGINNING

The mid morning sun was already beginning to warm the air, promising another hot day in Bellflower, California. A few children played along the street while a mother pushed her baby along in a stroller. The rattle of a truck could be heard in the distance and as it came closer all on the street stopped to see what contraption could be making such a racket in their neighbourhood—and soon they knew.

From behind the wheel they could see two rows of brilliant white teeth, trying as they could to jump clean from the man's lips which seemed the only thing holding them in. Truly a smile from ear to ear. The well used, topless army surplus dump truck rattled on by with a wave from the driver, apparently off to clatter through someone else's neighbourhood. An insignificant event in the life of the people along that street that fine day in 1949, but not so for the Munden's.

As he pulled into their driveway, Craig Munden could barely bring the truck to a stop before he leapt out and called excitedly for his wife Louise. From the house came a lovely young woman looking equally as excited although noticeably more nervous than her husband. They had discussed it for some time and had finally agreed to take the plunge, the poor truck sitting awkwardly on their driveway represented the start of their future, and, unbeknownst to them at the time, the futures of many of the Munden's down the line. And so our story begins.



Our founders, Craig and Louise Munden (1930's & 1996)

THE EARLY DAYS

During the post WWII days there was a buzz of activity in and around California and across the country for that matter. Highway construction was under heavy development as the government attempted putting the U.S. forces back to work around the country.

Craig and Louise saw this as their opportunity for something better, to start a company of their own and chase that elusive American Dream. And so it was. Scraping together \$1000 to purchase that army surplus truck was no small task in 1949, and the worry of it led to more than one sleepless night.

Although that worry would return later, it completely disappeared that first day of work when that little truck earned \$41—they were truly on the way to riches. They had begun work hauling base materials for the various freeway projects underway in the area. Craig discovered that by getting up in the middle of the night and arriving at the pit 2 to 3 hours before it opened, he would be first every time. While the others waited on truck after truck ahead of them, he would be on the way to deliver his first load. Not only was he first each day, but he was very often last getting home too, refusing to turn down that last load and cut out early, as many did.

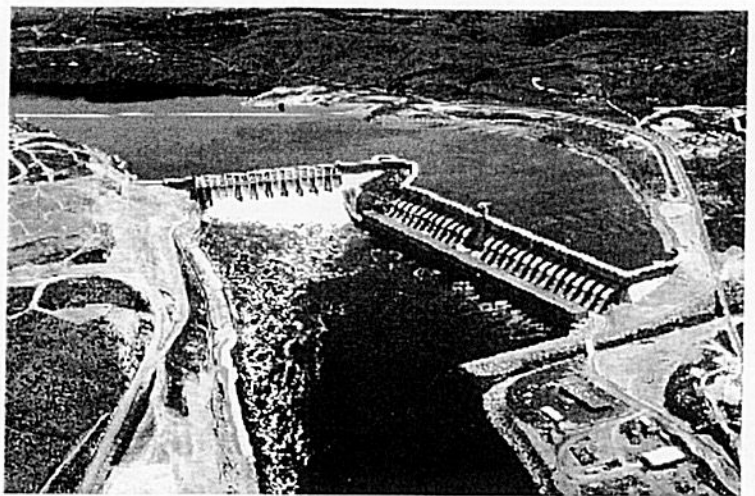
Louise took care of all the details. She looked after all the bookkeeping, ran for parts whenever needed, and even sewed a canvas roof for that old truck. Even after that first glorious day of \$41, they soon discovered that money was still tight. Trucks, apparently, were expensive to operate. They did what they could with Craig working tirelessly driving and maintaining that truck and Louise keeping after her end of their little operation.

During these first years, they managed to earn a modest living while their family began to grow. By 1951, they had two children, Mike (6) and Jim (3). The freeway projects were beginning to wind down and both Craig and Louise felt there must be something more for their family out there in America. The Dream still seemed to be an awfully long ways a way.

H.E. REYNOLDS TRANSPORTATION

At about this time, an offer came in from an acquaintance for a job managing a fleet of trucks for a company looking at a job in Washington State. With the uncertainty surrounding the local dump truck market, it seemed to Craig and Louise a risk worth taking. They sold the dump truck and packed up all their worldly possessions into a 1950 Mercury and a 35-foot trailer home and headed north to Bridgeport, Washington.

The Chief Joseph Dam was beginning construction and H.E. Reynolds Transportation had won the contract to deliver aggregates to the site. As manager of Reynolds, Craig looked after a fleet of 9 trucks, all Kenworth's and Jimmy's, which hauled 24 hours/day, 7 days/week. The job lasted from 1951 to 1955 when the contract was completed. During this time, the young family had established an excellent relationship with the owners of Reynolds—it felt a lot like home.



Pictured above, the Chief Joseph Dam near Bridgeport Washington as it appeared in 1999.

Upon completion of the Chief Joseph, Reynolds was looking for another opportunity to continue their fleet of trucks under the guidance of Craig. The Company then bid on and won a contract to assist in the construction of yet another dam—the Table Rock Dam in Branson, Missouri.

Once again, Craig and Louise loaded up the family and moved across the country for this next endeavour. Louise was pregnant at the time and in October, 1955 their third child was born, a daughter this time—Pam.

Although similar to the Chief Joseph job (Table Rock was also a round-the-clock operation), the new job brought new challenges. Reynolds was to haul bulk cement this time on a 680-mile round trip, crossing state borders in the process. The cement was manufactured in Canerado, Kansas and was hauled to the dam site in Branson, Missouri with each truck hauling 2 trips per day. In an effort to achieve reliable service and efficiency, Craig again enlisted the help of Kenworth trucks for the job, a make he was beginning to gain a lot of confidence in from his Chief Joseph experience. Also, this was the start of an important value to be held by Munden's well into the future, that is, showing loyalty and developing partnerships with suppliers.



Pictured to the left is one of the nine Kenworth Cabovers purchased for the Table Rock Dam project in Branson, Missouri, 1955.

By the end of the Table Rock project in 1957, Reynolds had developed a great respect for the job Craig and Louise did in managing the business and had, by this time, entrusted the Munden's to look after all aspects of the operation. The end of Table Rock meant the need once more to look for another opportunity to put Reynolds' capital to work on another job. Craig and Louise had become very partial to jobs that afforded the trucks round-the-clock work—the two dam projects had proved to be very lucrative for Reynolds. Unfortunately, similar projects in the States were not available at the time and so they were forced to look to Canada for another opportunity.

Craig came across a company out of Calgary, Mannix Company, who were looking for a contractor to haul iron-ore from a mine to a ship loading site at Port McNeill, British Columbia. The job was again a 24 hours/day, 7 days/week operation, exactly the kind they looked for; however, the site was far from what they were looking for.

