

GURERA

A NEW WAY OF ADDRESSING TOURISM
IN DONOSTIA / SAN SEBASTIÁN

San Sebastián is to be lived.
Gurera is here to care for it.

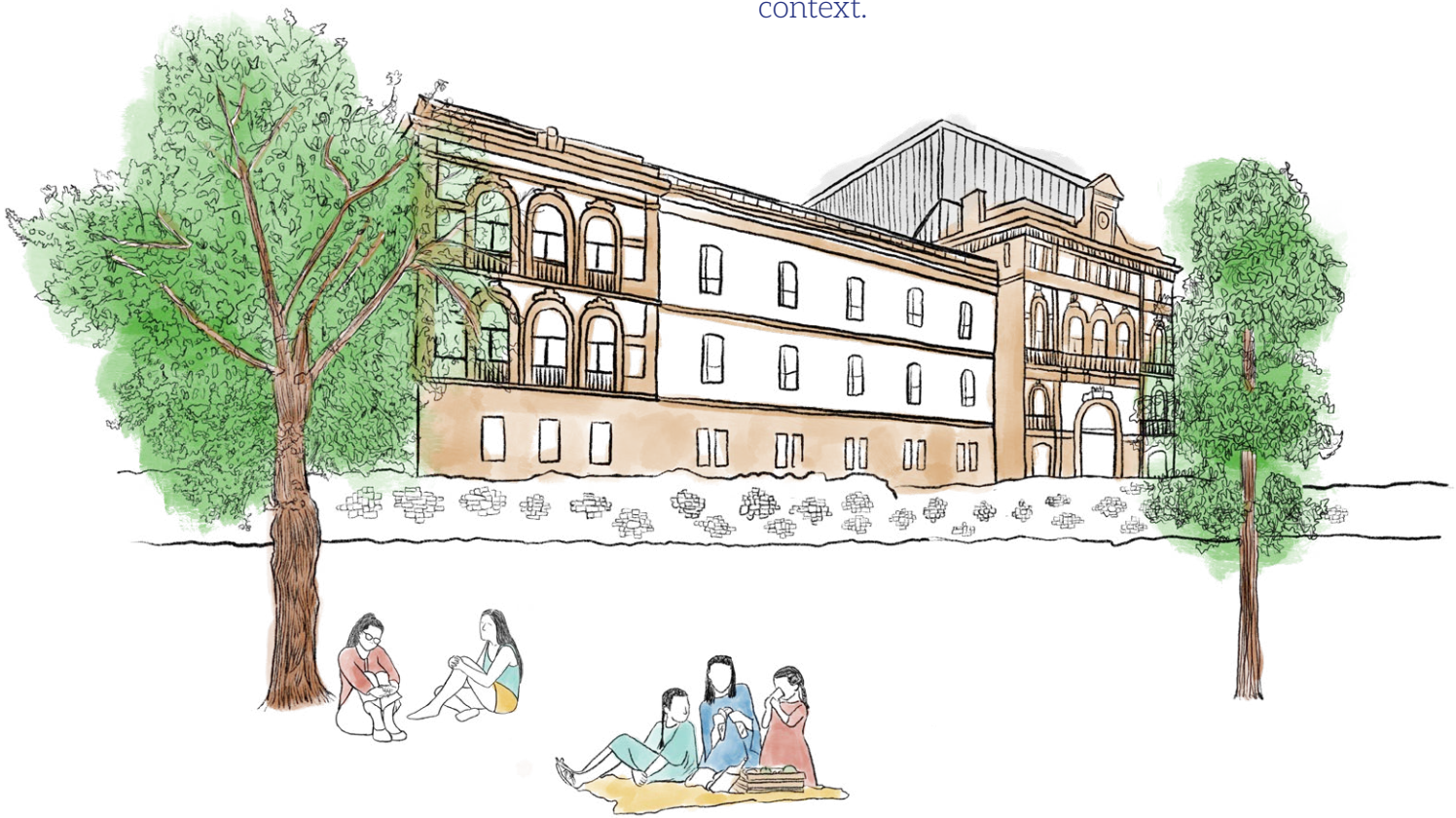


01. Introduction

San Sebastián is a living city. A city that is enjoyed, shared and looked after every day. As is the case of many cities around the world, tourism has become a phenomenon with an ever greater **impact** on daily life in recent years.

