

JANUARY 2009

MORGAN

**SPORTS CAR CLUB
OF CANADA**

THE BLURB



Charles Morgan raised the Centenary flags at the factory on the 5th January to an enthusiastic crowd of employees. This moment in Morgan history officially recognized the achievements of the Morgan Motor Company and its committed workforce.

The flags will be flying at the factory gates throughout 2009.

PREZ SEZ

"It was a dark and stormy night...." Words look familiar? If you are a fan of "Peanuts", you will recognize the opening line of Snoopy's unfinished epic. Relevance? It's a cloudy and snowy day, perfect for sitting in front of the computer and using two fingers to type my epic for the Blurb. Well...okay. Maybe it's not so epic.

Norm Paterson was in touch with me recently. He reminded me that his wife's name, which I'm sure you remember I couldn't recall, is Valerie. I'll bet I don't forget it again. You all remember Valerie as she was Norm's passenger back in September at British Car Day and had a very exciting afternoon touring around the area. Incidentally, Norm also reminded me that his car is maroon, not green as I wrote in the last PS. I was prepared to argue with him that his car was green [now that's chutzpah-tell the owner that I know the colour of his car better than he does] but before I got that far, I remembered that as Norm and Violet drove onto the field that Saturday I thought Martin Beer had arrived. The cars are similar in colour. So Norm, you are correct--your car is, in fact, maroon--or some variant thereof.

Speaking of Martin, our treasurer has informed me that we have new members on the West Coast. A warm welcome to Bob and Barb Stinson, residents of Washington State, and the proud owners of a 2005 Roadster. That's the one with the V6 engine--as fast as a Plus 8, but more economical. Martin says "lucky Americans" and we in Canada can only wish.

And speaking of the West Coast--how about us folks here in Ontario, and the folks on the west coast plan a mid- Canada meet, say in Winnipeg. I don't know if its feasible, or reasonable, and we can't plan it before 2010, but how about some feedback?

Keep an eye on the calendar of events. Amongst all the other summer activities that we get into, we do have a number of Morgan events planned. We are going to have a day trip to Mono Centre in May, with date and details to follow. The Lytle's picnic on June 20th may have a drive attached to it if we can work out the logistics, and then we have folks going to England for the Centenary, a week-end at Watkin's Glen, and the week-end in Auburn with Ohmog. As well, there are other events, such as the Flea Market in April, British Car Day in September and the Jag Club track days--3 of them, and some of the dates are published in the wall calendar and all dates are in your "BLURB" so you can make your plans.

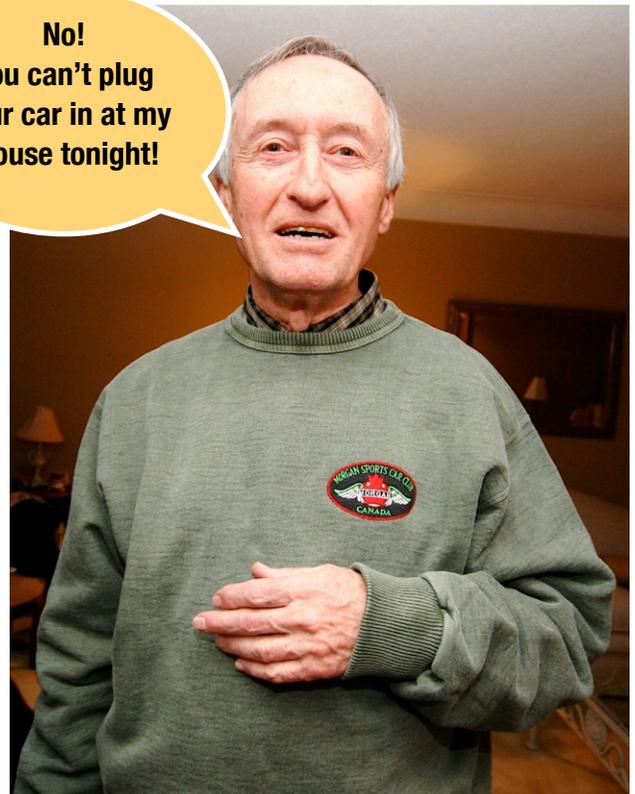
I was watching a report from the Detroit Auto Show recently, when my attention was caught by a segment on the new Chevrolet Volt, an all-electric car scheduled for production in 2010. An all-electric car is not new. Baker, and probably others, were building

and selling electric cars in the early years of the 20th century but I wasn't around at the time. The cars were aimed at city-dwellers, and were touted as being particularly well-suited to the woman driver. Range was relatively short, and speeds were not impressive, even by the standards of the day. Fast -forward to today, and the electric car sounds eerily the same. The Volt has an advertised range of 65 miles--not enough to take Sharon and me from Fonhill to the Queen's Head Pub and return. Obviously, an urban vehicle, slotting in as the 2nd car in a 2 car family. Ontario Hydro, or Ontario Power Generation, is advising us to conserve electricity, or suffer brown-outs and outages, because this province, once so rich in hydro-electricity, is now short of it and desperately trying to produce more to keep up with steadily growing demand. So let's buy lots of the environmentally friendly Volt, plug them all in for recharge overnight, and watch Ontario's lights go out each night. Doesn't make sense to me! Do we have the infrastructure to support electric cars? Imagine driving into your local G.M. dealer and saying...what, exactly? My motor needs a rewind? Will CAA respond if you tell them your battery is flat? Will they install a new one for you? Time to junk the old faithful electric? Where do the old, and toxic, batteries go?

