

result, by 1914 Fiat not only accounted for half of all the car production in Italy, but also controlled affiliated companies that manufactured ball bearings, radiators, marine motors, airplane and diesel engines, railroad cars, trucks, and trams.

Pioneering captains of industry like Agnelli found powerful political allies in a new generation of municipal authorities who were firmly committed to the goal of transforming Turin into a modern industrial metropolis. Under the administrations of the mayors, Secondo Frola (1903-1909) and Teofilo Rossi (1909-1915), the city introduced a number of measures designed to reduce the costs of production, increase access to more affordable electrical power, improve the technical qualifications of the labor force, and modernize communications, transportation, and social services. To begin with, they gradually reduced the tax burdens on manufacturing enterprises, transferred public properties to industrial developers on highly favorable terms, and created other incentives to encourage the construction of new factories. City hall also took the lead in establishing a Municipal Electricity Plant to take advantage of the potential hydroelectric power of the Alps and thereby ease Turin's perennial energy problems. The plant proved to be a major success, facilitating the introduction of public lighting in the city and cutting substantially the cost of electricity in Turin in the decade prior to the Great War. Electrification, in turn, permitted the linking of the factories to the workingclass neighborhoods through the extension of municipal tram services that were among the lowest priced in Italy and eventually favored a gradual shift of manufacturing and population to new areas on the periphery of the city. The same years saw municipal authorities invest in trade schools with curricula that provided workers with the specialized skills required by industrial employers. In a similar fashion, they took steps to upgrade local telegraph and telephone services and to improve communications and transportation between Turin, the port of Genoa, and Milan. While these many initiatives resulted in a sharp increase in municipal spending, officials were able to cover the deficit with loans from the principal local banks, the Cassa di Risparmio and the San Paolo, which concentrated their financial investments in the city.

Such rapid industrial and technological modernization transformed Turin's image and role on the peninsula. After the hard times of the 1890s, an unprecedented prosperity enveloped the city as revenues from manufacturing and trade surpassed those from the professions and taxable incomes more than doubled between 1900 and 1910. For the city's middle classes, consumption of meat, butter, and wine rose sharply especially after 1908. The growing wealth of Turin's industrial and commercial elites