Managing it appropriately is one of the great urban challenges today. It is not about rejecting tourism, but rather about **addressing it from a realistic, responsible and forward-looking approach**, in order to ensure the **balance** between the quality of life of the city dwellers and the quality of the visitor experience.

Gurera, San Sebastián's new tourism management model, has emerged from this context.



02. About Gurera

Gurera is a new tourism management model where the citizens are at the centre and which integrates tourism into the **city's global strategy**.

It is an evolution in the way of approaching this activity: from focusing mainly on promoting to shifting to **cross-cutting**,

participatory and integral management, where tourism is no longer an isolated phenomenon and becomes part of the city project.

Gurera is no one-off campaign or season initiative. It is a **new way of acting, based on shared responsibility, collaboration, transparency and active listening**.

03. The rationale for Gurera

Tourism has become a global phenomenon that **directly impacts on the everyday life** of cities. In San Sebastián, its presence is reflected in areas such as the public space, mobility, housing or business.

The city is changing and the way of understanding tourism has to adapt with it. Addressing this scenario requires new tools, a fresh look and management able to anticipate challenges.

Gurera is based on a clear conviction: **transforming tourism for it to contribute to the wellbeing of the city and its inhabitants.**

Managing tourism is, first and foremost, **about speaking up and supporting the residents of San Sebastián.**



04. A new way of approaching tourism

Gurera proposes a **paradigm shift** in the relationship between the city and tourism.

The new model considers tourism to be a reality that is part of day-to-day life in San Sebastián; that it must be managed from an all-encompassing view, in line with the environmental, economic, social and urban policies.

This approach is a means to progress towards a **sustainable balance** between local life and tourist activity, by fostering coexistence and caring for the city's identity.

05. Shared governance and shared responsibility

Shared governance is one of the fundamental cornerstones of **Gurera**.

The model is based on cross-cutting decision making and the involvement of all tourism stakeholders:

- Led by the City Council from a cross-cutting approach.
- Citizens take part and contribute their views.
- The tourist sector contributes from local level.
- Visitors adopt new coexistence codes.

Tourism is no longer the responsibility of a single area and becomes a collective task.

06. San Sebastián is to be lived

The main goal of **Gurera** is clear: **San Sebastián, a city to be lived.**

The model places **wellbeing of citizens** at the centre and focuses tourism management on **protecting daily life, bolstering coexistence** and **preserving the local identity**, which makes San Sebastián a **unique city**.

Caring for the city is caring for its identity, its character, its lifestyle and relationships.

07. Management based on data and transparency

Gurera is committed to managing tourism based on **analysis, indicators and continuous assessment**.

The model includes tools that allow the real impact of tourism to be measured and to act with foresight; these include the **Tourism Observatory** and the **study on the tourism carrying capacity**.

The results and indicators are published regularly, with the commitment to provide citizens with **transparent information** about the measures adopted and their impact.

08. Gurera Manifesto

There is a place in the world...

...that's unique. A special place we carry in our hearts, a place we want to live in, every day. Our incomparable San Sebastián.

A city built by us, day by day. Friendly to visitors, yet protected from overcrowding. A city open to all while keen to protect its identity. A city that seeks to attract respectful visitors, and build a balanced tourism model based on dialogue and respect. That's what we are working on: creating a more sustainable, liveable city.

A city with a heartbeat that pulsates beyond postcards.

Beyond beautiful images. A city full of life. A city we call home. A home we strive to care for. A city that welcomes visitors, but is committed to the people who live here. A city that puts the wellbeing of the people of San Sebastián first.