If you don't agree with me, or have a thought that you want to express, please e-mail me. I'll get even in my next Prez Sez

See you at the pub, Sunday, Mar.1--don't forget to leave yourself enough time to find parking--it's the date for the annual Burlington Marathon

**No!
You can't plug
your car in at my
house tonight!**



It is quite a tribute to the Morgan Motor Company to achieve 100 Years of production! I haven't read about **Charles Morgan** flying in his business jet over to London to talk to Gordon Brown about a bailout! I don't know about the company's finances but for a car manufacturer to stay in business this long and stay out of the financial press is newsworthy in my books. As the world economy is melting down all around us, I am warmed by the photos of the Centenary flag raising, New Years Eve Party and "Centenary Drive Away" photos on the company website. Take time to read the article in this issue titled "**Why Morgans Are Green**" by **Paul Nieuwenhuis & Peter Wells**. The business thesis for Morgan's success suggests that their small size and attention to quality may be the reason why they are still in business and that smaller car manufacturers may be the way of the future!

2009 is a time to forget about the trials and tribulations of Morgan ownership and really enjoy your car and the friends you've made because you own a Morgan. I have made many friends over the few years that I have owned my Morgans and look forward to many years of getting to know other Morgan owners that I haven't met yet! So! Hats off to the Morgan Motor Company and all their accomplishments.

I am going to be using a lot of material from the Morgan Motor Company website for this issue of the BLURB so credit for all photos and articles excluding my own goes to the company.

Congratulations to **Ken Whightman** who has retired. Word is out that **Brian Morgan** has bit the bullet and bought a Morgan PLUS 8. By the time he puts it together, there will be a cylinder for each grand child.

Our monthly Pub Lunches have seen the group bulge the seams of the room at the Queenshead Pub.



For those who have not seen the solid black walnut Morgan model that **David Farmer** made last year, please check out the story and photos on the club website www.morgansportscarclub.com/farmer.html.

Sharon Roden has been doing quite a business on monogrammed coats, fleeces, shirts and shop aprons. Make sure to give Sharon your order for regalia and items are listed on our website. Please send any articles of interest or photographs of Morgan related events to **Chris Pattenden the WebMaster**

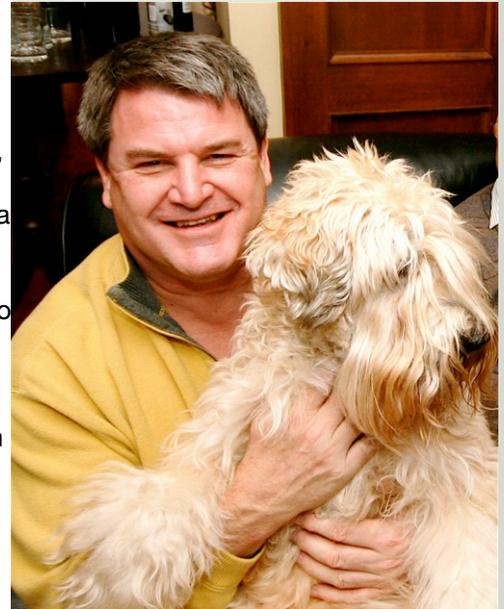
We are still seeking out a volunteer and date for a Canadian Centenary Run for June or August. I am still thinking on this one and may have an idea for the north shore of Lake Erie with a stop at Long Point.

I have advertised the Watkins Glen event in this issue but not the **OHMOG event at Auburn in September**. I will give details for Auburn.

The word **morganatic** pronounced (mor-guh-NAT-ik) *adjective*: Of or relating to a marriage between two people of different social ranks such that the spouse of lower rank and the children do not share the titles or possessions of the higher ranking spouse. Sounds a little harsh to me! ETYMOLOGY: From Latin matrimonium ad morganaticam (marriage with a morning gift), implying that the gift given on the morning after the marriage was the only gift received by the wife. It was also known as a left-handed marriage because the groom held his bride's hand with his left (instead of right) hand. The word is of Germanic origin (morgen: morning, e.g. guten morgen: good Morning). From a word for 'morning' to a work for a kind of marriage, that's an example of the idiosyncratic ways languages evolve. USAGE: "Nicholas (Sheremetev) was severely punished by society and his friends for his morganatic marriage which was regarded as class treason". The Serf Who Married Her Owner, Simon Sebag, The Telegraph (London, UK) June 20, 2008.

