

The Glass" Factory at Beausejour, 1906-1914

by Martha McCarthy

Historian Historic Resources Branch, 1989

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Although this is in many ways a cooperative venture, the faults are only the author's responsibility.

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Introduction

The glass container factory at Beausejour, which operated from 1906-1914, illustrates several important themes in Manitoba history. Founded by German and Polish immigrants, it shows the importance of skilled immigration to the development of local resources, and the contribution made by entrepreneurs with European experience to the early industrialization of western Canada.

The brief career of the glass factory also highlights the rapid pace of industrial and economic change in early 20th century Manitoba. The introduction of glass at Beausejour evolved from the oldest handblown methods to the use of semi-automatic machines, imported from the United States. The skilled Polish glassblowers of the first years were replaced by equally-skilled craftsmen from the United States, with their somewhat different methods.

Many of these American glassblowers had worked in eastern Canada, and thus can be said to illustrate both the north-south influence of geography, and the east-west pull of Canadian political and economic development resulting from the National Policy. Their skills, and the demand for those skills, as well as the influence of their international craft union, made the border irrelevant to their opportunities for employment.

The several changes of ownership of the glass factory reflect the centralization of economic power in Canada in the pre-World War I years. The first owners were unable to finance the glass factory on a scale which would make it viable and businessmen from Winnipeg soon took it over and enlarged it. They were unable to compete with the large Diamond Flint Glass Company from Montreal, and negotiated a sale which spelled the end of the Beausejour glass enterprise. Although a unique Manitoba operation, the demise of the Manitoba Glass factory at Beausejour was only one example of a general deindustrialization of rural Manitoba, as local brick factories, electricity generating plants, creameries, and flour mills were replaced by larger urban provincial or national plants and factories.

Town and Site

Unlike many other western settlements, Beausejour was not situated on a well-used water route, and therefore had not been central to native or fur-trading interests. Its existence as a town derived primarily from its location on the main line of the Canadian Pacific Railway. On 3 May 1880 the line was completed to Beausejour, from Winnipeg via Selkirk, and in September 1882 was extended from Beausejour to Port Arthur.¹ After 1906, however, the Molson cutoff diverted the main line of the CPR away from Beausejour, and the line through Beausejour became a branch line.²

Early settlers, primarily of English, Welsh and Scottish background, cleared the bush and built farms, using a trail or the Brokenhead River to reach Selkirk. When the railway reached the area and transportation to Selkirk and to Winnipeg became so much easier, most of these settlers sold their farms to immigrant Poles and Ukrainians; some of the English-speaking settlers then moved to form the village of Beausejour.

Near the village lay a large deposit of sand. (See Fig. 1). The sands at Beausejour are of a type known as "Pleistocene sands", left by subglacial rivers as they emerged from the covering ice sheet. These sands often have a high silica content, suitable for glass-making. On the other hand, this silica is usually mixed with lime, which ruins its suitability for high-quality glass. Beausejour is a good example of this type of deposit, the sands having been used to manufacture cheap grades of green bottle glass and sand-lime brick.³

The first industry to use the sands of Beausejour was The Manitoba Pressed Brick Company. James L. Turner, who had been a dairyman in Rat Portage and later in Beausejour, diverted his business interests to develop the sands on his land for the brick company. At first he shipped the sand out of Beausejour⁴ but in July 1905 his own factory at Beausejour began production.⁵

By 1906 the bricks had attained such popularity that the factory was running at full capacity to keep up with the orders. Several new buildings in Selkirk and in Winnipeg used the bricks, which were said to improve with age, did not chip or scale, were absolutely sanitary, did not disintegrate under severe climatic changes, were uniform in size and shape, and had great electrical resistance. They were manufactured in buff, red, and white colours, under the manager, Geo. H. Bradbury.⁶ This plant could turn out 2,000,000 pressed bricks of excellent quality per season.⁷

In 1907 the Board of Railway Commissioners for Canada authorized the CPR to construct a spur line from its passing siding at Beausejour about 1000 ft. into the premises of J.L. Turner, that is, to the brick yards, thus enabling the company to ship bricks more easily.⁸

It was new German and Polish settlers in the vicinity who first took advantage of the sands of Beausejour to produce end market glass containers. This was an industry which the Canadian government hoped to encourage in the north-west. In 1901 the Immigration Department had tried, unsuccessfully, to attract Indiana glass manufacturers, whose supply of gas was giving out, to establish plants in the North-Western Territories.⁹

The Glass Industry

Glass-making was a very ancient art. Small glass vessels were sculpted from solid blocks of glass from c. 4000 BC. About 3000 BC, people began to make glass vessels by pouring molten glass over a shaped sand core in successive layers, until the vessel was strong enough for use. Many centuries later, c. 200 BC, the technique of blowing glass was discovered in Babylon. In Alexandria, in the first century BC, the method of moulding was developed; the glass was pressed into a mould, or the powdered glass melted inside a mould. The Romans adopted these methods and an astonishing growth in glass manufacturing ensued; commercial containers of common green glass were produced on a scale not matched until the 20th century.¹⁰ From then until the late 19th century, this way of producing glass containers, only slightly modified over time, continued.

The basic steps in making glass are (1) mixing, (2) melting, (3) forming and (4) annealing.

(1) In mixing, the sand and chemicals are combined to make a "batch". To this is added some scrap glass of the same composition as the glass to

be produced. This scrap glass, called "cullet", speeds the melting process, because it softens at a lower temperature than the raw materials of the batch.

(2) The batch is then melted into glass at temperatures c. 1400 degrees C. Early makers used large clay pots to melt the glass, putting the pot filled with the batch inside a pot furnace until the batch melted. Then the glass could be worked out of the pot until it was empty, and the cycle repeated. Present manufacturing uses continuous tank furnaces, which operate steadily for periods of up to a year. The mixed batch materials are fed constantly into the back end of the furnace and the molten glass flows to the front, or working end, to be formed.

(3) Forming the batch must be done at the temperature at which glass is able to flow. At this temperature, considerable force can be applied to make the glass take the shape desired, by blowing, pressing, or drawing.

For hand-blown glass, a "gather" of molten glass was taken on the end of a blowpipe by a "gaffer"; a puff of his breath made an air bubble in the glass, which

he manipulated to distribute the glass correctly, then placed it inside a mould. As more air was forced into the bubble, the glass expanded until it touched the surface of the mould. Allowed to harden, the glass was removed from the mould, and any excess glass above the top trimmed off. The bottle was reheated to finish off the neck.

