

salesman he had to give a five-year guarantee to a customer with a Canadian piano.

"And if the customer was unsatisfied at the end of that time he could have his payments commuted on the purchase of—an American piano," he added.

"Then aside from the mere making of pianos—there is the question of public service, Mr. Gourlay."

Again he became reminiscent. In most of what he says there is the element of Scotch caution whereby he never over-estimates. For instance there was the matter of his being asked to run for Mayor.

"I declined," he said. "And I had good reasons."

"But not on account of incapacity——?"

"For three reasons," he almost interrupted. "Why? Because if I were to run for the Mayoralty of Toronto I should have to be sure of three things which at present are very much in doubt."

"Which are——?"

"First, I should have to be thoroughly acquainted with the problems of civic government. But I'm not. I am a business man. I study my business. What time I have taken for public affairs in the Manufacturers' Association and the Board of Trade and other concerns, has not been along the line of civic problems."

"Is there no connection?"

"Well, people have said to me— 'Now you made a very good President of the Board of Trade; why can't you make good equally as a Mayor?' My reply was and is—'My being President of the Board of Trade was in no way the reason why that year the Board had so successful a programme.' The success was due to the organization; to the capable committee work; and I was but part of the machinery—which I had been studying for years before I became even Vice-President. When I became President the organization was able to do the work—but not because of me."

"And in regard to civic preparation?"

"Clearly—I should have to become part of the regular organization of civic government and ac-

quainted with its problems before I could presume to be a candidate for the Mayoralty. That is—I should have to know first the problems; second, the civic machinery by which problems are solved and civic business done; and third—the organization would have to know me. None of these things are true now. Therefore I could not think of becoming a candidate."

"Then you don't believe in merely personal selection for Mayoralty nominees?"

"I do not. I believe the wise selection should begin with the City Council and extend through the Board of Control till it culminates in the Mayor who should be thoroughly and respectably familiar with all the details of civic business and machinery before he stands for election. I think that's perfectly clear."

"But how did you get your first impulse towards public service?"

For often how a man got his start along any line is an aid to knowing why he takes so radical a position as that enunciated by Mr. Gourlay. As a rule men who stand for public office don't have such rigorous scruples.

"I'LL tell you. Perhaps it's interesting; perhaps not. Many years ago when I was general manager for a piano company I got the notion that a good busy little branch store might be started out Queen St. West where so many people were promenading. I opened a branch store to handle the firm's goods. After working all day in the general office I spent evenings at the branch. We worked up quite a business, just because we put ourselves where the people could get at us and tried to cater to their needs. And——"

But as yet there was no public service involved. Mr. Gourlay went on to explain.

"While I was so busy with business, the pastor of the little Presbyterian church which I attended came to me and said, 'Mr. Gourlay, you seem to have plenty of energy for that little branch store.

Couldn't you spare some of it for the needs of our Sunday-School?'"

"Well perhaps I could," said I.

"I took first a class of small boys and later a Bible Class. I was interested in that school, in the little church and the rather obscure parson who never became what the world calls a great man, but who was responsible for starting me effectively off along a line of direct public service. I became assistant superintendent; afterwards superintendent—just as regularly as though I were making progress in a business; and I took just as much interest in that progress as I ever did in the hours of business. It was to me a great stimulus and a great joy. And work of that kind is still to me one of the happiest and biggest things in life."

"Do you think that young men nowadays have the opportunity you had to go into that kind of work?"

"Quite as much. Perhaps more. I don't say a young man should necessarily teach in a Sunday-School. Neither is it absolutely necessary that he do church work. To every man his talent. The church offers plenty of opportunities. But there are plenty of other channels. No young man need complain that he can find nothing to do outside his business. He can! He owes it to himself to find something."

"On a basis of enjoyment?"

"Precisely. I wouldn't exchange the friendships and the associations I have formed and the joy I've had in doing public work for any chance of making more money. We can all make a living and progress in our business keeping it up with the times without spending all our time on business. That's the only school of public service I know anything about—doing the thing for the general good that lies closest to hand, doing it as well as possible, without ambition more than to do it well and to make it possible for other men to do likewise."

The piano-tuner in the next room jiggled up his scale a notch or two and played a rambling pre-

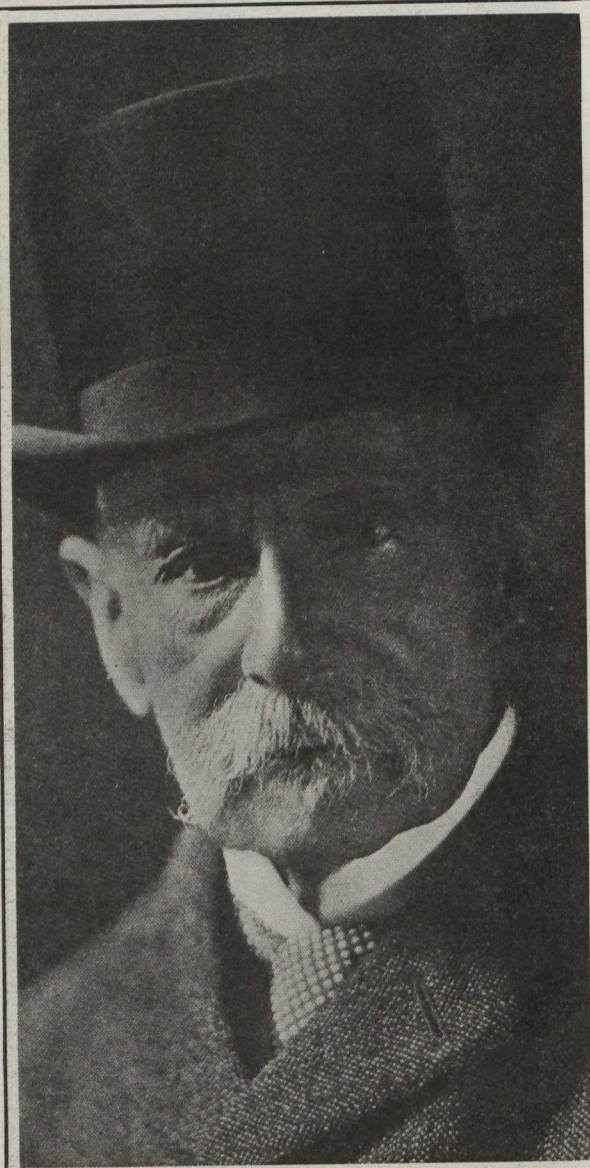
(Concluded on page 34.)

Three Imperial Figures



THE WELSH SCHOOLMASTER.

Rt. Hon. Lloyd George with his Shoemaker Uncle, Mr. Richard George, who Undertook to Give the Barefooted Boy an Education. The Story is Told in the First Volume of "The Life of David Lloyd George," Just off the Press.



"BOBS."

Lord Roberts Celebrated his Eightieth Birthday on September 30th. He Entered the Army in 1851, and has Seen Much Service Since the Days of the Indian Mutiny. He is Now a Keen Advocate of Universal Training as They Have it in Australia.



HIS MAJESTY SMILES.

This Snapshot of the King was Taken During the Recent Army Manoeuvres. He is Here Seen Chatting with General Foch of the French Army, who was a Visitor to these Annual Exercises of the British Forces.