Send my your articles and photographs and they may get published in the "BLURB". Cheers - Thomas VZ

BLURB EDITOR



The Taylor boys having fun!

Deborah and Lorie having a Christmas Hug!



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Also for SALE is the original 1950 Morgan Plus Four if any of your members could be interested the car can be viewed: www.morganplusfour.blogspot.com
Regards, St.John Wakefield.

Morgan racing in 1961 and 1962

1961 and 1962 were the two years in which we had success with the two famous Plus Fours - TOK 258 and XRX 1. Now there's a DVD available of these years including the great event at the 24 Hours of Le Mans in June 1962. With my commentary and including a booklet with Personal Memories of these years (foreword by Charles Morgan), the DVD is available from www.morgancars-dvd.com
Best wishes
Richard Shepherd-Barron

MORGAN

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Music by Edward Elgar (1857-1934)

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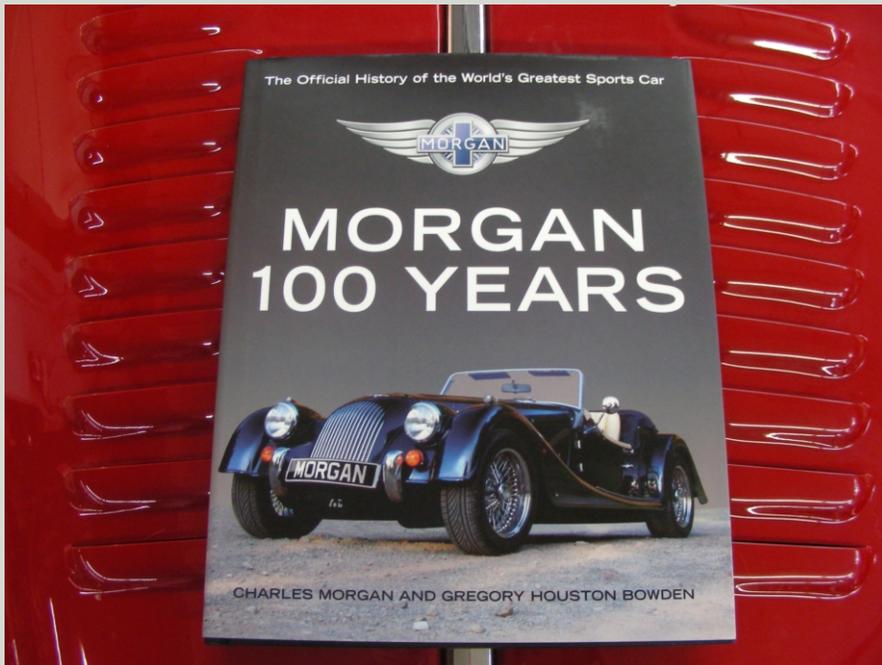
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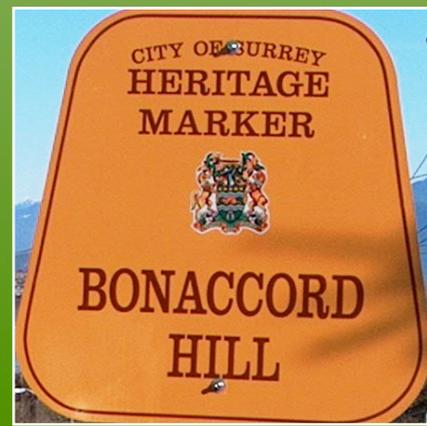
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NOTES FROM THE WEST BY MIKE POWLEY



The 2009 Robbie Burns Run —Sun. Jan. 25th or.... Rabbie Burns Redemption ... “Ride of your life.”

As most now know ...last year’s Club Rabbie Burns run ...was ultimately named Rabbie’s Revenge due to some rather inclement weather (read freak snow storm) However it did get rave reviews, a couple are provided here as a prelude to this years chronicle of the run.

Mike' Thanks for sharing the story in advance of the **Mogazine 2008**. You had both of us ROFL last nightstrange how its now so funny after the event and ALL are home safely. Regards **Ron Theroux**.

Thanks Mike; It was certainly a "memorable" drive but we came out of it unscathed (I checked and could find no scatches on the car or our persons). We are looking forward to the next run but it will likely be less of an adventure than the Robbie Run. **Doug & Leona**.

Somehow heartened by this kind of loyalty (and blind faith in BC’s weather patterns) ...the run was re-named for 2009 as **Rabbie’s Redemption Run or the “Ride of your life”**.

It was expected that 2009. being **Robert Burns 250th Anniversary** year that the BC weather gods would smile upon the intrepid crew willing once again venture forth over the same ground (route) that so few covered in 2008; particularly as those attempting did not actually cover ground— it was no where to be seen in the snow!