Port McNeill was a very small community on the west side of Vancouver Island, British Columbia. The area was difficult to access, isolated and consequently difficult to attract people to. The Munden's were no exception. Without the prospect of good work elsewhere, Craig and Louise reluctantly agreed to make another move to this God Forsaken dot on the map. They assured each other that they would only need to be there for the 2 years of the contract they had agreed to with Mannix.

So in 1957, Craig, Louise and family came to Canada, the country that would become home to at least the next 3 generations of Munden's.

PORT MCNEILL, BRITISH COLUMBIA, CANADA

Port McNeill was certainly different from anything that Craig and Louise had experienced in the past, both in terms of geography and work. It would prove to present the biggest challenges the family had ever faced.

Although the job was the same in terms of hours, the haul was completely different. The terrain was unforgiving—a rocky descent from the mine to the ship loading dock, a round trip of only 50 miles. The operation included 9 off-highway trucks (Kenworth 848's), a camp complete with a cookhouse, family housing and a maintenance facility.

While Craig managed the operations, Louise managed the affairs of the camp. Even Mike and Jim were starting to become involved, assisting their dad with the maintenance and becoming affectionately known by the crew as "grease monkeys".

Attracting personnel to the site was a daunting task. Reynolds would fly crews in and out on breaks. New employees would also be flown in; unfortunately, Craig often found it necessary to fly many of them immediately back out as they were not the types of workers he wanted to have. At its peak, the operation employed 33 people. During the course of the contract, Reynolds also acquired the road building contract and with it, 2 graders.

Fortunately or unfortunately, depending on how you looked at, the 2-year contract turned into 5 1/2 years as the company was rewarded for its excellent performance by extensions to the original contract. Louise has been known to say "it was the hardest and longest 5 1/2 years of our lives".



Ship loading facility, Port McNeill



Kenworth hauling iron-ore, Port McNeill

In 1962 the family found itself on the move again, this time to Vancouver, British Columbia as Craig and Louise would spend the better part of the next year searching for a new opportunity for Reynolds.

That opportunity would present itself in the interior of BC for a small forest products company called Savona Timber.

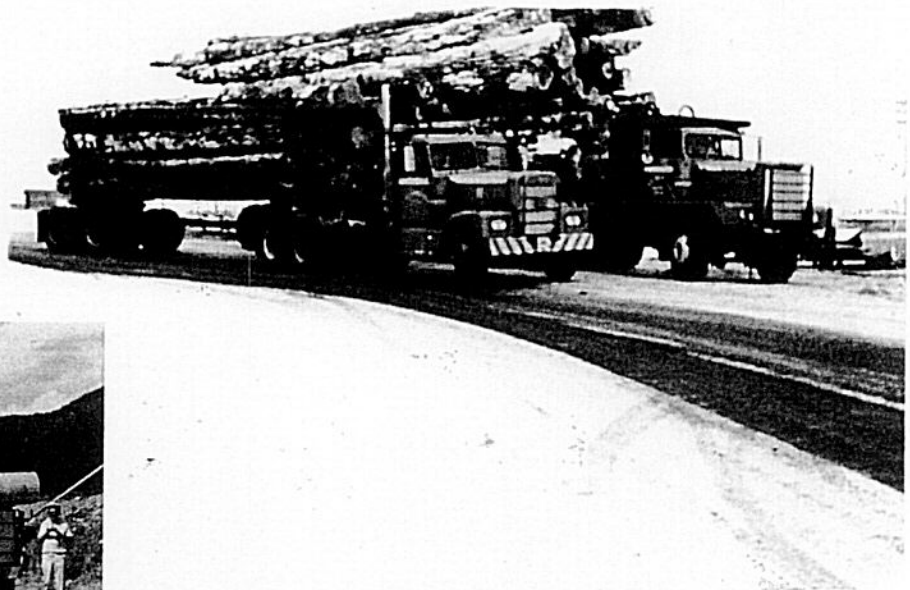
END OF THE REYNOLDS' ERA

Savona, BC is a small, sleepy town just west of Kamloops and was made up of, and is made up of, hard working people involved largely in the forest industry and oil pipelines. The notion of moving to a small town so soon after their last move just did not appeal to Craig and Louise so they decided to begin by running the new operation from their home in Vancouver, about 5 hours from Savona.

Starting with a single truck for the new haul, they quickly grew the business. In 1963, Kenworth custom built 5 - 849 Rigid Frame off-highway log trucks, 4 on/off highway log trucks, and 3 highway log trucks for Reynolds' newest assignment for Savona Timber. The company was needing a contractor to transport logs from the surrounding forests to the mill for production into lumber. The contract marked some important changes for both Reynolds and Craig and Louise Munden.

Forest products were a complete departure from what had typically been their specialty. Operating log trucks was not a round-the-clock operation, in fact, it was not even a year round operation as the trucks were to be shut-down during the spring as the snow melted and the roads became too muddy to operate on. Both the company and the Mundens had a lot to learn about this new business.

It became increasingly apparent that Reynolds was becoming disenchanted with the challenges the company was facing in the latest endeavour. At the same time, that twinkle was back in the eyes of Craig and Louise, a twinkle that hadn't been seen since a young man clattered through the quiet streets of Bellflower, California.



Kenworth Highway Truck, Kenworth Off-Highway Truck



Kenworth Off-Highway Truck

In 1965, against Craig's wishes, Reynolds decided to move the off-highway trucks back to Port McNeill to service a contract with Rayonier Lumber. In 1966, Craig and Louise purchased their own log truck launching C. Munden Transport Ltd. and ending the long relationship between the Munden family and Reynolds Transportation. Later that same year, Craig and Louise purchased 2 of Reynolds' remaining highway trucks and marked the end of Reynolds' presence in the BC interior.

C. MUNDEN TRANSPORT LTD. –THE START OF SOMETHING GREAT

The start of C. Munden Transport Ltd. was truly an historic moment in the future of the Munden family. Not only were Craig and Louise on track to one day realizing the American Dream (Canadian Version), but also the next generation was about to become involved.



Mike and Craig Munden

The first truck purchased was a 1966 Kenworth (did you have any doubt?) and would be driven by Craig and Louise's eldest son Mike who was eager to join the new family business. Jim, the second son, not quite so sure trucking was in his future, chose to try a couple of jobs outside of the company before shortly joining his brother behind the wheel.

From that first truck and the next two purchased from Reynolds, the family then added 3 more to work for Savona Timber and then 4 additional units to work for Interior Sawmills (now Weyerhaeuser Canada), in Kamloops. C. Munden Transports' one truck fleet quickly became ten, as well as a rubber-tired loader often operated by Jim. While Craig managed maintenance, Louise looked after the bookkeeping/parts running end, Jim and Mike drove, and Pam stayed as far away from the grease as possible, our little family business grew and prospered.