A path we'll make by walking.

A path reflected in decisions and actions. Supported by existing measures and new ones to be adopted in the future as challenges of tourism arise.

Through listening and collective participation. By making decisions together, with institutional support from the City Council.

A force that changes everything.

A force that moves us: the men and women of San Sebastián. Though not always seen, this force is always present, in community work, solidarity, and care for each other. A force with the power to bring about real change.

Together, we can build a new future. A more sustainable San Sebastián. It may sound utopian today, but our collective will can make it possible.

To make it happen, we're changing the way we do things.

This new way of doing things is called **Gurera**. But it is more than just a name. It's an attitude, a way of seeing things. A guiding path. The promise to care for San Sebastián.

A place where the people have a voice. And get involved. This is how **Gurera** comes to life.



Manifesto

GURERA
UNA NUEVA MANERA DE ENTENDER EL
TURISMO EN DONOSTIA / SAN SEBASTIÁN



donostiagurera.eus

09. Gurera Commitment

01
The people who live here
come first.

—
02
Shared governance.
We all decide.

—
03
Data-driven management.
Facts, not promises.

04
Regulation and balance for
real coexistence.

—
05
Smart mobility.
Move better, live better.

—
06
Identity. Local and vibrant.

—
07
MICE
Conferences that leave
a lasting impression.

08
Sustainability and climate,
with today and tomorrow in
mind.

—
09
Total transparency.
Clear accounts.

—
10
Everyone is welcome, as long
as there's respect.

—
Ongi etorri,

GURERA

Gurera Code of Conduct

Ten commitments to care for and share San Sebastián.



10. Specific indicators and measures to care for San Sebastián

1.

**35% fewer tourist
apartments in a
continuing downward
trend.**

Since 2018, Donostia has implemented key measures to mitigate the impact of tourist accommodation:

- Restrictions and limits on licences
- Increased monitoring and inspections
- Penalties for infringements

Ongi etorri, **GURERA**.

2.