Assembling once again at **Rabbie’s cousin’s Golden Arches** tavern to participate in the observation of the slowest servers

of coffee in all of Christendom (Hey these servers are Glasgow trained you know!).

Shortly many of last years victims started to assemble, some even bringing Morgans, yes ...

Taking a chance again **Doug & Leona Robb** bravely arrived with their lovely 1953 Flat Rad Plus 4 (Navy/Silver) the very car that the Robb’s had to abandon in a drive way on Bon-Accord Hill in ‘08. See picture left there is still snow evident left over from last year’s event, oh my!. Next, was old member but new “blood” for 2009 **Ric MacDonald** and bouncer buddy in his 1965 4/4.

Others brave enough to attend with their Morgans were the **Theroux’s** not in the 4X4 (James’ Jeep) this time also, the **McDiarmid’s** in their 1966 Plus 4 DHC (the snob Mog) for its first “real” winter challenge run and “first time outers” **Malcolm Sparrow & Lady Laverne Barnes** in their 1994 +4, red, nice. About the same time as the **Laurie & Verna Fraser** arrive in their Audi “saloon” 4 wheel drive and all, taking no chances with the Porsche but still German made. **Chris Allen, and Pam Mahony** arrive in their Jaguar XJS no Morgan? ...gad you would think after all the snow they experienced on Boxing Day the Morgan would be allowed out for this. Finally, the **Burkholders**, once again foolish enough to bring on the Chev. H.H.R. Yup the High Heritage Roof thing (you would note that the **McDiarmid’s** this time side stepped a ride in it by bringing their Morgan). We think last year’s “bump” in this snow ...caused them to re-think taking another adventure tour in the Chev. (Morgan seems much safer.) Speaking of “safe” we also had some new “blood” with **Steve**

Hutchens arrival in the so “oooold Volvo thingy”, nice to have him up from the US and willing to take a chance with us

So right off the bat after leaving MacDonald's we lose 1/2 of the participants to a wrong turn and then I'm blamed for not distributing directions ...gad! if they had come on the orientation run last year they would have known where to go! But we get 'em all gathered up on Bon Accord Hill for the start of the big adventure run to the pub. Note the residual 2008 snow still evident one year later; the **Bon Accord Hill** residents live on a glacier we think.

Our first stop is at the top of the hill from hell, for many their first descent , all are relieved to have made it with out incident, especially the Robb's...they look back down and wonder????

Yes, this is the “**Fool on the hill**” point from last year ...taking this picture and over coming vertigo to do so; I mean what is at the bottom this year? ..Our travelers peering up ..and peering down seem to have forced smiles on their faces (all but the **Robb's & the Fraser's**) I get now the feeling than I can hear the rest humming “The Fool on the Hill” ..is still with us ...I mean really what is it with this man??

We press on to the beer

After carefully picking our way down the “Fool Hill” and side stepping pot holes galore we arrive at the highlight of the day. (OH don't go there says Ron T. ..the **Patella** bridge is out “we will never get by”) HA! That was Sat.- the bridge “bit” was no where to be seen ...and here we are one day later the bridge bit is IN! Just imagine this if it was last year as this bridge was my only escape back to civilization to the same pub we are going to this year

So we arrive as we drive along the mighty Fraser River ...watching the stately “ice breakers” cruise up the river, but for us, with out incident to arrive at our destination; the **Tide Water Pub**. So there! we have done the under the Bridges Burns tour once again.

“Proof of concept” is verified by **Northern Pod Potentate Bob McDiarmid** striking a “fetching pose” kilt and all by the “finishers” in the lot of the Tidewater Pub.

The lunch was without incidentthe **Al Allinson** “Last Supper Reward” was won by **Laurie Fraser** ...nearly enough to get him one lap around the Mission Race Way ...but only if he drove the Porsche on the track.

As I wandered out of “ear shot” ... I thought I could hear whispering voices saying “I mean really what was this all about..... a 20 minute run to a Pub under big noisy bridges”others saying “whisper” ...”yup 20 minutes?? just what is **Powley** smoking these days” ...oh mywell you just wait! ...2010 looms large and so do the weather Gods ...so for 2010 ..**Rabbie's Redux** - whatever the weather? we are in it together!



ROBBIE BURNS



Central Canada Morgan Events

| | |
|---------------|---|
| March 1st | Pub Lunch, Queens Head Pub, Burlington, Ontario |
| April 5th | Pub Lunch, Queens Head Pub, Burlington, Ontario |
| April 19th | Ancaster Flea Market, Ancaster, Ontario |
| June 6th | 16th Annual British Classic, London, Ontario |
| June 20th | Lytle's Picnic, alanlytle@sympatico.ca |
| June 21st | Classics Against Cancer, Georgetown, 905-877-6457 |
| July 2-5 | Mog 39, Staunton, Virginia |
| July 19th | Brits in the Park, Lindsay, Ontario |
| July 24-Aug 2 | Morgan Centenary Celebration, Malvern, UK |

See other events and dates advertised and listed in this issue of the BLURB.