Times, however, were not always good. Business grew spotty on occasion and Craig was forced to scout out business as far east as Alberta to ensure the trucks kept busy. Through ingenuity, perseverance, and hard work, the company struggled through the tough times and became well respected in the region as a well run, safe and reliable trucking company.



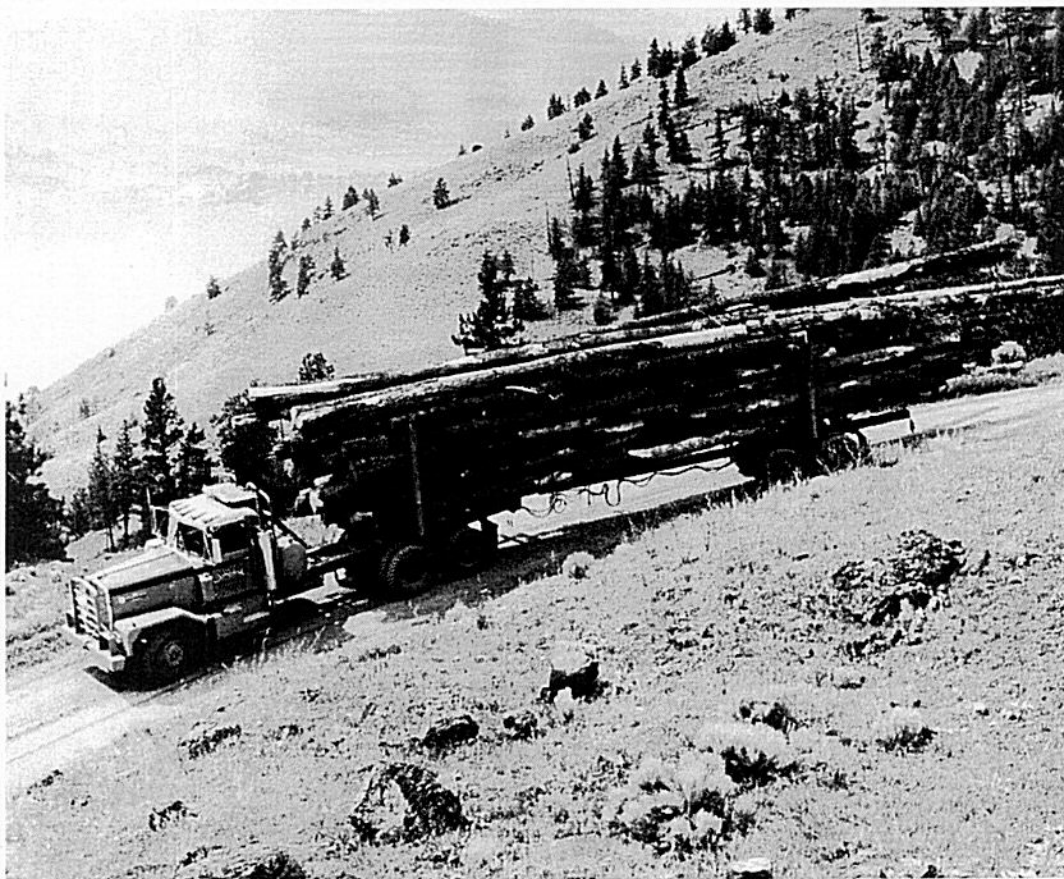
May, 1975 C. Munden Transport Ltd. - Deadman Creek

From that first day of business in 1966, Craig and Louise stayed true to their roots by building the business on the simple values of hard work and honesty. These were the same values that had taken care of their family from Bellflower to Bridgeport, to Branson, to Port McNeill, to Vancouver, and finally to Kamloops, British Columbia in 1967—they could see no good reasons to abandon them now.

Mike and Jim learned the business from one of the best, drawing from their dad's vast experience as they tackled the challenges that owning a business brings. One of the great qualities that Craig had was his negotiating skill. During contract time, Craig was often the only one to sit down across from mill management armed with the facts and data needed to achieve an increase, the other contractors in the area simply did not have the fleet management background that he was so fortunate to have had.

Safety was one area that the family simply refused to compromise. A feature article on the company in British Columbia Logging News (April, 1975) talked about the Munden's philosophy on maintenance, headlining, "Never Let Little Problems Become Big Problems" and continuing, "Years of experience have taught 10-truck operator Craig Munden to really practice preventative maintenance. Nothing is ever haywired together on his shows." Craig stressed the importance of keeping the equipment running to Mike and Jim, explaining that days for downtime could never be made up. It's advice that, even to this day, the two sons take extremely seriously.

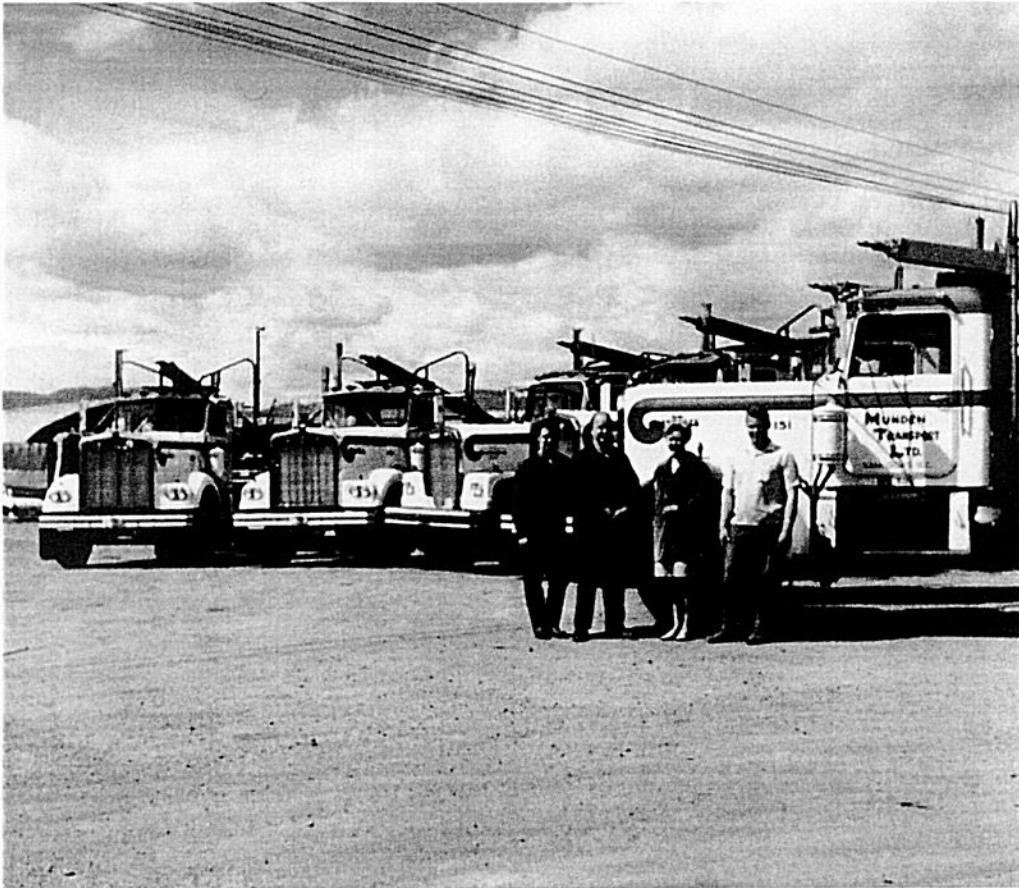
Although not formally educated in either management or mechanics, Craig's skills would pay great dividends not only to C. Munden Transport Ltd., but also to the futures of both Mike and Jim and their families. You might say he had earned his degree from the University of Life, graduating with honours.