(4) Annealing, or cooling the glass product, requires great care, since the interior cools more slowly than the exterior. A lehr or annealing oven moves containers gradually through a heated area until they are cooled properly and ready for use.

19th and 20th Century Glass-making

The most common type of glass produced has been soda-lime glass. This was very stable and fairly easy to make, and its moderate softening temperature made it very workable, yet glass did not become commonly used until the late 19th century. This change owed much to the development of the "regenerative furnace", in which hot gases were recycled. This provided far more heat from a given amount of fuel than had been possible before, and enormously speeded up the melting process, which in turn made possible a greatly increased output. The development of continuous flow tanks also contributed to the growth of glass container use.¹¹

In the United States, container production increased 50% between 1899 and 1904, while the number of hand bottle-blowers increased from 6000 to 9000 from 1897 to 1905.¹² The increasing market for glass containers, however, helped provide the capital necessary for mechanization to meet this demand and the use of these machines eventually rendered the glassblowers obsolescent.

The Glass Bottle Blowers Association (hereafter GBBA) of the United States and Canada set the scale of wages to be paid each year. Assuming these were comparable to those of the separate union of flint glass workers,¹³ the wages were high, reflecting the skills required by the industry. In May 1911 the wages of flint glass workers were set at \$132.00 U.S. per month for gaffers, \$99.00 per month for blowers, \$66.00 for gatherers, \$22.00 for stickers, \$13.20 for knockers, and \$11.92 for carriers.¹⁴

The development of semi-automatic and later automatic machines for blowing glass radically altered the industry. In the semi-automatic machines, gobs of melted glass were fed to them by glassblowers or by semi-skilled labourers, whereas the fully-automatic machines gathered glass directly from the furnace, and all processes in moulding and blowing were independent of human labour.¹⁵

Two semi-automatic machines were developed in the 1880s in the U.S. and England, but use of both machines was limited through craft union action. By the 1890s, however, these and several other similar semi-automatic machines were widely used. Skilled glassblowers remained essential to the industry because the first semi-automatics produced only wide-mouthed containers; it was some time before machines could produce narrow-necked bottles. "The 1890s was a period of revolution in glass technology; however, the new technology did not begin to cut down on the number of hand glass blowers until after 1905, because the expanding demands for glass containers accommodated the new technology and the old."¹⁶

Semi-automatics were limited in their production capacity by the speed with which the worker could feed glass to the machine and run the machine through the moulding sequence. Although automatic feeding devices improved the efficiency of the semi-automatics, their limited production capacity and labour costs led to the elimination of the semi-automatic machines in favour of the more productive automatic bottle-blowing machines.¹⁷ In 1900 there were 80 semi-automatic machines producing wide-mouthed glass containers; by 1904 this reached 200 and in 1916 there were 459.¹⁸ A rapid decline followed, however, and fully-automatic machines became the norm.

The first automatic glass-blowing machine was invented in 1903 in Toledo, Ohio, by Michael J. Owens, and was called the Owens Automatic Suction and Bottle Forming Machine. The machine rotated clockwise over a pot which rotated counterclockwise. The machine sucked up a gob of molten glass from the pot into a blank mould, where the neck was finished and a small cavity made in the gob. The gob was then transferred to the blow mould, where the bottle was completed by use of compressed air. The machine was adaptable to moulds that could make one, two or three bottles simultaneously.¹⁹ Later improvements increased this to 15. These machines reversed the handblowing process, which finished the neck (closure) last.

The Owens Bottle-Machine Company was organized with a capital of \$3,000,000 to license the rights to the machine to various glass companies. By 1909 46 machines were in use and in 1911 there were 103.²⁰ In 1908 Diamond Flint obtained exclusive Canadian rights to the Owens automatic glass-blowing machine, assigned to it by Canadian Glass.²¹ This ensured predominance of Diamond Flint and its successor, Dominion Glass, in the 20th century market.

Hand-blown glass producers could not compete with the output and standardization made possible by the machines. Semi-automatic machines were from one and half to nearly three times more productive per man-hour than hand production, while fully automatic machines were between six and a half to as

much as nearly 400 times more productive. This wide range reflects the variables of the type of containers produced and the kinds of machines used.²²

The impact of automation hit the members of the GBBA very hard. Agreements were negotiated to use 3 shifts of men wherever possible, in order to find work for those displaced, and arrangements were made with manufacturers to curtail the number of apprentices. Even to achieve these minimal advantages, however, the GBBA had to make concessions in wages.²³

The effect of the machines can be seen in the numbers of glassblowers employed and the amount of glass containers produced. The number of glassblowers in the United States in 1896 has been estimated at 6229 and reached a peak of 9000 in 1905, but declined rapidly to 2000 in 1917 and to 1000 in 1924. A counterpoint to this decline was the rise in the number of glass containers produced: 7,777,000 in 1899, 11,942,000 in 1904; 19,288,000 in 1914 and 24,000,000 in 1919.²⁴ Thereafter production declined during prohibition.

On the other hand, "while machines increased quantity, they also created standardization that cut down the variety of bottles available, limited the colour range of commercial glass containers, and reduced the variety of closure used. The period of greatest variety for glass containers was from the second half of the 19th century until World War I. After that variety decreased as a product of standardization."²⁵

The fortunes of the glass factory at Beausejour from 1905 to 1914 reflect these rapid changes of the early 20th century in the glass container industry. It moved in those few short years from a local operation producing a variety of coloured handblown glass containers to a Winnipeg-owned company with the uniformity imposed by the use of semi-automatic machines. These steps could not make the Beausejour sufficiently competitive to resist takeover and dissolution by a large national company, equipped with fully automatic machines and offered free gas to locate its plant in Redcliff, Alberta.

The Manitoba Glass Company, 1906-07

John Vass, the first blacksmith in Beausejour, realized the possibilities of using the local sands to make glass. To prove his point, he experimented with making glass in a home-made clay pot.²⁶ Joseph Keilbach, a German immigrant who owned the sandpits next to Turner's brick factory, sent samples to the University of Heidelberg for testing.²⁷

One of the first essentials in making glass, after the sand, was a furnace which could reach the high temperatures demanded to melt the glass. The first production of glass was made in outdoor, wood-fired pots,²⁸

which had to be carefully made from special clay imported at first from Germany. They were somewhat fragile and had to be cleaned out after each use. Louis Vogel estimated that the original pots were about six ft. in diameter, with a round bottom.²⁹ They were filled with sand, to which was added soda, lime, and other chemicals, and put over a fire until the mixture melted.