Western Canada Morgan Events

| | |
|----------|---|
| Feb 15th | The Hearts and Tarts Run, Steve Huthchens, |
| May 16th | Van Dusen ABFM |
| Sept 5th | Portland ABFM |
| Nov 1st | London to Brighton Commemorative Run, Ken Miles |

SCALDED CATS AND MOGS RACING SCHEDULE



June 20 Cayuga (apparently a road track ; very impressive)
 July 5 Brampton (where Don & Rod went in the fall)
 August 8 Shannonville
 Sept 27 Mosport
 Call Don Allen for details 1-800-263-0914



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SUPERSPORT JUNIOR

In our Centenary year no celebration from a car manufacturer as special as Morgan would be complete without the introduction of a new model.

In keeping with the tradition of doing things our own way, we are delighted to announce a new model - the SuperSport Junior Pedal Car.

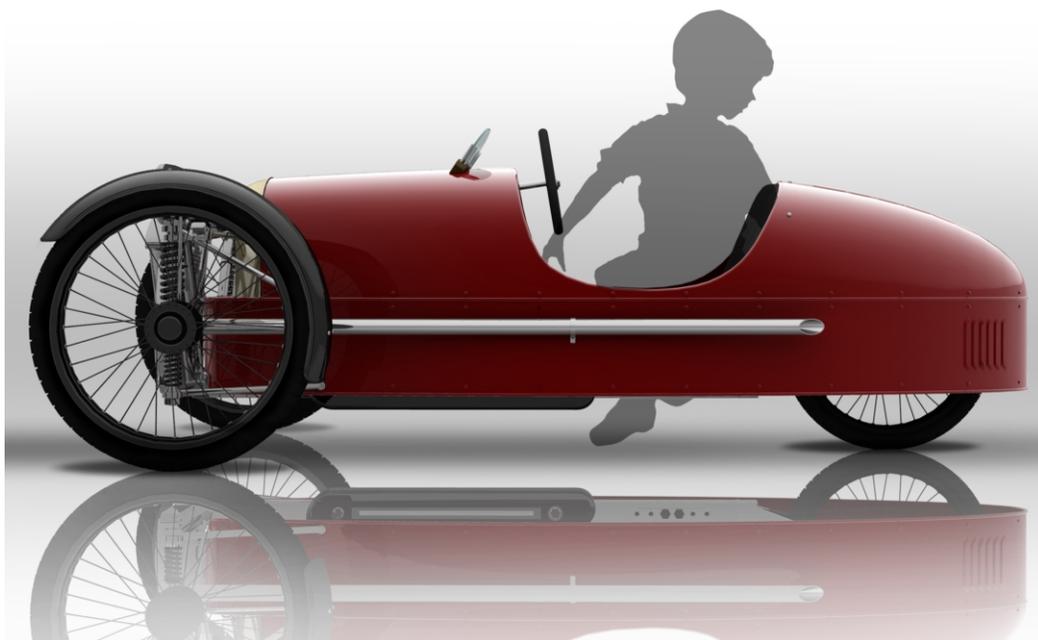
Designed to be built alongside the normal range of cars at the factory, the 2/3rd scale SuperSports Junior pedal car will appeal to the younger element of the Morgan fraternity.

Suitable for 6-13 year olds, it requires energetic pedal power rather than petrol or hydrogen for forward motion.

True to our core Morgan values it retains our legendary high power to weight ratio.

Made from only the highest quality materials and featuring a cast aluminium look-alike engine, the limited run of 500 are expected to sell as fast as they move!

If you are interested in ordering one of these future collectors items please contact jayne.dobson@morgan-motor.co.uk for brochure and ordering information





To commemorate the 100th year of the Morgan marque, Sportscar Vintage Racing Association (SVRA --- <http://svra.com/>) has announced a race series featuring three ALL MORGAN races:

The Peter Morgan Memorial Race # 2 at Road America in May.

PMMR # 3 at VIR (Gold Cup) in June. Culminating with the granddaddy of them all, PMMR # 4 at Watkins Glen in September.

Note: PMMR #1 Race was held several years ago at Road America.

The Morgan community has pledged to support all of these events and to add encouragement; the Morgan factory has donated a Morgan Centenary Wedgwood china loving cup for presentation to the racer who accumulates the most points in the three races. Note the factory made ash base....Now here is a one of a kind!

Each venue will offer unique activities and those will be announced as plans fall into place. For now we know that The MG Vintage Racers (MGVR) have thrown down the gauntlet at VIR and challenged the Morgans to an MG / Morgan race. One Morgan official said "We can do that... and perhaps clean some clocks!"