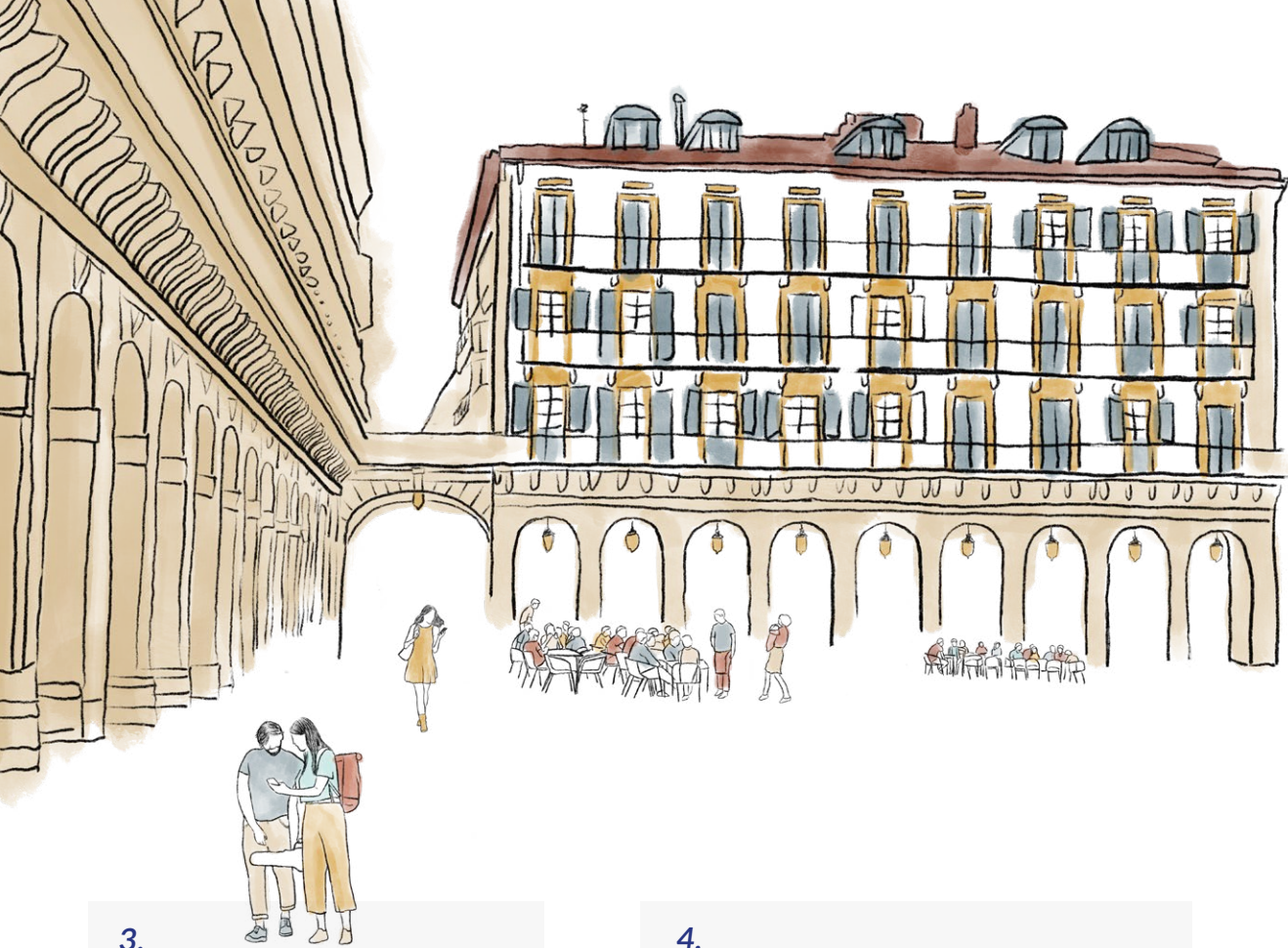
**Limits on new
hotel licences**

Donostia-San Sebastián has restricted the granting of new tourist accommodation licences.

Managing hotel growth helps protect our city.

Ongi etorri, **GURERA**.





3.

Limits on size of guided tour groups.

Donostia-San Sebastián has regulated guided tours by limiting group size to 25 people.

Ongi etorri, **GURERA**.

4.

A tourist tax, with proceeds used to benefit the community.

A €3 per person, per night tax could generate up to €4 million annually, to be reinvested in infrastructure improvements.

Ongi etorri, **GURERA**.



5.

Fewer cars for a better city.

In 2025, the use of Donostia-San Sebastián's three park-and-ride car parks increased by 33%. In addition, the Low Emissions Zone has reduced nitrogen dioxide levels in the city centre by 31%.

Ongi etorri, **GURERA**.

6.

From analysis to action: the Tourism Observatory and tourism capacity studies.

Donostia-San Sebastián has launched a tourism capacity study to assess the impact of tourism on the city.

Together with the Smart and Sustainable Tourism Observatory, these tools will support data-driven decision-making and allow policies to be tailored effectively.

Ongi etorri, **GURERA**.

7.

Putting locals first: 97% of San Sebastián Tourism partners are small local businesses.

Over 70 of the 330 partners are local shops. Visitors rate them highly and shop there. This support for local, distinctive businesses helps keep our identity alive.

Ongi etorri, GURERA.