The glassblowers put their pipes in the pot and started turning until they got a bottle the size of a teacup. In the beginning they had no mould, and had to roll the glass. Those who were expert produced an evenly-shaped bottle, while those who were not, got too much glass at the bottom and hardly any at the top.

Convinced by the results of this experiment, Joseph Keilbach, Frederick Lentz, Louis Lentz, Edward Keilbach and Gustav Bohn formed a partnership³⁰ known as The Manitoba Glass Company, by agreement dated 22 June 1906. All of these men asked Joseph Keilbach to advance their shares of the money, goods, materials and labour necessary to carry on the business of this partnership, and promised to repay him the advances when they should be in funds. Evidently, Joseph Keilbach was the driving force and the source of financing of this venture.

Over the summer and fall of 1906, Keilbach supervised and participated in the construction of a glass factory. He kept a detailed accounting for his expenditures, listing the workmen and how much was paid to each, the amount paid for freight, including for brick, clay and soda, the money advanced for wood and to whom it was paid and for what kind of wood. (See Appendix A) The original plant was mainly wooden, but some locally-made brick was used in this and in later additions. Keilbach, his teams and his hired men did a large amount of work and labour on the plant, hauling stone, sand, lime, lumber and other materials and scraping sand and doing other miscellaneous work (to the value of \$1000) from June to November 1906. The total of expenses from June to December 1906 was \$6403.42.

The glass factory initiated by the partnership was almost completed by the end of August 1906. Perhaps unrealistically, it was expected to be turning out glass within a week or ten days.³¹ The "first perfect piece of glassware, in the shape of an ordinary cylindrical pint bottle" was turned out on the 27th of October 1906.³² The bottles manufactured at this stage were all of a deep green colour, "very bright and perfectly free from any trace of foreign matter ... as pretty and clean a specimen of the glass-maker's art,..., as ever was turned out of a factory."³³ Keilbach continued to work on the construction until November 1906, and it appears unlikely that the factory was in operation before that. On 4 January 1907, however, the Selkirk Expositor stated that "The new glass works are now in full operation".

The factory (See Fig. 2) was about 24 m by 24 m (80 ft. by 80 ft.) and about 15 m (50 ft.) high. Its equipment was one oven with five pots, three ovens

for tempering the finished product, one oven for drying wood, and one for drying sand and pots.³⁴ The furnace was 25.5 m by 21 m (84 ft. by 70 ft.), with five "melting basins" (glory holes), each holding 250 litres (55 gallons). In addition, there were five kilns to temper glass (annealing ovens or lehrs), each 3.6 m by 3.6 m (12 ft. by 12 ft.)³⁵ In constructing the original oven, Joseph Wenzoski had tried to economize and use sand cement instead of fire-brick in some sections. This was a mistake, for the cement melted just as the glass did. A new oven of best quality fire-brick replaced this original one, and subsequent firings were successful.³⁶ The firebrick came from St. Louis; Mo.³⁷

The building of the factory was the relatively easy part. The difficulty arose in finding the glass workers, who were very scarce in Canada.³⁸ Louis Lentz acted as interpreter and put Joseph Keilbach in contact with Joseph Wenowski, a Polish immigrant mechanic who had experience in the construction and operation of a glass factory. Lentz was paid for his services and given shares in the glass factory. Keilbach financed the transportation of the Wenowski family, and other Polish glassblowers, both single and married. He paid \$705.25 for tickets for importing glassblowers in 1906.³⁹ Mary Keilbach ran a boarding house for the single men.⁴⁰ The Polish blowers used straight pipes, which were less efficient than the American cone-shaped ones, since the straight pipes could not pick up as much glass at once.

Soon a bigger tank was made, about 15 ft. square.⁴¹ This tank was heated by gas from burning wood, fed through underground brick tunnels into the tanks. More glass was produced this way, but still the factory could not run steadily.⁴² This was an expensive way to make gas to heat the furnaces, but no feasible alternative was available in Beausejour. It also posed some dangers to the workers. When Louis Vogel's uncle was cutting up cordwood for the furnace, he, Mike Sikora and Mike Chonskiewich were gassed from the fumes and had to be taken outside and revived. Later, a man called Tiembacks used his steam engine to cut the wood. If the factory was short of wood, they burned sawdust.⁴³

Keilbach's energy and enthusiasm (and money) had brought his dream to fruition. With happy prospects of producing glass for the Winnipeg and western Canadian market, he agreed, on 24 December 1906, to buy out the partnership interest held by Frederick Lentz and Louis Lentz in The Manitoba Glass Company (unincorporated) for \$3500. Keilbach also secured a memorandum of assignment of interest in The Manitoba Glass Manufacturing Company Limited from the Lentz' dated 6 February 1907.⁴⁴

The Manitoba Glass Manufacturing Company, Limited, 1907-10

On 8 January 1907 Gustav Bohn, Edward Keilbach, Carl Keilbach, Joseph Keilbach, and Joseph Wenowski petitioned for incorporation as "The Manitoba Glass Manufacturing Company, Limited" (thus distinct from its predecessor, The Manitoba Glass Company). Gustav Bohn, along with Joseph and Edward Keilbach, were to be the Directors of the company. Joseph Keilbach held 200 shares, (\$20000), Edward Keilbach 78 (\$7800), Gustav Bohn 60 shares (\$6000), Carl Keilbach 40 (\$4000), and Joseph Wenowski 2 (\$200). The amounts paid for the stock were a mixture of cash and transfer of property, except for Wenowski, who paid cash.⁴⁵ The company was incorporated on 23 January 1907, with a total capital stock of \$100,000, divided into 1000 shares of \$100.00 each.⁴⁶

The new company was "to take over as a going concern the business of glass manufacturing already carried on by Joseph Keilbach, Gustav Bohn, and others, at Beausejour". They were "to carry on a general manufacturing business of glass and brick, and of all articles of commerce that may be manufactured from sand, with other ingredients, or from clay with other ingredients".⁴⁷ The link between glass and brick manufacturing, both dependent on the sands of Beausejour, was evident in this incorporation, but the formal relationship between J.L. Turner's The Manitoba Pressed Brick Company, and Keilbach's The Manitoba Glass Manufacturing Company Limited, cannot be ascertained from these documents.