Plans are rolling at Watkins Glen for a total Morgan celebration both at the track and in the town. Those wishing to participate in the Watkins Glen Festival events need to

register ASAP at the festival web site. www.grandprixfestival.com

At this writing, The Road America Activities are firming up and as before, (remember PMMR #1?) you will be assured of a memorable weekend.

When you register for these races, look for the Special entry fee reductions for Morgan racers (at all three races) and or Pre-War (2-day) at (VIR and Road America). SVRA is going all out the make this series great so don't let us down.

For you non racers, plan to come to as many of these races as you can fit into your schedule and stay for as many days as you can. We guarantee that there will be plenty to see and lots to do. We are going to have this Centenary chance only once, so make sure to be a part of the activities so that you can say "I was there", not "I am sorry I missed that".

Morgan contacts are:

Dick Powers ~ Watkins Glen mgahmogca@rpa.net or (585) 323-2687

Bob Wilson ~ Road America kerm1@aol.com or 630) 319-2002

Dave Bondon ~ VIR/Gold Cup dbondon@bellsouth.net or (770) 330-6210



ALL MORGANS ARE HEADING FOR:



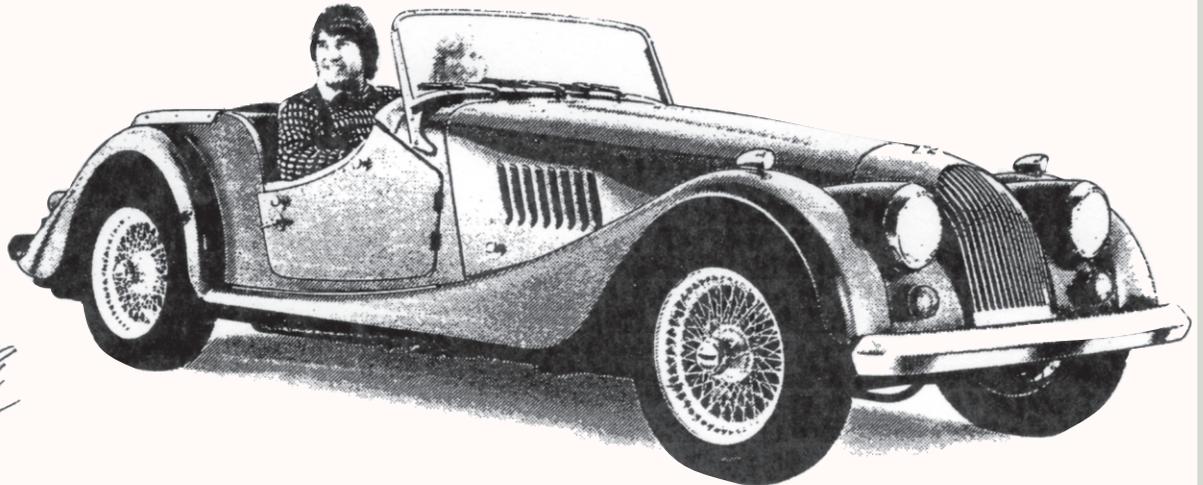
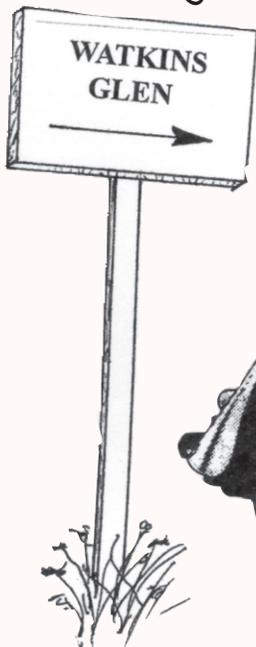
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Bulldozers demolish former home of Morgan

by Richard Vernall Worcester News

BULLDOZERS have demolished the former home of the father of Malvern's sports-car heritage as work on the town's new hospital continues.

The house of Henry Morgan, "H.F.S." off Worcester Road, has been pulled down to make way for the town's new £19 million hospital.

Planners gave the thumbs up to the 24-bed Malvern Community Hospital earlier this year after almost 30 years of campaigning.

Mr Morgan, the son of a Herefordshire vicar, launched the company in 1910 after building the forerunner of the motoring icon – a three-wheel open seater car and testing it out in the town.

The four-wheel car, which has since become a motoring icon, was developed in the 1930s and under Mr Morgan's leadership the company went from strength to strength and is still the world's oldest independently owned car company.

Born in 1881 at Stoke Lacy Rectory he worked as a draughtsman in Swindon for Great Western Railway, leaving in 1906 to open his own garage in Malvern Link, aged 25.

Developing prototype cars he also ran a bus service which took passengers between the Link and Malvern Wells and later from Malvern to Gloucester.

His cars won races at Le Mans and Brooklands and have gone on to take the chequered flag in countless rallies, hill climbs and grand prix.

The company celebrates its centenary next year and a town statue is still planned to commemorate Mr Morgan.

