

Via E-Mail

August 26, 2022

Mr. Michael Delano, Project Director
Legends Project Development
One Cowboys Way
Frisco, TX 75034

Re: New Bills Stadium - Demolition Mitigation Plan

Dear Michael:

As you are aware, Gilbane | Turner, A Joint Venture ("GIT") has been retained to provide construction management services for the construction of the new Buffalo Bills stadium facility located west of Abbott Road ("New Stadium") and the demolition of the existing Highmark Stadium located east of Abbott Road ("Existing Stadium"), at 1 Bills Drive, Orchard Park, New York (the "Site") (the "Project"). Combined, GIT has more than 120+ years of experience in New York undertaking large, complex construction projects, and has overseen the demolition of hundreds of buildings, including the original Yankee Stadium in New York, Kingdome in Seattle, Arrowhead Stadium in Kansas City, and Camping World Stadium in Orlando. We write to provide this overview of the proposed demolition mitigation for the Project.

Demolition of the Existing Stadium, including completion of the new surface parking, is expected to last for approximately 8 months. Demolition of the Existing Stadium could be accomplished by mechanical means or implosion. This determination has not yet been made; however, proper consideration will be given to the location of the Existing Stadium in relation to Site entry/exit points, adjoining roadways and fence line conditions. As the specific means and methods of demolition are determined, customized construction and demolition operation and mitigation plans, consistent with the processes detailed below, will be prepared for the Project to ensure compliance with applicable laws and regulations. This letter is meant to provide a general overview of the standard measures taken during demolition.

In advance of demolition, investigations will be performed by qualified persons to identify any environmental concerns at the Site. To the extent that any regulated materials (e.g., lead, asbestos, etc.) are identified on the Site, including in the Existing Stadium, specific work plans will be prepared to properly address their removal and/or abatement in compliance with applicable laws and regulations. Those work plans will detail, at a minimum, the required sequencing of material removal and/or abatement; all contractor and worker training and licensing requirements; any preparation required prior to impacting the material; work requirements to be followed when impacting the material; any special handling, packaging and/or disposal requirements; any inspection and/or testing requirements before, during or after impact to the material; any required noise mitigation measures required by all applicable local, county, state or federal laws and regulations; and any required dust mitigation measures required by all applicable local, county, state or federal laws and regulations.

In addition to the special handling of regulated materials outlined above, the Project demolition will adhere to all applicable federal, state and local statutes, laws, codes and ordinances, as well as industry standard practices, for responsible environmental controls (e.g., stormwater protection, air emissions/dust, noise, etc.). Demolition work will take place during daylight hours when noise sensitivity is lowest. A Project/Site specific operational plan will be prepared to ensure that all contractors are aware of and comply with all applicable requirements. That plan will include, at a minimum, any required practices, controls and/or other protective measures for specific work operations, dust and particulate control, construction vehicle equipment requirements and controls, regular site maintenance and perimeter management practices, and inspection and testing of materials. As part of the operational plan, in addition to the implementation of dust control measures, the use of dust monitoring devices at locations on the Site perimeter will be evaluated. In addition, there will be a comprehensive, site-specific safety and health plan to ensure access to

the Site is restricted as required to trained and qualified personnel and all demolition activities are undertaken in compliance with OSHA and NYS labor laws.

All contractors on Site will be required to follow the requirements outlined in the work plans discussed above. As the construction manager for the Project, Gilbane | Turner has the primary responsibility to ensure compliance with all Project specific operations and mitigation plans and has extensive experience successfully implementing such plans on projects of a scale similar to the proposed Project.

Very truly yours,

Gilbane | Turner



Joe Byrne, GIT Program Director and Deb Pereira, GIT Deputy Program Director

cc: John Polka

Doc #10563269.1