Subsequent to the incorporation of the new company, the necessary arrangements were made to transfer the land on which the factory was situated. Originally vested in Mary Keilbach, this comprised the most easterly 12 1/2 chains of the South East quarter of Section 35. An agreement of sale to Joseph Keilbach et al was signed on 8 January 1907, and the land transferred by Mary Keilbach to the new glass company on 6 February 1907. Mary Keilbach's title to the land, however, was not registered until 20 February 1907, and a further agreement for sale of land between Joseph Keilbach and The Manitoba Glass Manufacturing Company, Limited, was signed on 22 June 1907.⁴⁸

In the first year, the factory, which employed 30 men, made only one kind and size of bottle, and could produce 15,000 to 20,000 per week.⁴⁹ The first products were of a deep green colour, but Joseph Keilbach assured the Free Press that clear glass could be obtained by changing the various materials used. The bottles were in demand in Winnipeg by a number of breweries and soft drink bottlers, which had previously imported their bottles from the United States or eastern Canada.

The newly incorporated company planned to extend its market even more by installing a plant "that will meet the requirements of the West".⁵⁰ This project

required new ovens and machinery, and moulds to enable the factory to make a variety of articles, including different sizes of bottles, lamp glasses, tumblers, eventually even window glass and plate glass.⁵¹ Keilbach also intended to install a gas generating plant, the gas to take the place of the wood which was then firing the furnace.⁵²

These plans were probably beyond the company's financial resources, which soon were subject to considerable strain, as demonstrated by the fact that the Lentz brothers brought suit against Joseph Keilbach for payment for their interest in the original partnership. In addition, labour unrest became a factor when, at one point, there was not enough ready cash to pay the Polish workers. They demanded their money immediately and threatened that the bailiff would seize the factory for their wages. To enforce their views, they reportedly sabotaged the lehr (the moving conveyor belt which gradually cooled and tempered the bottles) by overheating it which caused the bottles to stick together and become useless.

A close friend and adviser of Joseph Keilbach, Robert Beatty, who dealt in real estate, saved the situation by an injection of new money.⁵³ Beatty probably did this by buying stock in the company, for new directors were listed in the Manitoba Free Press of 11 April 1908: Joseph Keilbach, R.S. Beatty, G. Baham [Bohn?], Edward Keilbach and M.J. Hoban, all of Beausejour. They intended to use sand and stone for all sorts of building blocks and to manufacture "all kinds of glassware".⁵⁴

In May 1908⁵⁵ the Lentz' again sued Keilbach and demanded that some of the land he owned be sold to pay them. This action, however, was discontinued 13 August 1908; it was probably settled out of court, perhaps because Keilbach's finances had improved with the restructuring of the company.

About this time, James L. Turner, the owner of The Manitoba Pressed Brick Co., bought shares in The Manitoba Glass Manufacturing Company, Limited. Wm. Kanarowski said Keilbach and Bohn could not make a go of the factory and Sold to Turner, for about \$200,000.⁵⁶ When the company changed hands, Carl Keilbach sold his shares - the only one of the family to derive real profit from it.⁵⁷

Turner's involvement led to reorganization of the company, under new management, and Joseph Keilbach was no longer in control. Turner himself was the Treasurer, while W.B.K. MacRury, the bookkeeper of the factory, was Secretary. E.L. Taylor, a prominent corporate lawyer in Winnipeg, with membership on several boards, became the President.⁵⁸ If the role of president corresponded with the controlling interest in the company, Taylor may have been representing someone else. He was president for only a brief time, and his biography (Schofield) does not mention Manitoba Glass as one of his interests.

After the reorganization, although the glass factory did not solicit orders, it had difficulty in meeting those placed with it, and this situation made it imperative to enlarge the plant to cope with the demands.⁵⁹ Plans were laid to build a new, larger factory, which would manufacture glass articles other than bottles. The new company expected a good demand in the west for its products, and appears to have organized some public relations efforts to publicize itself. Several Selkirk citizens visited the plant and were pleased with the tour, returning to Selkirk with souvenirs made of glass.⁶⁰ One of the latest innovations was the manufacture of glass horns.⁶¹

Work on the new factory began in the summer of 1909⁶² but it was not actually completed until 1910-11.⁶³ The new building was to be 24 m by 27 m (80 ft. by 89 ft.), two storeys high, made of concrete and steel, and fireproof throughout. It would contain one large tank and be "up to date in every respect".⁶⁴ (See Fig. 2) Its stack was 36 m (120 ft.) tall. At the same time, the old factory was to be renovated and enlarged, and new machinery installed. U.S. Bartness, manager of the factory, bought machines in the United States in the summer of 1909 and it was hoped that the old factory would resume operations by the 1st of September 1909.⁶⁵ By September, the railway spur to the glass factory was completed, and the steel was in place for the new plant, while the older part was being equipped as fast as possible, under the supervision of Mr. Brakeman.⁶⁶ By the end of December, 1909, the new factory was being rushed to completion, and it was hoped it could be used early in 1910.

At the same time, however, a gas explosion in the old factory resulted in severe injury to G. Ketcham, engineer.⁶⁷ This may have caused some delays, for on 20 January 1910 the Manitoba Free Press reported that the Beausejour Glass Factory, which had been closed down for repairs and introduction of new machinery, was again in operation. In February the factory was going night and day in an attempt to keep up with the orders.⁶⁸

At this time E.L. Drewry, of the Redwood Brewery, Winnipeg, visited Beausejour and ordered two car loads of beer bottles, indicating that he would require 90 car loads.⁶⁹ This was symptomatic of the market which Winnipeg, let alone the whole west, could supply for the products of the Beausejour glass factory - a demand which appeared to justify the heavy investment in the new factory and equipment.