The new hospital in Seaford Court will provide a minor injuries unit as well as out-patient facilities, diagnostic services, day treatments and procedures, out-of-hours GP services and a range of health improvement initiatives and complementary services.

Following demolition work on the 3.4 acre site, it is hoped construction can begin in February 2009 with the first patients admitted in autumn 2001.



Why Morgans are Green

Paul Nieuwenhuis & Peter Wells

It may come as a surprise to many environmentalists, but sports cars have the potential to be among the greenest of cars. One reason is that in order to optimize their performance, many sports cars are designed and built on the principle of weight reduction. This is not normally the case for saloons, however sporting they may be. Indeed, sports cars in general are far more built to purpose than typical hatchbacks or saloons that, as a result, are generalist vehicles that are competent in many areas but excel in none. It is even possible nowadays to engineer a large 4x4 car that performs like a sporty car, at least in some respects, but such performance comes with excessive environmental cost. One of the best

companies in terms of designing and building fit for purpose sports cars is the Morgan Motor Company, which despite the traditional styling of its products, nevertheless can out-compete most of its apparently more modern competitors in terms of environmental performance.

This is highlighted by the scores Morgan cars achieve in the Clifford-Thames/Cardiff University Environmental Rating for Vehicles (ERV). This system uses publicly available data to arrive at a single number that attempts to incorporate a vehicle's total environmental impact including toxic emissions, CO2 emissions and use of raw materials and energy in production. The ratings currently range from 2 for the worst to 60 for the best, with the average at around 15 or 16. It may surprise many

environmentalists and industry observers that the Morgan 4/4 Sport 1600 achieves a better ERV score than Toyota's much lauded Prius hybrid-electric car. However, although the Prius scores well in terms of CO2 emissions, and scores well overall, it does have a weight disadvantage compared with the Morgan, as well as questions over its battery's recyclability and durability.

So, how do Morgans achieve this good ERV rating, and more broadly, why should Morgans be regarded as relatively 'green' cars? The answer covers a range of different parameters all of which contribute:

Low Weight

Low vehicle weight is inherent in the Morgan design philosophy and is

aimed at achieving maximum performance. The means by which this is achieved include a simple chassis, minimal bodywork and the use of lightweight materials, notably wood and aluminum. In addition, the number of features and components not contributing to the primary function of the cars is very limited.

Materials use

The materials used in a Morgan include renewables, notably wood and leather. It also includes steel, which is easily recyclable and derived from relatively plentiful iron ore. Aluminum is used for the bodywork and for the structure of the Aero 8. Aluminum saves weight compared with more conventional steel, although it is highly energy-intensive to produce. However, it does offer the ability of easy recyclability at an energy input of around 15% compared with virgin aluminum. The use of finite fossil hydrocarbon-derived materials – such as plastics – is relatively low at Morgan.

Low Emissions

The low weight helps Morgan cars achieve relatively low fuel consumption and as a result relatively low levels of toxic emissions (carbon monoxide, hydrocarbons, NOx and particulates) and CO2 emissions (135g/km for the 4/4 Sport 1600 – which is less than the EU average for all cars). This is further helped by Morgan's use of state-of-the-art engines from more mainstream manufacturers such as BMW with the resources to make engines to the latest designs. This is then combined with the latest engine management software to optimize the power train for the Morgan application. Morgan now also design their cars for the emissions standards of California, the world's strictest. The use of BMW power train components would also allow Morgan, for example, to adopt BMW's new Efficient Dynamics technology designed to minimize CO2 emissions.

Durability

Durability is one area that is often overlooked by the mainstream car industry which is focussed on selling as many new cars as possible. However, the best way to preserve scarce resources is to use the ones we have already processed for as long as possible. In this respect a long-lived car is therefore better than a more disposable one. Not only do individual Morgan cars survive for a long time, many are rebuilt for a new lease of life. The company is also able to supply parts up to 50 years after a car has been produced thus ensuring it can be kept on the road with relatively little effort and at reasonable cost. The very long product cycles of 20-35 years used by Morgan ensure that models rarely become dated or obsolete. In fact, the 1930s styling has itself become a feature of Morgan cars and departing from this is risky. This ensures a continuity of design that makes a modern Morgan look as fresh – or old-fashioned – as an example from the 1960s or 1970s. This also ensures high residual values thus further prompting owners not to dispose of them prematurely, as well as making any investment in further preservation cost-effective even on older cars. The emotional attachment many owners have with the cars also helps durability.

The Morgan business model relies on making low volumes of durable cars. In a world increasingly concerned with sustainable consumption and production this is a very appropriate approach despite the fact Morgan's business model dates back a hundred years. Around 60-70 million cars are produced worldwide each year, a practice that is clearly unsustainable. In the longer term, if car making is to survive at all, then all car manufacturers will have to move towards a business model closer to that of Morgan and other low volume manufacturers.