First truck purchased by C. Munden Transport Ltd.,
1966 Kenworth, driven by Mike Munden.
Picture taken on the north side of Kamloops Lake

From 1966 until 1976 Craig and Louise guided the family business through the industry's ups and downs. In 1974, they decided to hire a lease operator to operate in the four positions the Munden's held with Weyerhaeuser Canada in Kamloops as the years of tireless work began taking their toll on Craig and he was needing to take a step back. With Mike and Jim driving full time and helping Craig maintain the trucks on the side, the frantic pace was growing old. At about this time, that twinkle was back—this time in the eyes of Mike and Jim who were ready to take some chances of their own.

Unfortunately, Craig and Louise weren't ready to retire and they asked the boys to be patient, their time would come. Patience, apparently, wasn't one of Mike's strongest virtues.



Jim, Craig, Louise and Mike Munden
Arrival of 6 new Kenworths, Kamloops, British Columbia

Not long after taking the wind from the boys' sails, Craig and Jim happened to be driving past Inland Kenworth in Kamloops when they noticed Mike's pickup in the parking lot. After parking, Craig and Jim headed for the entrance but were stopped short as they met Mike on his way out. Approaching Mike, Craig asked what he was up to.

"I'm on my way to the bank to see about financing for that truck," was the nervous but committed answer from Mike as he pointed towards a truck on the lot.

"Why don't you go ahead and make me an offer?" Craig challenged the boys. Mike and Jim looked at each other in shock. A few minutes passed and finally Jim spoke up.

"I'll give you \$32,000 for one of the new trucks and rigging, and \$28,000 for each of two of the older trucks." Surprisingly, there was a hint of confidence in Jim's voice, almost as if he had the \$88,000, or even the collateral to get the \$88,000, he had just pledged to purchase half of his parents' business.

Craig turned to Mike, "Well?"

"Sounds good to me," said Mike with a smile.

"It looks like you boys just bought yourself some trucks." It was obvious to Craig that if Mike and Jim weren't given the chance now to purchase part of the family business they would be off in another direction, a thought that Craig simply couldn't let happen.

In May, 1976 M. Munden Trucking Ltd. and J. Munden Transport Ltd. were born, the second generation had arrived!

M. MUNDEN TRUCKING LTD.

Before starting to drive in 1966 for C. Munden Transport Ltd., Mike had apprenticed at Hayes Trucks in Vancouver to become a heavy-duty mechanic and worked a short while for Arrow Transportation driving a chip truck before spending almost 2 years working under his father for Reynolds. After ten years of driving and helping with mechanics for the family business, Mike was itching for an opportunity of his own, besides, by 1976, Mike had married Wendy (Keller) and they had two sons, Douglas now 9, and David now 6. He knew his parents weren't ready for retirement, they had made that clear and he respected their wishes. If he couldn't purchase part of the family business he would have to find an opportunity of his own.

Mike would probably agree today that his father's visit to Kenworth that fateful day in 1976 may have been the best thing that could have happened. The truck Mike was signing for that day would have seen him go to work for Trimac Transportation, one of the largest trucking companies in North America, as an owner operator. Now, how that might have turned out is hard to know, but the way things did turn out certainly hasn't been that bad.

M. Munden Trucking Ltd.,
early 1980's



M. Munden Trucking Ltd. was started with the acquisition of three of the trucks working for Savona Timber. In 1977, Weyerhaeuser Canada began expressing their displeasure with having an owner operator maintain the positions owned by C. Munden Transport Ltd. and were looking for Craig and Louise to make a change. Rather than risk losing the positions, Mike and Jim decided to purchase those positions as well from C. Munden Transport Ltd. And with that, Craig and Louise went from full throttle to retirement in 2 short years while their sons went from working in the family business, to each owning 5 truck fleets with their own families. How quickly things change!

From 1976 until 1986 Mike drove and maintained his fleet while his sons Douglas and David learned some of the mechanical side of the business, helping their dad on the evenings and weekends on the trucks while Wendy looked after the books and parts. Sound familiar? In 1986, Mike stepped out of the drivers' seat to concentrate on the maintenance and management of the business. Over the years, Mike drew on the experience and knowledge offered by his parents and displayed many of the skills that made C. Munden Transport a success.

By 1987, although their business had grown strong, Mike and Wendy's marriage had weakened and ended in divorce. Douglas had lost interest in the family business but had found great adventure in traveling the world while continuing his education. David, although desperately wanting to drive truck for his dad, was unable to do so because of a weak eye. Temporarily, he turned to other work in the industry as a buckerman.

In 1991, Mike remarried and Barb (Reimer) became his new partner in life and business. Barb had two children from a previous marriage, Wayne and Dallas, who would both play a role in M. Munden Trucking in the future. David, true to his Munden roots, continued his fight to be allowed the opportunity to be a part of the family business—a battle that would soon pay off.

Opportunities to obtain driving positions with the company were few and far between; however, as they came up it seemed there was always a member of the family ready and willing to fill the void. In 1991, Wayne took over an unexpected opening driving one of the trucks in the Savona division. Three years later, Dallas' fiancé Darren Embury also filled a vacancy in Savona. Finally, after years of struggling with the Motor Vehicle Department, David was allowed to obtain his license in 1995 and was able to complete the family sweep of the Savona trucking positions held by M. Munden Trucking Ltd—truly a proud day for Mike.

A characteristic that Mike showed from the start was his willingness to go out on a limb and try a new idea. Both M. Munden Trucking and J. Munden Transport were often the first companies in the area to put to work a concept that was either their own or someone else's that no one else was willing to experiment with. This attitude always kept the two young companies at the forefront of the industry—a trait that, in the 1990's, has proven key to their survival.