The new factory was not as yet operational, however, and rumours spread that Mr. Mestigate, the manager, (from Illinois), who was responsible for preparing the batches, deliberately sabotaged the operations of the factory, because of his connections to the Illinois Glass Company, which had been shipping glass containers to Canada, and resented the new

competition. MacRury, the bookkeeper at the factory, opened Mestigate's mail when he was away and found that he had been promised a job as superintendent at factory in the United States if he kept the Manitoba Glass Manufacturing factory from fulfilling its potential. When this was known, Manitoba Glass fired Mestigate.⁷⁰

Mr. Otis Johnson from Olean, New York, replaced Mestigate in 1910. He managed to get good working glass, but fell off the roof of the factory in the summer, and subsequently died from the injuries received.⁷¹ When he died, the glass blowers formed a procession and marched to his house for the funeral service. The union also paid for the coffin (\$100.00), on which was the emblem of the union, to which Mr. Johnson belonged.⁷²

The new manager, Mr. Owens, hired a batch maker from the United States,⁷³ perhaps the Mr. Barthelmas whom John Reifschneider remembered, or he may have been confusing that name for the manager listed in 1910, U.S. Bartness.⁷⁴ In the fall of 1910 the new factory was in good working order. T. Dickson resumed his position as foreman in the new glass factory in June 1911.⁷⁵ At its peak production, this factory, along with the first which was kept in use, employed from 350-400 men and boys.⁷⁶

The development of the brick company and the glass factory are closely intertwined. In 1910 the brick company expanded with new machinery, as well as "a railway of ore cars for hauling the sand up a steep grade into the factory".⁷⁷ A spur track was built by the CPR to the Glass factory.⁷⁸

The equipment of the plant in 1910 was two continuous tanks with 13 ring holes. The old factory had five ring holes, while the new one had eight. The products were flint glass (clear glass), green glass and amber glass, in the form of

- (1) prescription, druggists or perfumers ware
- (2) beers, sodas, minerals or wines and brandies
- (3) flasks or proprietary medicine goods
- (4) milk jars
- (5) fruit jars
- (6) packers and preservers ware
- (7) machine-made jars or bottles⁷⁹

The more modern system demanded a continuous tank furnace, which could operate continuously for 10 months of the year. Glass factories usually closed down in July and August, the hottest months of the year, and any repairs or cleaning of equipment were done then. The tank furnace in Beausejour was built semi-circular of fire-clay brick imported from St.Louis, Missouri. A bridge of fire-clay was built lengthwise in the center of the tank, in the lower center of which was an opening or throat. The batch of raw material was fed into the rear of the tank, the melted glass

flowed through the throat into the front to form a pool of molten glass. The semi-circular side in front had opening called glory-holes, from which the glass blowers gathered the glass on pipes.

Tamarack wood was burned through a flu to make the gas from which flames played around and over the open furnace. Crude oil heated the double glory hole unit which was separate and used in the final operation of making bottles. The factory had its own process plant, a steam engine, to make electricity. It took about two weeks to start the furnace, due to the heat which required 3500 degrees. After the glass was in condition to work, it was kept at about 2500 degrees continuously during the season.⁸⁰

Workforce

John Reifschneider arrived at Beausejour in February 1909, equipped with his journeyman's card as a member of the GBBA. Reifschneider returned to Beausejour in the fall-of 1909, accompanied by seven other glassblowers, all of whom had been employed in the Wallaceburg glass factory in Ontario, and were replying to the advertisement for the Beausejour factory, which read "No Irish need apply".⁸¹ (See Fig.) They took advantage of the CPR cheap harvest excursion rates and for \$10 made the trip to Winnipeg.

The glassblowers were the aristocrats of the union movement and could make up to \$50 per day, based on piece work. Workers in Canada and the United States belonged to the same union, and could move freely back and forth across the border; their skills were uniform and the regulations of work and pay were standardized. Because they could always get a job, they were great drifters (and drinkers). They rarely stayed at one place for any length of time, and Beausejour was not the place to hold them.

Those who moved the most frequently were called "doghairs".⁸²

At Beausejour they had to supply their own entertainment -hunting, fishing, baseball, card games, drinking. In 1911, with the opening of the new factory, many glassblowers from the United States came to Beausejour, where they made up most of the baseball team.⁸³ One of the glass blowers, Ormal Stephens, spent his spare time training the bear, known as the "Teddy Bear" at the Beausejour Hotel, to do some tricks.⁸⁴ The glass blowers often spent some time on weekends in the factory making "whimsies" - glass canes, chains, and ornaments - which they sold in Winnipeg (at \$20.00 for a cane).⁸⁵ (See Figs.) One of the blowers was severely burned on a Sunday while doing this,⁸⁶ an accident which may have motivated the company to put a stop to this custom. A carnival held in February,

1910 benefited from the sale of a large glass chain made at the factory and donated to the ladies by the maker.⁸⁷

In March 1910, the glass blowers decided to organize a branch of the union, the first meeting to be held in Maddin's Hall.⁸⁸ Mr. Whalen, from Montreal, an executive officer of the Glass Blowers Union, arrived to help organize the union.⁸⁹ When the new factory was built, however, it was set up to produce glass in the American way, and American workers replaced the Poles. This caused some grumbling and threats to blow up the glass factory, but the union officials granted the Polish workers apprentice status in the union, according to a ratio of union workers, and this smoothed over the problem.⁹⁰

Louis Vogel⁹¹ listed the men working in the factory in 1910:

- manager, timekeeper, foreman
- 2 scrap men (rejects back to tank)
- 108 blowers - in the 2 factories -and 108 boys
- 4 gas men (feeding ovens with coal)
- 1 man feeding soda, sand & scrap glass to oven (Joe Winniski [Wenzoski]-)
- 1 man mixing soda and sand (Rudolf, toughest man in factory)
- 4 hauling sand with wheelbarrows
- 1 clerk (MacRury)
- 4 carpenters making crates
- 2 boiler men (Bill and Walter Lowry)
- 1 blacksmith (Stanley Kanarowski)
- 1 man crude oil to barrel (30 ft. high).

Many of the local boys worked for a few years as mould boys in the glass factory. These boys, only 10 to 12 years old, spent long hours in the hot factory, working to schedule with their glass blowers, to produce in the most efficient manner possible, before machines replaced them. Frank Ehinger⁹² said that in 1911 the local boys went on strike, so MGM brought in a bunch of farmers to work, over 17 yrs old. They worked one night and couldn't stand the heat any more. As well, the glass boys were waiting outside in the bushes and threw stones at them and chased them back to the farm. At the time, he was earning 75 cents per day. The boys wanted another 25 cents and got it, after a strike which lasted about one week. Wm. Kanarowski, one of these boys, was fired for whistling at work. Kanarowski then went to work for Garson Quarry, where he made \$2.50 per day, instead of the \$1.75 he was making at the Glass factory.⁹³

Each "shop" in the factory was a working unit of men and boys, working on two levels or benches, consisting of three journeymen glass blowers, one mould boy, one glory hole boy, and one carrying in boy.⁹⁴ When John Reifschneider

worked there, six shops were employed. The glass blower heated the end of his pipe cherry red, gathered a small amount of glass on it, rolled it on the stone on the upper level, blew into the pipe to form a stem, dipped it into the water to cool slightly, gathered more glass and blew again, working it on the stone. It was then placed in a hinged, two-way, air-cooled mould, which was clamped by the mould boy on the lower level. The glass blower blew again to form the bottle to shape. The mould boy then took it out of the mould and set it on a table.