Lower volumes would be produced, but the business would survive on helping keep the cars on the road after the initial sale.

Manufacturing System

The sustainability of the Morgan approach to manufacturing derives from the detail of the processes used themselves, along with the materials selected and the design philosophy. However, just as durability in the product is an under emphasized but important feature of sustainability, so is the value of small-scale manufacturing not fully appreciated. In brief, typical modern mass production of cars requires very large capital investments in the three major activities of pressing, welding and painting (to create the car body), along with a fourth area of investment in terms of the actual assembly tracks. Collectively these constitute the major fixed costs for mass production of cars, costs that can only be amortized when output is very high. Hence, in a competitive market, there is an in-built tendency for each company to seek to expand market share and achieve minimum economic scale by installing greater levels of fixed capacity. The result is that the biggest single contribution to unsustainability made by contemporary mass production systems is probably over-production. Over-production results in cars being forced into the market via discounts and other incentive schemes, the effects of which are most obvious in terms of the rapid depreciation of new cars over the first three to five years of their useful lives. This rapid destruction of economic value is a key factor in older cars becoming obsolete: they are literally no longer worth repairing – in stark contrast with the situation outlined for Morgan cars described above.

In fact, Morgan can be regarded as using a version of what is termed Micro Factory Retailing (MFR). In general, MFR offers a range of strategic advantages compared with mainstream mass production: advantages that translate to genuine sustainable business: that is a business that is economically, socially and environmentally sustainable. These advantages include:

- Investments in productive capacity can be incremental, and thereby expand in line with the market. It is easier to ensure that capacity does not exceed demand: hence surplus demand is essentially managed through more or less long waiting times. This ensures continuity of production and employment. Moreover, new technologies in manufacturing are often easier to integrate.
- The incremental expansion of capacity can also have a geographic component in that new plants can be added to develop new markets. Thus far, Morgan has not exploited this opportunity (and it might be argued that a Morgan has to be built in Britain), but as a role model for other manufacturers it is an intriguing prospect.

- New products or variants can also be introduced incrementally, generally resulting in lower risk.

- Customers can be taken around the plant, can meet the people who will make their car, and can thereby feel 'closer' to the product. This has long been a feature of the Morgan approach, and interestingly enough it has been copied by many other companies trying to get stronger brand loyalty: including Mercedes-Benz, Rolls Royce, VW, Porsche, and BMW.

- The factory also becomes the location for repair, spare parts, in-use modification (e.g. external panel refresh) which allows the manufacturer to benefit directly from profitable aftermarket activities.

- The factory can undergo a transition over time from an essentially new car production focus, to one more involved in service and repair. That is, the factory does not depend absolutely on the continued sale of new cars. Bristol Cars has exploited this model well.

- The inherent flexibility of small-scale manufacturing is the practical basis upon which new levels of customer care can be built. The Morgan approach makes possible flexible response, shorter lead times, and late configuration. This again builds customer loyalty and enhances the value of the product while minimizing

waste, also contributing to brand reputation and product longevity.

- Stronger worker commitment to the product and to customers. These small factories escape from the 'mass' culture of traditional high volume manufacturing. Intriguingly, other vehicle manufacturers have sought solutions to worker boredom via such concepts as 'job enrichment', but in the case of Morgan such enrichment is built into the manufacturing philosophy. This results in more satisfying work for staff, and better quality levels with all that this entails.

- This type of factory and manufacturing approach is the best means to take advantage of modular supply strategies combined with commodity or off-the-shelf purchasing. It also means that product up-grades via for example new engines can be integrated quickly and relatively easily, ensuring product performance stays at the forefront of the market.

- Manufacturing processes have a lower environmental impact compared with traditional high-volume manufacturing.

- Morgan manufacturing does not require a large, flat dedicated site with extensive support services. A modern car plant occupies several square kilometres of land. Compared with this, Morgan requires a classic 'light industrial' facility. Again, as a role model this is valuable.

- The Morgan approach clearly resonates with social and political objectives in Europe by creating local employment in high-value manufacturing activities. At a time when mass production jobs appear in danger of being removed to locations in Eastern Europe, India, China or elsewhere the Morgan approach makes a key contribution in retaining those skills and added value.

Forward Thinking

The experimental **LIFECar** project illustrates that Morgan is keen to develop a future direction in terms of models and technologies that offers enhanced sustainability. It might be thought that carbon fiber bodies and fuel cell power trains are the preserve of the very few vehicle manufacturers with sufficiently large R&D budgets to support such exotic activities. However, along with the new technologies Morgan has sought to pioneer innovative approaches to product design and, for example, supplier relationships that have enabled the **LIFECar** project to come into being.

Indeed, the **LIFECar** demonstrates already that the most environmentally benign technologies currently available for cars is entirely compatible with sports car applications: even in fact that such applications are ideal for these technologies. In short, Morgan overall demonstrates quite clearly it is possible to be lean, green and have fun!

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