



October 27, 2023

125 N Lucerne Circle  
Orlando, FL 32801  
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Hon. Orange County Mayor Jerry L. Demings  
Orange County, Florida

Dear Honorable Orange County Mayor Jerry L. Demings:

I hope this letter finds you well and in good spirits. Let me first express my sincere gratitude for the partnership between Orange County government and the onePULSE Foundation. Our efforts to purchase land, design and build a museum to honor the lives lost and lives changed in the June 12, 2016, Pulse tragedy have fostered a global movement of awareness and appreciation for the unity in our region, our citizens' outpouring of solidarity, our corporate partners support and especially for the generosity of all our elected officials.

It has been our highest honor to work with the staff at Orange County government. I especially want to thank Orange County Comptroller Phil Diamond, Fred Winterkamp and their teams for their stellar assistance to the Foundation and their oversight of the Tourist Development Tax program.

This partnership has brought about many positive outcomes and programs that I believe have significantly impacted both our organization and the Orange County community. In the years since the tragedy, the 49 Legacy Scholarship Program has awarded more than \$1.2 million dollars to students whose dreams and aspirations mirror the lives of the 49 Angels. A well-respected educational program has helped to elevate key issues relevant to the BIPOC and LGBTQIA+ community. The annual CommUNITY Rainbow Run brings people of all backgrounds together, to participate in a local run and to engage with one another, find commonality, love, understanding, compassion, and empathy. And our Annual Remembrance Ceremony brings communities and individuals of all persuasions together to commemorate and honor all those impacted by the Pulse tragedy.

When we began this journey six years ago, our goal was to establish a sanctuary of love, hope and healing to honor the 49 lives taken in that senseless act of violence which has forever changed our community. The vision to construct a museum was a community-wide endeavor that involved thousands of volunteer hours from community and faith leaders, family members and survivors of the Pulse tragedy, Orange County and City of Orlando elected officials, medical professionals and first responders. We issued a global

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design RFP that resulted in the selection of a highly lauded design plan conceived as an architectural antidote to hate and violence, a place to offer belonging and acceptance. Unfortunately, the Covid-19 pandemic generated unprecedented fundraising and construction challenges, and our project stalled and rapidly stopped. Once the global shutdown eased, we faced escalating construction costs that make the project financially unrealistic to complete as originally conceived.

In spite of these setbacks, we endeavored earlier this year to save the project by re-scaling it and including a forward-facing community purpose that could help to support the community's growing LGBTQIA+ nonprofit and direct service community.

Unfortunately, these modifications are not enough to save our project, and I regret to inform you that we cannot move forward with our plans to construct the museum as originally envisioned when the TDT Agreement (the "Agreement") was executed. We therefore propose to execute and deliver to you a Special Warranty Deed to the Property and ask that the County formally terminate the Agreement with the onePULSE Foundation. Consistent with our history of timely performance in the execution of all our obligations under the Agreement, we note that we are not in default under this Agreement.

Please know this decision comes with an abundance of reflection and concern. We believe that at this time, the community needs to focus on the construction of the much-needed memorial to honor the lives lost and changed that fateful Sunday morning. Our dreams to create and change the narrative that the events of June 12, 2016, not be the last word in Orlando and Orange County, is one we remain hopeful will be realized by the region's resilient community. The most powerful lesson learned over the past seven years is that by working together, we can ensure hate will not win.

With gratitude,

On behalf of the onePULSE Foundation, Inc., Board of Trustees

/s/ Earl Crittenden, Chairman  
onePULSE Foundation, Inc.

Cc. To File  
Deborah Bowie, Executive Director  
Claudia Mason, CFO

**We will not let hate win.**