Tandem Kenworth with Quad Axle Short Logger
Ainsworth Log Yard, 1999

These pictures are excellent examples of M. Munden Trucking's willingness to take risks. The unit on the left was custom built, the Peerless trailer and rigging being one-of-a-kind with expandable bunks and lengthening rails on the trailer. The truck on the right was put to work shortly after legislation was passed allowing a tridem drive tractor. Both units were capable of in excess of 41,000 kgs payload.



Darren Embury - Tridem Drive Kenworth
with Tridem Pole Trailer, 1999

As M. Munden Trucking Ltd. has grown from the child of C. Munden Transport Ltd., so the family behind the company has grown. In 1994, Wayne Reimer married Julie (Forde) and in 1996 became the proud parents of Brandy. In 1993, Dallas Reimer married Darren (Embury) and in 1997 became the proud parents of Dominique, and in 1998 became the proud parents of Dana. In 1997, David Munden and Wanita Bird became the proud parents of twins, Morgan and Marissa and are expecting their third child (or fourth?) in March 2000.

Mike has been careful to encourage in his sons the advice that was passed on to him by his father. Whether it be honesty and hard work, strict adherence to preventative maintenance, or the ideal that a missed load can never be made up—the future of M. Munden Trucking Ltd. looks to be in excellent hands as the third generation begin to eye up their future.

Today, M. Munden Trucking Ltd. continues to operate its 5 trucks based in Savona and Kamloops as it has for more than 20 years.



Mike and Barb Munden, 1998

J. MUNDEN TRANSPORT LTD.

For Jim, trucking wasn't love at first sight, more something that grew on him. After high school he found himself more interested in business management and accounting than trucking. But even these things took a back seat to his true passion—stock car racing. Upon graduating, Jim spent much of his spare time with his dad and brother racing, repairing, and racing again the next weekend the stock car the three of them had built.

In 1969, Jim met and married the woman of his dreams, Linda (Kinnee). For some time Jim continued racing as his family watched in fear through some horrific wrecks on the track. With my birth in 1971, he realized that risking his neck every weekend just wasn't fair to his family, consequently, his short but successful racing career soon ended.

During the mid sixties, Jim worked at a couple of different jobs including Louis Creek Lumber and at the local television station, searching out his path outside of trucking. Inevitably, the call of the family business was too much to ignore—after all, it was in his blood.

Alongside his brother, Jim went to work for his parents driving log truck in Savona in 1968. They both seemed to have a natural ability for the job and Jim quickly grew to enjoy it. C. Munden Transport also acquired a rubber-tired loader which Jim loved to operate, and did so for 2 years.

As a stickler for details, Jim paid close attention to his parents' instruction as they steered the company through the sometimes rocky road of business ownership. He found his father's experience in fleet management and negotiation of particular interest and he carefully filed away much of that experience for use later—Jim Munden would not always be a driver for C. Munden Transport, he had one or two other things in mind. That twinkling in the eye was, apparently, hereditary.

In 1976, Jim and Linda formed J. Munden Transport Ltd. The young couple, by this time, had two children, myself (Greg) and Chad, and another to be born the following year, Ryan. "Our three sons" as they had always said, and each of us would be profoundly affected by the infant company many years in the future.

The structure of their new company would read like a page from the family history book—Jim drove and maintained the trucks while Linda raised the family and looked after the books and parts requirements of the business. As we were each old enough, myself, Chad and Ryan began helping with the work on the trucks on the weekends.

As children, I remember we grew up seeing very little of our father as he left hours before we awoke for school, and returned to a dinner awaiting him in the microwave just before we went to bed. On a good week, we would see him on Sunday if he were lucky enough to have finished all the maintenance on Saturday. Our mom was certainly the cornerstone of the family during this time. She would get up each morning with our dad, see him off with a good breakfast and then spend the next few hours on the affairs of the business before we awoke. Next to a truck drivers wife's, a truck driver must certainly have one of the hardest lives.

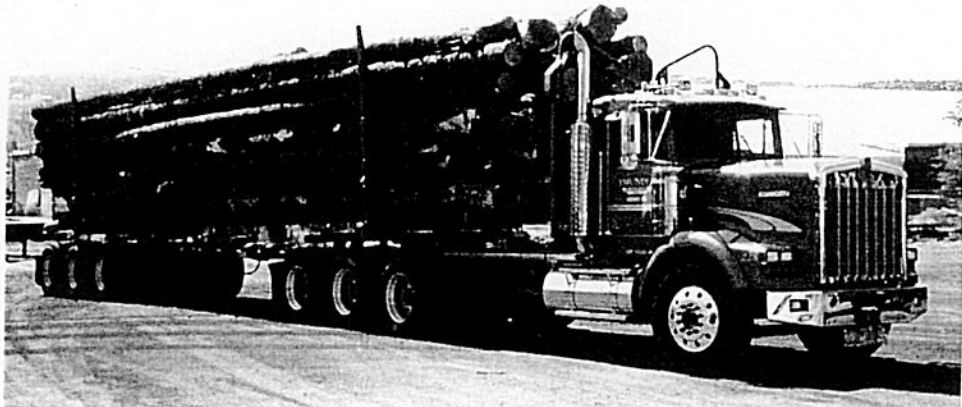
Both J. Munden Transport and M. Munden Trucking enjoyed excellent early years as the economy was strong and the work consistent; however, in 1981 disaster struck. An overheated economy led to rising inflation. In order to fend off inflation, the federal government began increasing interest rates; unfortunately, their reaction was much too slow and a serious recession was unavoidable. Interest rates continued to rise during the early-80's until lending rates reached as high as 21%, the economy was crippled. Couple this with a 7 month strike at Weyerhaeuser and many businesses in our industry began to falter.

Digging in was nothing new to the Mundens as they had seen some challenges during the previous 15 years the family had been in business. Drawing on their strong history, both companies emerged from the recession in 1983 battered and bruised, but still alive—unlike many. Having survived the worst, the companies would soon be stronger than ever.

In 1986, Jim retired from full time driving to turn his attention to maintenance and management of their now 6 truck operation, having purchased an additional truck and position in Savona in 1985. The two trucks in Kamloops still worked for Weyerhaeuser Canada and the 4 Savona trucks were now employed by Evans Forest Products as Savona Timber had been bought out in 1982. The previous ten years of 18-hour days had taken their toll on the family as they had with Mike and his family, and as they had before that with their father's. As you'll discover, the hiatus didn't last for long.



Top left: J. Munden Transport Fleet, 1979
Middle right: J. Munden Transport Kenworth, 1984
Lower left: J. Munden Transport Kenworth, 1987
Below: J. Munden Transport Kenworth, 1999



MUNDEN VENTURES LTD.

Within a few short months, Jim discovered that his new job description was not going to fulfill his life. Going from extremely long days to a much more laid back life was not an easy transition to make—odd as that may sound. Both Jim and Linda were ready for a new challenge. Coincidentally, Mike was at a similar point in his life.

