

drinking more than a glass, finds that he is "on a regular old tear"—that he has wasted a good deal of money and put into his stomach that which will be a poison to his blood for several days.

That it is quite possible to keep a good hotel without a bar-room, has been abundantly proved by the famous Waverley Hotels established by Mr. Robert Cranstead in Edinburgh, Glasgow and London. Mr. Cranstead is the proprietor of four hotels, two in the "Modern Athens," one in Glasgow and one in the great metropolis. Chatting with the aged hotel-keeper not long ago I gleaned the following facts which may perhaps encourage somebody to do in Canada what Mr. Cranstead has done so well and so profitably in the old country. I learned that the first Waverley Hotel was established in 1843 in the shape of a humble coffee house in High Street Edinburgh. The house was largely patronized by a body of total abstainers called "Rechabites." The patronage grew steadily, and more commodious premises were secured on Prince's Street opposite Scott's Monument. In 1851 Mr. Cranstead opened a Waverley Hotel in London to accommodate his patrons who were visiting the great Exhibition. It was intended merely as a temporary affair, but the business became so great that it was decided to continue it. In 1863 the house was rebuilt and enlarged, but the custom has grown so that during the London season hundreds are turned from the doors. In 1860 Mr. Cranstead opened a Waverley Hotel in Buchanan Street, Glasgow. It was immediately filled to overflowing. In 1867 the demand for accommodation at the Old Waverley, Edinburgh was so great that Mr. Cranstead secured the building lately occupied as the General Post Office, and converted it into what is known as the "New Waverley." In 1876 the Old Waverley was rebuilt on an enlarged and greatly improved plan

and now contains one hundred and fifty bed-rooms. Now let us glance at the results achieved. Figures are proverbially eloquent. Mr. Cranstead informed me that during the previous year nearly 63,000 persons had slept in the four hotels viz. 19,806 in the Glasgow Waverley; 17,721 in the Old Waverley; 15,609 in the London Waverley and 10,000 in the New Waverley. And in all cases numbers had to be turned away.

With regard to the management of the hotels, Mr. Cranstead, says:—

"Notwithstanding the great variety of character to be found among our patrons, we have very, very rare occasion to complain of the infringement of the rules and regulations of the house. I refer principally to the use of intoxicating liquor on the premises, which is strictly prohibited. The rules, regulations and list of charges are hung up in every room, and we rarely lose any money as each bill is presented every Saturday morning, and it is by economy and endeavoring not to lose any money that we are enabled to continue our low charges which, with quality, I believe, has been the cause of the success of all our establishments. When the first was opened, we decided to make the charge as low as possible, for instance, one shilling and sixpence per night for a bedroom, one shilling for breakfast, &c., &c., and the charges remain the same to this day."

I have before me a Waverley Hotel bill-head. Printed on it, at the side, are all the items for which charges are made and lengthways the paper is ruled into seven columns, one for each day of the week. The prices are annexed to the items so that a guest can perceive at a glance if he is rightly charged.

Your bedroom costs, as I have said, one shilling and sixpence per night. Your breakfast may range from one shilling to one shilling and nine pence according to the luxuries you indulge in. Dinner costs two shillings. Tea,