The glory hole boy placed it in a clamp the size of the bottle, ground off the rough glass on the neck and placed the bottle in the double glory hole to heat the neck cherry red. It then went to the gaffer seated on a bench. He had a tool to finish the neck, using a mix of charcoal and powdered rosin. The glory hole boy then put it on a paddle and it was carried to a conveyor belt in the annealing oven or lehr, which was kept at 1300 degrees. If the heat in the lehr was too much, the bottles stuck together and were ruined. If the lehr was too cold, the glasses broke. The lehr was approximately eight feet by twelve feet and sixty feet long, heated separately from the main furnace. When the bottles reached the end of the conveyor, they were still warm, but ready for inspection, and packing.⁹⁵ One shop, working in good glass conditions, could produce 25 gross (3,600) 15 oz. bottles during one eight-hour shift.

Louis Vogel worked as a boy in the factory 1911 and 1912 -the first year in the old factory, the second in the new one. At that time, the factory employed 250 (men, boys and girls) in 12 shops (6 in the old building). The men were glassblowers, while the girls put the top on the sealers.⁹⁶ Three boys worked with the three glassblowers on the bigger bottles or sealers. One boy sat and worked with the moulds, closing one and opening another. He would then put the cooled bottle on the scale or aside. The other boy would pick it up with pincers and put it in the snap, roll the neck to grind it, take the rough glass off the head, then stick it in the glory hole. There the glassblower would take it and blow the neck on it. The bottle was then taken on a shovel to the lehr where it was tempered. This was fast work, for three glassblowers could make 24 bottles in one minute.

Martin Scholz described his work as a mould-boy at the factory after the semi-automatic machines were installed.⁹⁷ There were about three Polish blowers on the pipe, (including Wenzoski, Opyc), while the rest worked on machines. Scholz said they brought in American machines and 3 men from the United States to operate them. The machine was round and Scholz operated the moulds as the machine was going around. He had to sponge the mould out with sulphur powder so the next bottle would not stick to the mould, and the machine kept moving all the time. One glass worker would take the glass from the furnace (a gob), snip off the excess, and then Scholz would close the mould on the machine. Another man

or boy took the bottle away as he put it on the table and took it to the Lehr to be tempered.

Scholz first worked on the small bottles - salt shakers, ink bottles, medicine bottles. When he was trained on this, he was moved to another machine which made quart sealers (he was unsure of the brand name). One man took the exact amount of glass from the furnace, dropped it in the mould, Scholz closed the mould, stepped his foot on the air pressure -and there it was. Then he opened the mould and put the bottle on the little table. These memories highlight the simplicity of the machine operation in comparison to the handblowing methods which preceded them.

Scholz claimed that beer bottles and soft drink bottles were made with the pipe, not the machine. This may indicate that the semi-automatic machines at Beausejour were not adapted to making the narrow neck bottles. On the north side they made the little bottles, and the sealers were made on the south side, in a big machine with 10-12 moulds. Scholz got paid 15 cents per hour - the more bottles made, the more money he made. Every bottle produced was put on a scale, and if overweight, it was scrapped. Kanarowski said he got 40 cents a day - at night - when the glass was ready they were called in to work - and finished when tank was empty. Scholz says he worked regular shift - from 7 pm to 3 am.

Frank Ehinger worked in 1910 as a boy of 14.⁹⁸ In his shop, four boys were working on the snap tools. Only boys could do it, those over 16 couldn't stand the heat, being right in the middle by the fire inside, in the centre. Ehinger worked in the wooden factory (the first factory) and thought the steel factory only worked one year. Wm. Kanarowski also worked there and said they had to carry out boys sometimes who fainted. The new factory was all of steel, except for the back addition where they took bottles out and crated them, which was made of lumber - a warehouse. The Lehr, of course, was all brick (Scholz said it was stone.)

Ehinger said they made lantern glass only for a short time, and brought the white sand from somewhere by the railcars⁹⁹ as well as some broken glass. Vogel said that towards the end of his working there, the manager claimed he could make white glass out of the Beausejour sand but before he could prove this, the other company bought out Manitoba Glass.

The reminiscences of those who worked in the glass factory are invaluable in giving a sense of the skill, speed, and endurance required of both the glassblowers and the young boys who assisted them, as well as of the camaraderie which existed among the workers. The primitive air-conditioning system (See Figs.) did little to relieve the tremendous heat generated by the process of making glass. The workers accepted that heat as a necessary part of their job, and took pride in their ability to work in such conditions.

The Manitoba Glass Manufacturing Company, Limited, 1910-12

A petition was submitted to Lt.-Governor McMillan on 20 July 1910, asking that The Manitoba Glass Manufacturing Company Limited be permitted to increase its capital stock to \$300,000, according to a by-law passed at a general meeting on 23 May 1910. These letters patent were issued on 5 August 1910.¹⁰⁰

Immediately after this, J.L. Turner of The Manitoba Glass Manufacturing Company Limited sold out to John C. McGavin, Savage & McGavin, and Douglas Colin Cameron. An agreement to this effect was signed 14 September 1910.¹⁰¹ Turner promised to sell to the defendants the NE 1/4 S 35 Twp 12 R7 and certain stocks, shares, securities, plants, buildings and other assets, goods, chattels and effects. This included vesting clear and unencumbered title to all the lands and assets (156 acres more or less) in D.C. Cameron and J.C. McGavin. This was further amended by agreement of 20 July 1911 (no details here - but probably part of the petition for increase in capital stock to \$1,000,000, See below, p.). In this arrangement, Turner sold both the glass factory and the brick factory.

In fact, however, title to the 4 ha (10 acres) of land on which the glass factory stood was still registered to Joseph and Mary Keilbach - a fact which Cameron and McGavin did not realize this 2 November 1912, nearly two years after the initial agreement. This appears to show a lack of direct involvement in the operation of the glass factory by its new owners, not unexpectedly on Cameron's part, since he became Lt.-Governor of Manitoba in 1911.

The new owners notified Turner immediately that he must acquire clear title or they would reach an agreement with the registered owner of the land and deduct the cost of this from the payment due to Turner. Turner did not do as he was asked. As a result, Cameron and McGavin had to pay the registered owners (Joseph and Mary Keilbach) 140 fully paid 7% cumulative, preference shares in Manitoba Glass, to the value of \$12,740.00.