One day while reading the paper, Jim noticed an ad calling for bids to haul lumber from Louis Creek, about 45 minutes north of Kamloops, and Heffley Creek, about 20 minutes north of Kamloops, to a new reload facility to be built in Kamloops. After a couple of months of research, Jim and Mike put together a bid for the contract: one that would see the first Super B-Train lumber units brought into the interior of BC. The bid was both innovative and well thought out including the use of two tractors and four sets of Super B trailers with a trailer left at each mill to be preloaded while the trucks delivered the loaded trailers into the Kamloops reload. To their amazement, the bid won the contract and Jim, Linda, Mike and Wendy partnered to form Munden Ventures Ltd., the families' first foray into the highway trucking business.

Getting the new company up and running was a formidable task. New trailers were custom built by Columbia Remtec in Surrey, BC and used trucks were rented while the company awaited the arrival of 2 new T600 Kenworths (affectionately known as the Aardvarks because of their radically sloping hood). Jim looked after the office and paperwork, Mike looked after the maintenance, and both drove part shifts on the two new trucks. A two bay shop was purchased at 735 Carrier Street in Kamloops to maintain not only the new equipment but also the log trucks working for Weyerhaeuser.



Original Munden Kenworth T600's and Super B-Train trailers
Picture taken in 1987, Balco Reload, Kamloops

The decision to enter the highway market would prove as significant as any decision the Munden's had made to date. Although short lived for Mike and Wendy (their interest was sold to Jim and Linda as their marriage ended in 1987), the new company would radically change the lives of everyone in Jim's family for years to come.

The original contract was with Balco Industries which, in 1989, sold the reload facility and mills at Louis Creek and Heffley Creek to Tolko Industries, a relatively small lumber family from BC's Okanagan Valley. As with the other mill sales the family had seen, a lot of uncertainty surrounded the loss of the original customer of Munden Ventures.

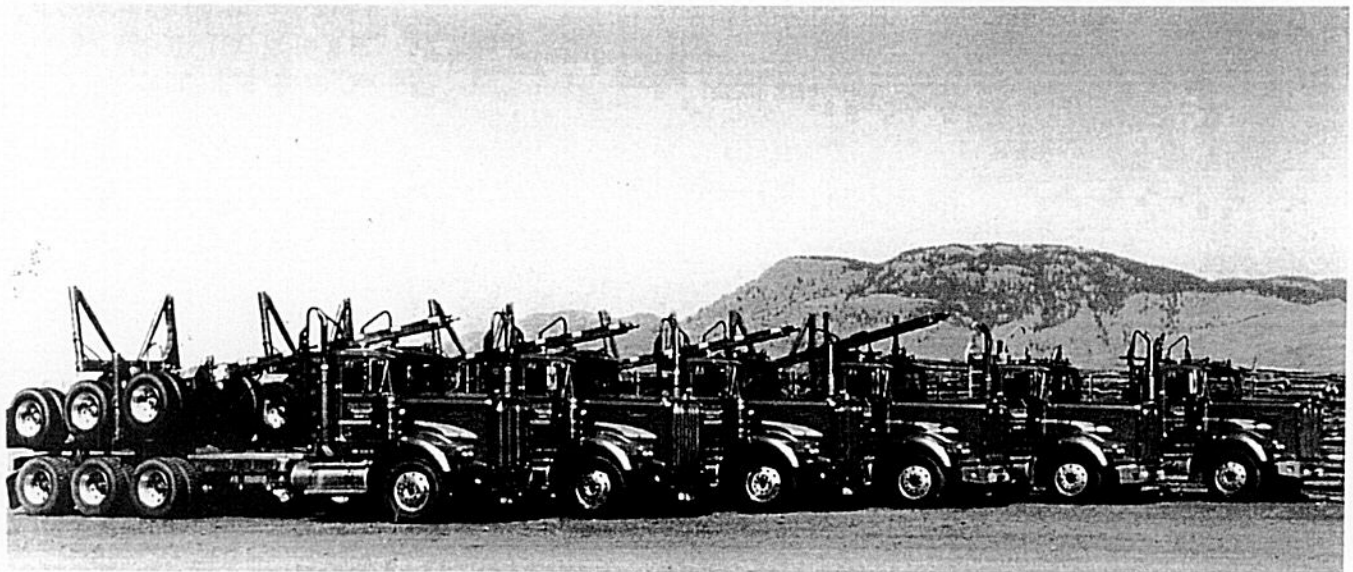
For the first couple of years I watched my parents closely as they taught me the fine art of dealing with customers and employees. They instilled in me the values of honesty and respect, not only for our customers but also for our employees who, they explained, would ultimately hold the key to our success in the future. My dad often cautioned me to remember that I did not know it all, and that much could be learned from our seasoned, professional drivers who had been doing this job since before I could walk. It's advice that I hope never to forget as I continue to learn something each day, more than 10 years after my employment began with our company.

It was obvious early on that Chad's first love was not academics but may well have been driving. After leaving school early, he worked a couple of different jobs while maintaining the trucks during the weekend. Moving into the shop full-time in 1990, Chad went to work for J. Munden Transport Ltd. and would spend the next two years expanding his mechanical knowledge until he was old enough to obtain his license, which he did in 1992.

Later that same year, Chad filled an opening with J. Munden Transport's Savona division and the rest, as they say, is history. As a young man among veteran drivers, Chad took a lot of abuse during the first few years as the other drivers working for Ainsworth Lumber Co. Ltd. (Evans had been bought out in 1990) wanted the new kid to earn his stripes. And earn them he did. Some 8 years later, Chad has grown to become as well respected as any of the drivers that make up the Munden's team, proudly maintaining an unblemished, safe driving record and helping to oversee the company's Savona division.



Pictured above, Chad Munden and his 1999 Kenworth Tridem/Tridem



The J. Munden Transport fleet of Kenworths, June 1999

MUNDEN TRANSPORTATION INC.