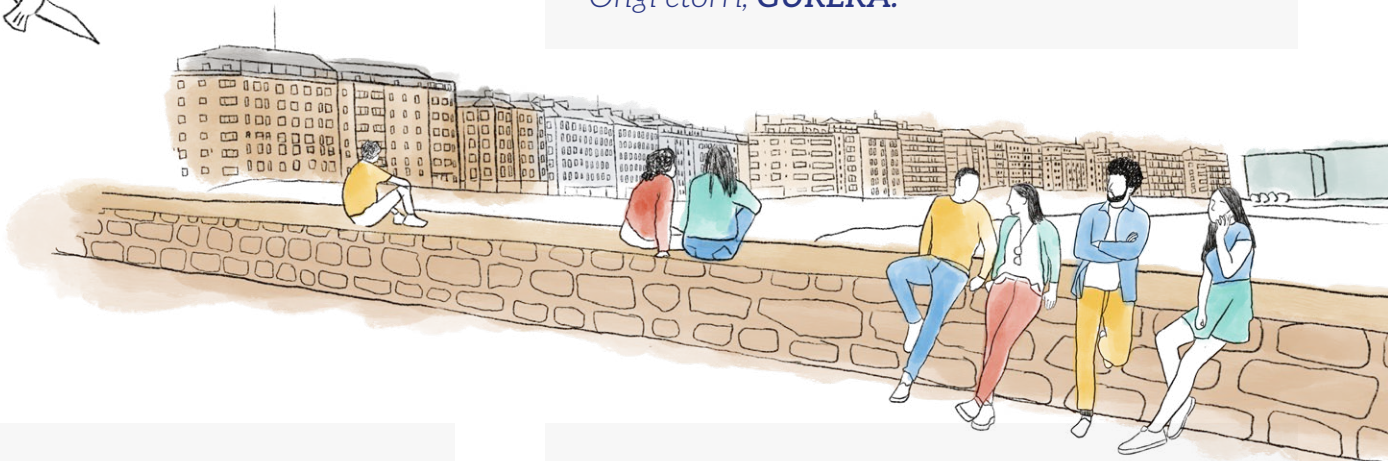
8.

MICE. Tourism that fosters knowledge and talent.

MICE tourism turns the city into a meeting point for researchers, professionals, and leaders from around the world.

It strengthens strategic sectors, creates skilled jobs, and builds lasting networks among institutions and businesses.

Ongi etorri, GURERA.



9.

Better distribution of events helps protect community life.

San Sebastián will be limiting events in the city centre and the Old Town, and encouraging relocation to other areas of the city. The aim is clear: to protect the daily life of local residents and respect their hours of rest, as well as to distribute these events more evenly.

Ongi etorri, GURERA.

10.

In San Sebastián, tourism helps create local employment.

And a future.

Tourism represents 13.9% of the city's economy, accounting for €1.065 billion and over 15,000 jobs.

But it's not just about figures.

Conferences and meetings bring expertise, connect businesses and industry, and attract talent and innovation.

Ongi etorri, GURERA.

11. Participation

Participation is one of the cornerstones of the **Gurera** model. The new approach considers that tourism management cannot only be structured from the institution, but also requires the **active engagement** of citizens, of the tourist sector and visitors.



Gurera opens up real **active listening** spaces and fosters participation as a tool to share appraisals, gather proposals and build consensus around the present and future of tourism in San Sebastián.



Citizens and the sector can use the project's official website to:

- Sign the **Gurera Commitment**, as an example of shared responsibility in caring for the city.
- Submit **proposals, reflections and contributions**.
- Actively participate in the **debate** around San Sebastián's tourism model.

Participation is not considered to be a sporadic exercise, but rather a **transparent, open and ongoing process**, which bolsters the shared leadership of the debate about tourism.

12. Transparent communication

Gurera includes a new communication framework, based on a fundamental idea: **first implement measures and then disseminate information about them**.

The information is disseminated transparently using different formats, including **explanatory video clips** that allow citizens to learn about the measures, indicators and results of the tourism management.



13. Gurera: a name with meaning

The name **Gurera** summarises the model's philosophy.

It has a double meaning in Basque. On the one hand, "*gure erara*" – in our way –, because it is a tourism management model tailor-made for San Sebastián and the city's residents.

On the other hand, "*ongi etorri, Gurera*" – welcome to our home –, an invitation to everyone who visits the city to join in local life based on respect and coexistence.



Further information

All the information about **Gurera** and the participation forms are available from:

www.donostiagurera.eus