In further Particulars, McGavin et al claimed that Turner represented to them that the lands included in the assets being purchased by the defendants from the plaintiff contained 160 acres (less certain reservations), of which he possessed 140 acres_free and clear, while MGM held title to 18 acres, and the stock in this was included in the transaction. Since Turner was at the time a Director and Manager of Manitoba Glass, the defendants paid up and depended on his word. But the 10 acres concerned, on which the glass plant stood, was not vested in the Manitoba Glass company, but registered to the Keilbachs.

Turner claimed that he never promised to convey the 10 acres. He had the controlling interest in Manitoba Glass Manufacturing and in The Manitoba Pressed Brick Co. Ltd - and all he agreed to do was to convey to the defendants

the shares of the said 2 companies. Turner also claimed that Manitoba Glass Manufacturing Company, Limited, was the legal owner or otherwise legally entitled to the land, and that Keilbach had arranged with Manitoba Glass Manufacturing Company, Limited, to pay off his mortgage for \$350 in exchange for the lands. Turner went on to claim that the preference shares mentioned had no value whatsoever.¹⁰² Turner lost this case.

On 20 July 1911 application was made by Manitoba Glass to increase the capital stock of the Company from \$300,000 to \$1,000,000.¹⁰³ The president of the company then was D.C. Cameron, Lt.-Governor of Manitoba, with J.C. McGavin; Sec'y and D.S. Houston, Accountant. A Mr. McGavin, of Winnipeg, visited Beausejour in June, 1911, to look over the glass factory.¹⁰⁴ McGavin was a financier, already involved in the glass factory by arrangements made with Turner, but apparently not recognized by the press at least as an owner. Permission to increase the stock was granted on 26 September 1911.

On 6 February 1912 The Manitoba Glass Manufacturing Company, Limited, petitioned to issue \$400,000 of that sum as Preference shares. McGavin stated that \$600,000 of the capital stock of MGM had been taken up and fully paid and issued and it was "expedient" that the rest be issued as preference shares. Preference shares are considered a somewhat risky investment, more so than common stock. This move appears to indicate some financial difficulties.

By-law 45 of the Company was attached: "In case of the winding-up or dissolution of the Company the assets of the Company available for distribution to the shareholders shall be applied, first - to pay in full at par of the amount paid up on the Preferred Shares in Preference and priority to any payment upon Common shares..."

Takeover by Diamond Flint Glass Company

The arrival of Donald Lamont to take over as manager in 1911¹⁰⁵ may have been arranged by Diamond Flint Glass, perhaps with the consent of Manitoba Glass, to investigate the situation in Manitoba. Since joining Diamond Glass in Montreal c. 1897, after his own company had been taken over, wherever Lamont went - or more likely, was sent - Diamond Glass, and later Diamond Flint Glass, took over that operation and either operated it for a short period or closed it down.¹⁰⁶

In the spring of 1912 the directors of Diamond Flint authorized the expenditure of \$20,000 to purchase a suitable piece of land in the Winnipeg area as a site for a glass factory.¹⁰⁷ Mr. Munderloh visited Winnipeg and the North West in the summer of 1912 to look into this. The Winnipeg purchase was postponed because Munderloh's visit sparked a proposal from The Manitoba

Glass Company to sell its land and factory at Beausejour to Diamond Flint, a move which may have been prompted by the threat of a price war. Manitoba Glass, in common with many other small glass factories, could not compete adequately with a large company such as Diamond Flint, which was in the process of swallowing up a number of its smaller competitors in the east, and which also had the advantage of holding the license for the Owens automatic machines.

Cartels and mergers to achieve market power were found in virtually every facet of Canadian industry but the upward revision of the tariff in 1907 prompted a new wave of mergers.¹⁰⁸ It was only with the merger movement of 1909-1912 the monopolies and oligopolies became economically important in Canadian life.¹⁰⁹ Attempts to limit competition were a factor in every part of Canadian business, although especially frantic in wholesaling and retailing.

At the same time as receiving this proposal from Manitoba Glass, the Diamond Flint Company also considered a very attractive proposition received from the small town of Redcliff in Alberta. Redcliff, named for the outcroppings of red shale along the banks of the nearby South Saskatchewan River, was incorporated in 1912, although brickworks and a small coal mine had existed since the 1880s. The community really began with the construction of the Redcliff Brick Co. plant in 1907 and by 1912 had more than 300 people working in numerous industries attracted by the plentiful supply of natural gas.¹¹⁰ The town's boosters made strenuous efforts to promote it as an industrial centre and in 1913, the little town boasted nine new firms, of which \$600,000 worth of capital was Canadian and \$1,150,000 was American.¹¹¹ This was an era when American branch plants in Canada replaced British presence, and when skilled American workers migrated to these branch plants. As well, the American farmer population in the west attracted American firms.¹¹²

The Redcliff Land Company offered Diamond Flint free gas and a factory site free of cost, if Diamond Flint would establish a glass factory in Redcliff. This attractive offer was accepted immediately and a factory was to be erected as soon as possible.¹¹³

At a subsequent meeting held in Montreal 18 December 1912, Mr. Gordon was authorized to superintend and dispose of the Beausejour factory, and also to continue the construction of the factory at Redcliff.¹¹⁴ Thus the connection between the demise of Manitoba Glass production and the inauguration of the Redcliff plant was evident. Diamond Flint had no intention of attempting to run two factories in the west, and the Beausejour plant lost out to the matchless advantages of Redcliff.

The directors of Diamond Flint agreed to buy out Manitoba Glass, if the company would accept \$10,000 cash for the land, and paid-up common stock in

Diamond Flint at par for the plant and factory.¹¹⁵ An agreement between MGM and Diamond Flint was signed 28 September 1912, by which the land on which the glass factory stood (10 acres) was sold for \$10,000 - with a definite description to be furnished by 1 December 1912. This land purchase included the rail-siding and use of the right-of-way in common with The Manitoba Pressed Brick Company.