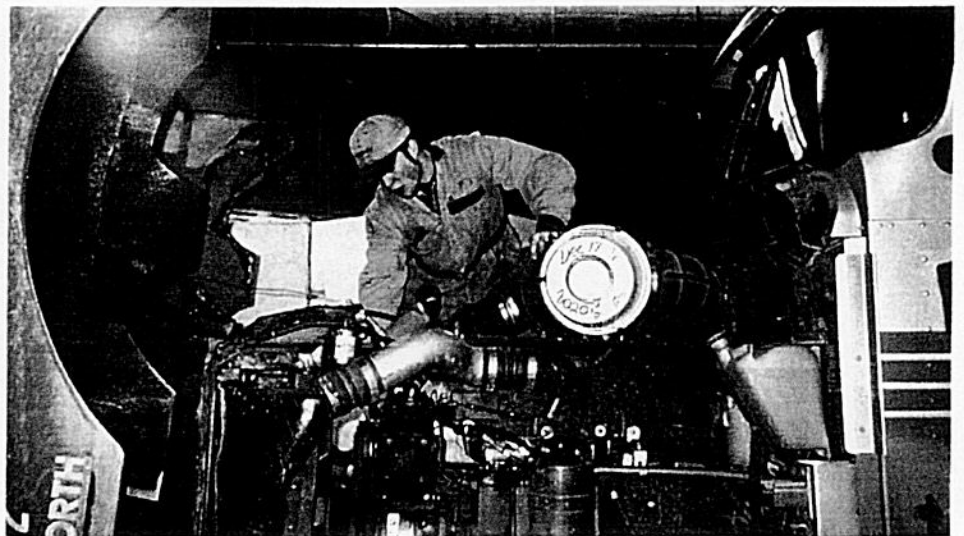


Munden Transportation Inc.'s 1999 Kenworth tridem drive tractor with Peerless tridem trailer

In 1996, an opportunity to buy-out another contractor working for Weyerhaeuser Canada came up. Gordon Piva Trucking had been working for Weyerhaeuser since the late 1960's when they had been Interior Sawmills. With Mr. Piva nearing retirement, he was looking for a company to purchase the majority of his interests with Weyerhaeuser which included 6 log trucks, 4 holding very good seniority positions and 2 operating as spare trucks.

After nearly a month of negotiation, Jim's family formed a new company, Munden Transportation Inc. which would purchase the interests of Gordon Piva Trucking. Our new company took ownership of the trucks in September, 1996, immediately divesting ourselves of the 2 spare trucks, electing to only run the trucks that held quality seniority positions.

Ryan, Jim and Linda's youngest son, had begun his university education in 1995 on the road to becoming a certified transport mechanic. With the addition of this third company, Ryan served his apprenticeship under Munden Transportation Inc., eventually completing the program in 1999 to become fully certified and a key player in the Munden shop, helping the family's long-time maintenance manager, Don Wyness, oversee not only the work for MTI, but also the maintenance programs for J. Munden Transport and Munden Ventures as well.



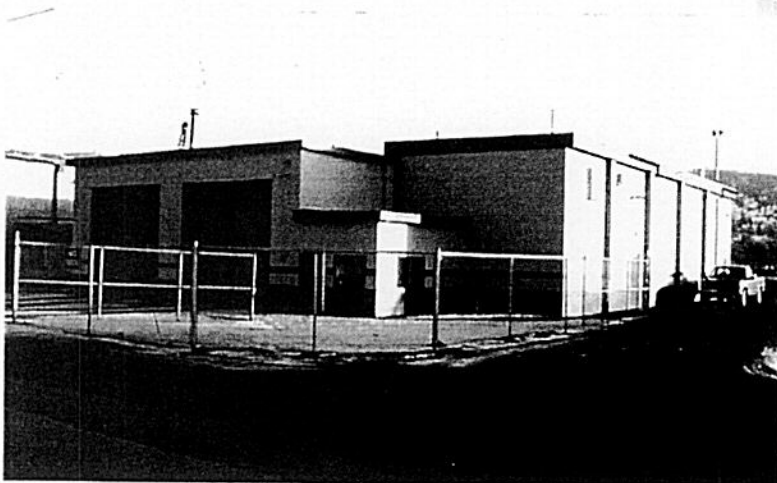
Ryan Munden at work in the Munden shop, 1999

After marrying my high school sweetheart in 1993, Kim (Czajkowski) and I became the proud parents of our son, Nolan, in 1995 and of our daughter, Janessa, in 1998.

Chad married Alea (Adams) in 1998 and became the proud parents to their daughter Sydney in 1999. Ryan remains unwed and yet unequivocally spoken for by Lacey (McFadyen).

My two brothers and I continue to learn the intricacies of the business from our parents, as they did from their parents. As our company has gone from J. Munden Transport to adding Munden Ventures and finally MTI, many things have changed.

Jim and Linda
outside the Munden office, 1998

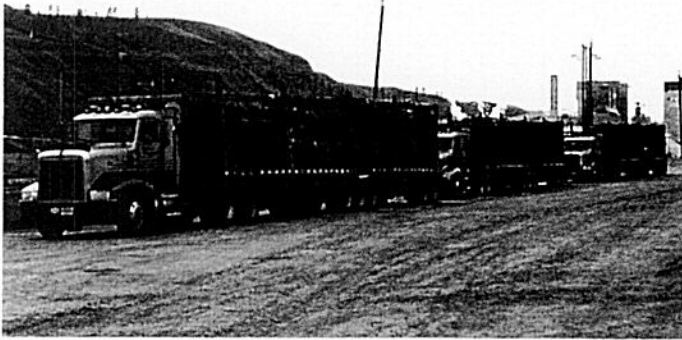


The Munden Shop, 1999

In 1996 we opened an office that, for the first time in our family's history, didn't form a part of any of our homes, being located next to our shop on Carrier Street. Our employee team has grown from 2 in 1976 to 31 drivers, 1 secretary, 1 dispatcher, 3 certified mechanics, 1 apprentice mechanic and 1 mechanic's aid in 1999. But as much as things have changed, our parents have always encouraged us never to lose the small family feel to our companies—the same feeling that new team members have always told us makes us unique in our industry. It's a feeling we work hard to maintain everyday.

Today, January 11, 2000, J. Munden Transport Ltd. continues to operate 4 log trucks for Ainsworth Lumber Company (Ainsworth has recently announced its intention to sell its solid wood business), and the 2 trucks for Weyerhaeuser Canada Ltd. Our company is particularly proud of its long-term team members: George Harder (23 years), Dale Simmons (20 years) and John Forde (14 years). Chad and Alea continue to assume more responsibility within the company and have been known from time to time to talk of one day owning at least a portion of the log haul business.

Munden Ventures Ltd. has grown to operate 7 company trucks, 5 owner-operator trucks, and 17 sets of Super B-Train trailers. We maintain contracts with Weyerhaeuser Canada Ltd., Canadian Pacific Railway, and Tolko Industries Ltd. while handling non-contract work for many other companies within our industry. Our growth has been slow and steady (just the way Craig and Louise like it), while staying true to the values the company has been built on. In 1996, my wife and I acquired significant ownership of the business as I proudly took on the role of president.



Competitiveness in the industry has forced Munden Ventures to become very creative to remain viable. During the early years, it was enough for the company to run on the basis of a charter trip (loaded one-way, empty the other). As costs continued to rise and rates continued to remain stagnant, the company began sourcing loads to run in both directions so as to eliminate empty miles. An exciting program Munden Ventures has recently embarked on with Weyerhaeuser Canada sees the trucks haul

lumber from the Interior to Vancouver and logs from Vancouver back to the Interior. This innovative approach using customized trailers with collapsible log bunks has provided the result we always are looking for—that is a win/win situation for both our customer and ourselves.