This sale included all the buildings and machinery, especially 1 Miller Machine, 1 O'Neil Machine, 3 Teeple Johnson Machines, and all moulds, etc. The price of these buildings and machinery was to be determined by mutual agreement; if that was impossible, then a valuation would be made by American Appraisal Company of New York. Diamond Flint was to take possession of the plant on 1 October 1912, and from that time The Manitoba Glass Manufacturing Company, Limited, was bound to discontinue the manufacture of glassware in Canada, and agreed it would not at any time in the future manufacture, buy, sell or deal in glass or glassware. It also agreed that the present Directors and Officers of MGM would not in future acquire or hold any interest in any other glass company manufacturing competing lines of glassware in Canada, save and except Diamond Flint Glass Co. Ltd., certain shares of which were transferred to vendor as part price. Diamond Flint also had the option to buy from one to 20 acres of additional land adjoining at \$1000 per acre.

Apparently the two parties were unable to agree on a suitable price for the machinery and factory. The American Appraisal Company was called on and evaluated "both the operating and un-used plants" on 22 January 1913.¹¹⁶

Eight Ring Operating Plant (The Second Factory)

Buildings.	\$24,057.76
Furnaces.	27,297.94
Machinery & Equipment.	19,044.30
Moulds.	3,366.53
Un-Used Equipment.	3,710.00

Total.	\$77,476.53

Five ring Un-used Plant (The First Factory)

Buildings.	3,472.42
Furnaces.	15,378.90
Machinery & Equipment.	1,629.44

Total.	\$20,480.76

Grand Total.	\$97,957.29

This appraisal covered only the actual physical condition of the plants as a going concern, and did not include land, stock, good will, or other intangible values.

An agreement to sell for \$107,500 was signed 10 March 1913. This sale included all buildings, boilers, machinery, one Miller machine, one O'Neil machine, three Teeple-Johnson machines, engines, compressors, tools, moulds, materials, supplies, cullet, goods, chattels and effects (except manufactured goods). W.J. Moran signed as Vice President, with J.C. Houston as Assistant Secretary.¹¹⁷

The new Redcliff factory of Diamond Flint was built in 1913¹¹⁸ and was intended to supply the entire west.¹¹⁹ The factory opened in October 1913, and Dominion Glass shipped in large quantities of silica sand and chemicals - the sand coming from the United States and from Beausejour, Manitoba.¹²⁰ Eva Williams also remembered sand being loaded to be shipped to Alberta. Thus Beausejour sand continued to make glass, many miles away, while the factory at Beausejour itself lay dormant. The Redcliff factory was in full operation, 24 hours per day, year round, turning out an average 25 tons of manufactured glass each day.¹²¹ But

this boom ended with World War I and all but a few businesses closed. Dominion Glass continued, however, and the production of clay bricks did also.

On 22 June 1914 Diamond Flint transferred all its interest in the land and right of way to Dominion Glass for the sum of \$107,500. On 17 June 1915 Diamond Flint assigned all its powers to Dominion Glass which had taken over all the lands, factories, etc. and "has been and is now operating the glass factory thereon and connected therewith".¹²² It is unclear exactly when the glass factory closed down. It was still listed as operating in 1914, but in 1915 the directory indicated that it was not in operation.¹²³

By the spring of 1914, rumours circulated that the Premier Glass Company also intended to start a plant at Redcliff, and that Hon. D.C. Cameron and Edward Brown of Winnipeg, along with Senator Lougheed of Calgary, were involved.¹²⁴ If so, Cameron was in direct violation of the agreement he had signed with Diamond Flint. In addition, Cameron was involved in the formation of Montreal Glass, which was also supposed to be a competitor.¹²⁵

When the company was sold to Diamond Flint, Keilbach sued MGM, and D.C. Cameron, Wm. J. Moran, John C. McGavin and James M. Savage,¹²⁶ the directors of Manitoba Glass. Keilbach claimed that he held 140 shares of preferred stock (70 assigned to him by his wife Mary) of a total issue of preferred stock to the amount of \$285,000 (2850 shares). But Manitoba Glass sold its glass plant and land on which the plant stood for \$109,500. Then on 28 March 1913 the Directors declared a dividend of 5% on the common stock of MGM (\$600,000 worth) most of it held by the same Directors, and so paid out \$30,000. Keilbach claimed that this dividend on common stock was wrongly paid out of the capital of MGM and not out of profits and assets - contrary to the interests of those holding preferred shares. He argued that holders of preferred shares held security on the assets, which assets were diminished by the sale, and that the proceeds should have been divided pro rata in redemption of the preferred shares.

The defence argued (on 3 February 1915) that Moran and Savage had been directors of the company on 28 March 1913 but were so no longer, and that the defendants were the total holders of preference shares besides Keilbach. Their actions followed By-law 45 of MGM, which provided that on winding up or dissolution of company, preference shares would be paid off first. Prior to and on 1 October 1912 MGM carried on the business of glass and brick manufacturing and of dealers in sand at its property consisting of about 156 acres of silica sand lands at the Village of Beausejour. On or about the first day of October 1912, Manitoba Glass had sold a portion of its holdings, consisting of 10 acres and the glass manufacturing plant. From the proceeds of this sale, it had paid the 7%

dividend due on preferred shares - and, with the remaining money, paid the 5% dividend on common shares.

Manitoba Glass had been, and remained, the absolute owner of all the fully paid and issued shares of The Manitoba Pressed Brick Company, Limited. As such, Manitoba Glass still owned the brick factory and 146 acres of land. Thus, although the glass factory and its site had been sold, The Manitoba Glass Manufacturing Company, Limited, had not been wound up or dissolved. Savage's defence claimed that The Manitoba Pressed Brick Co took over the assets and assumed the liabilities of MGM - and that the defendants loaned MGM (between 3 April 1913 and 30 September 1913) the sum of \$20,745.47, and from 30 September 1913 to 8 February 1915 loaned a further \$21,484.05, for a total loan of \$42,229.52. If they were ordered to repay the common share dividend, it should be set off by this amount. This action was dismissed without costs on 24 December 1915.

Joseph Keilbach, the originator of the glass factory at Beausejour, ended up with very little from its sale. The preferred shares, which he only obtained due to the mixup over the land on which the glass factory stood, were all he had after the reorganization of the company under Cameron and McGavin. With the sale to Diamond Flint, he could claim only what interest accrued to him from the operations of the brick factory, under the aegis of The Manitoba Glass Manufacturing Company, Limited.

The brick factory closed in the depressed years in construction after World War I, and the glass factory never reopened.¹²⁷ On 1 June 1920 the Manitoba Glass Manufacturing Company, Limited, was dissolved:¹²⁸

In 1932 Beausejour had a population of more than 1000, but had never recovered an industrial base. The presence of an "unlimited supply of sand suitable for the manufacture of brick and glass"¹²⁹ remained an untapped resource.