The company has looked for efficiencies in every area including careful spec'ing of equipment and maximum utilization. Each truck operates on a two-shift basis achieving average daily hours approaching 20-21 by the end of 1999. The most significant challenge the industry may face during the next 5 to 10 years is a severe driver shortage. In an effort to ensure our company doesn't fall victim to this dilemma, Munden Ventures continues to order its company equipment without sleepers, ensuring our drivers get home each night to be with their families. On the rare occasion that a driver might stay away, the company purchases a motel room, recognizing that a driver needs to get away from his truck, enjoy a hot meal, shower and a comfortable bed to be at his best.

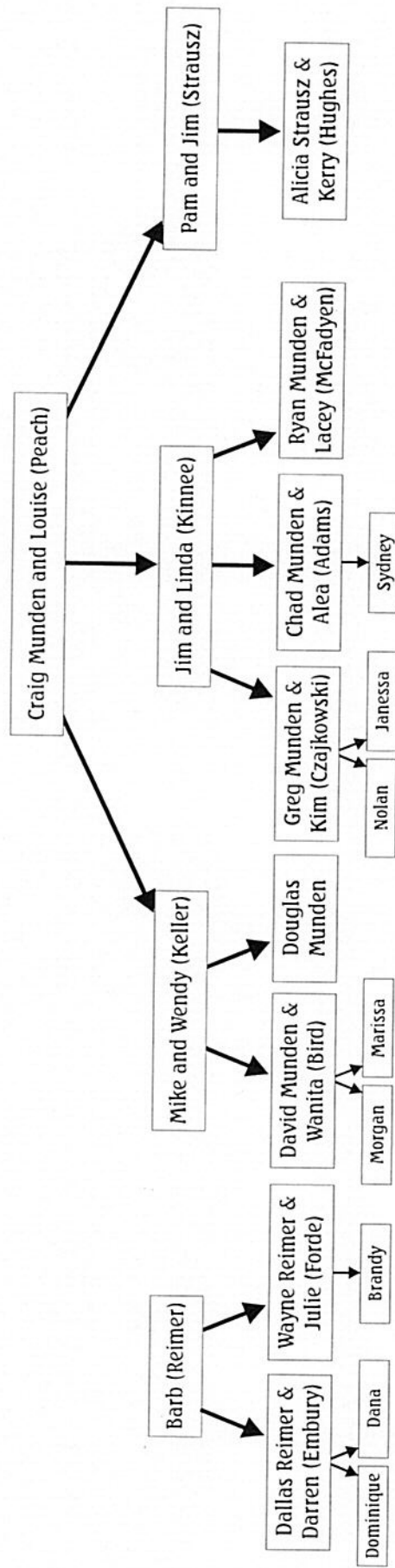
Munden Transportation Inc. continues to develop from its recent birth and to delight the family with its ability to stand on its own two feet. The company maintains its 4 strong seniority positions with Weyerhaeuser Canada Ltd. and looks forward to a future as strong as the other two companies. Ryan continues to demonstrate his keen mechanical ability and general business interest not only with MTI but with the other two companies as well.

Jim and Linda continue to remain active in the businesses although focusing on other tasks. Jim devotes a significant amount of time to industry causes as a director of the British Columbia Trucking Association where he serves on committees looking at such things as hours of service, concerns over driver shortages and other hot topics within the trucking industry. He has also become very involved in the South Central Interior Trucking Industry Charity Golf Tournament, which he is co-chairing in 2000 and benefits the Royal Inland Hospital in Kamloops. The event raised nearly \$125,000 in 1999 with Jim acting as the major sponsor recruiter (the tournament has been the single largest charity golf tournament in British Columbia for the 2 years it has been run). The family continues to look for Linda's nod of approval on any major business decision and for her clear picture of the company's direction.



Linda and Greg in the office

Munden Family Tree



MEET THE REST OF THE FAMILY



Back row: Alea and Sydney, Nolan, Chad, Ryan
Front row: Greg, Kim, Janessa, and Lacey



Douglas Munden



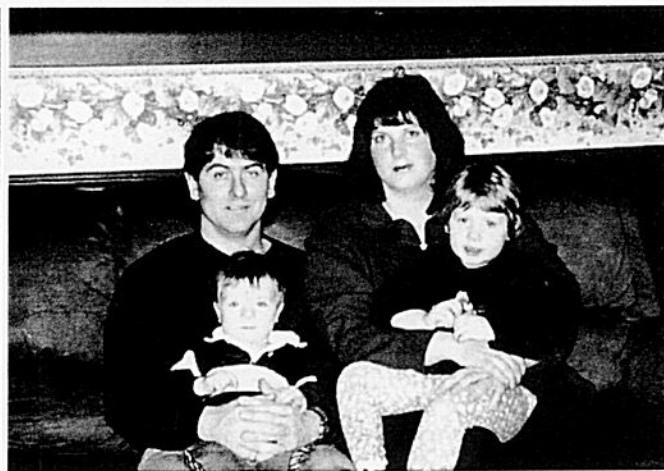
Wanita, Marissa, Morgan, and David



Kerry, Alicia, Pam and Jim



Julie, Wayne and Brandy Reimer



Darren, Dallas, Dana and Dominique Embury

A WORD FROM THE WRITER TO OUR FAMILY

I am fortunate to have been born into a remarkable family. This history only tells a small part of our story.

It was written with the hope that you may feel one tenth the pride I feel when I think about where we've come from. That you may look back and understand the people and places, the challenges and the triumphs that have been experienced in growing our families and businesses into what they are today.

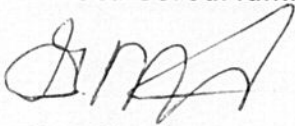
It was written for not only our family today, but for our children's children who may never have the chance to meet the people who founded our business, created many of our values, and dared to dream.

It was written to help you make that decision you might be struggling to make today, to remind you that our core values of honesty and hard work have rarely led us astray, and that treating our customers and employees with respect has always been our key to success.

It was written with the hope of inspiring you. Our businesses did not grow overnight; there have been difficult times, and major setbacks—always to be followed by good times and great opportunities. Don't despair, things will look better tomorrow.

It was written to encourage you to remember the family in family business. Without the family all we have is a business—we are no better than any other business out there. So make sure you make that baseball game of your son's, the dance recital of your daughter's, that birthday of your wife's like you promised. You can make up the time tomorrow.

Our Story is not over, it has just begun. Call this Chapter 1—the next chapter may well be written by you. Take care of our family business, we'll be cheering you on.



Greg Munden