





# TAYLOR ERWIN

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## ANTHROPIC PBC

**ATTN:** Hiring Committee      **CC:** Kathryn Wright, MBA – Head of RE

**RE:** Global Real Estate Construction Manager

Dear Hiring Committee,

I bring direct experience leading the core work this role requires, at scale. **Over 15+ years**, I have delivered high-stakes global real estate and construction programs in fast-scaling **Fortune 500** environments, including directly leading a **1.9M SF, \$500M** workplace portfolio at **Shopify** during **400% headcount growth**, and advising **multinational** enterprise clients on workplace strategy and real estate solutions at M Moser. Most recently at JetX, I've built the real-estate-led growth model for their worldwide franchise expansion across the **Americas, Europe, and APAC**. I'd bring that delivery range to Anthropic's Global Workplace & Real Estate team, leading its most technically complex projects as well as the PMs who execute them across the portfolio.

At **Shopify**, I **personally managed** projects ranging from the **\$130M tech-campus LEED-certified 255,000sf HQ**, to rapid-turn flex spaces and renovation-in-place, to special projects, to the **\$250M** fulfillment center, directing **multidisciplinary teams of up to 40+** architects, engineers, general contractors, consultants, and specialty vendors across multiple markets in both union and non-union labor environments. These buildouts carried Anthropic's exact scopes: **25,000 sf commercial kitchens**, executive and event spaces, integrated physical security, high-performance AV and broadcast spaces, critical server and IDF rooms with cooling, UPS and backup power, power density, and elevated acoustics (a field I know so well we founded an acoustics company, *Quietnest*). **From scratch**, I built our entire **PMP-compliant** project governance: RFPs, MSAs, procurement playbooks, preferred-vendor programs, and risk-register management across a matrix organization, covering delivery method and contract strategy (GMP, lump sum, CM-at-risk, and design-assist), GC selection, design, build, change-order governance, commissioning, and closeout. I led teams across **Workplace, Real Estate, Security, IT/AV, Finance, Legal, Talent, Operations, EH&S**, and executive leadership to resolve requirements early, protect design intent, and deliver spaces that balanced elevated design with constructability, security, cost, and operational performance.

I owned capital planning and construction **financial management** across the project lifecycle: conceptual estimating, budget development, bid leveling, contingency and change-order control, cash flow and forecast-to-complete reporting, variance analysis, and executive communication of cost drivers and tradeoffs. Senior leadership, the CFO, and the board relied on my reporting to steer the company without slowing delivery.

Building on this experience, I joined **M Moser**, a **1,500-person global workplace design and architecture firm** where I advised **Fortune 500** clients across Canada and international markets on workplace strategy, design, sustainability, building technology, brand experience, and design-build execution, including LEED-certified workplace delivery. I translated client objectives into clear requirements and delivered environments on budget and schedule, gaining firsthand exposure to how **global companies operate across markets and sectors**.

Today at **JetX**, reporting to the President of the Americas, I'm leading the **real estate strategy** and **project delivery** infrastructure for an international **AI robotics** platform expanding across **North America, LATAM, and APAC**. I translate **growth strategy** into executable projects. I define our GTM based on delivery partners, scope, and site requirements; build capital plans; run feasibility, permitting, compliance, inspections, and AHJ coordination; real estate, engineering, finance, legal, vendors, and executive leadership; and identify cost, schedule, and constructability risks before they affect our objectives. My earlier field and estimating work at **Kiewit**, including a hydroelectric powerhouse and a major New York City bridge replacement, gave me the technical grounding to challenge assumptions, reconcile scope against architectural, structural, and MEP drawings and contracts, resolve constructability issues early, and hold consultants and contractors accountable through delivery.

I run delivery on the standard construction stack: **Procore, Primavera P6, and MS Project**, with **Smartsheet, Asana, Notion, MS Office**, and **BI reporting**. I also **build custom AI tools**: having **founded and exited an AI SaaS** company, I'm fluent in programming and create custom tools with the Anthropic API, Claude Code, n8n, and Cloudflare Workers to sharpen project visibility and execution. I am **PMP-trained**, with prior **OSHA**, fall-arrest, and **First Aid** certifications I can renew as needed. I would welcome the opportunity to bring my end-to-end leadership to Anthropic, delivering inspiring, secure workplaces at scale.

Sincerely,  
*Taylor Erwin*



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## SUMMARY

Global construction and capital delivery leader with 15+ years of experience delivering premium workplaces and technical facilities across North America, Europe, LATAM, and APAC. At Shopify, owned a **\$500M, 1.9M sf** capital portfolio through **400% headcount growth (2,600 to 10,000+)**, building the PM team, and creating PMP-compliant processes from scratch to deliver a 255,000 sf LEED-certified tech campus, core and shell fit outs, extensive TI, renovations in place, commercial kitchens, executive and event spaces, server rooms, and enhanced power, cooling, and security. **Advised Fortune 500 companies** in workplace development across their global offices. Deep expertise as an **owner-rep** in **municipal development** and construction (incl. design, entitlements, permitting, AHJ from county to national). Pre-construction and field-hardened from heavy civil at **Kiewit** (lead estimator and field engineer, **\$40M to \$1.5B**), with owner's-rep command of end-to-end planning and delivery methods. I build processes from scratch, set technical standards and playbooks, hold contractors accountable, and scale delivery teams for rapid growth.

## CORE COMPETENCIES

- Pre-Construction & Estimating
- Procurement Processes
- Change-Order Governance
- **Team Leadership & Scaling**
- **Delivery Methods & Contracting**
- Cost & Commercial Controls
- **Commissioning & Closeout**
- Schedule & Risk Management
- MEP & Specialty Systems
- **Commercial Kitchens**
- Permitting & Code Compliance
- Stakeholder & Exec Communication

## PROFESSIONAL EXPERIENCE

**JETX** U.S. / International

**2025 – Present**

### Chief of Operations & Expansion

- **GLOBAL SITE DEPLOYMENT & PRE-CONSTRUCTION** — Converted growth commitments into executable site deployment plans across U.S. and international markets, including site pipelines, feasibility, diligence, permitting strategy, preliminary design, technical requirements, retrofit-versus-greenfield planning, pro formas, capital planning, and launch readiness. Bridged U.S. commercial execution with overseas engineering and manufacturing, aligning developers, OEMs, operators, legal, finance, and local partners through site deployment.
- **CONSTRUCTION DELIVERY & BUILD-OUT** — Ran site development from site selection and diligence through cost planning, procurement, build-out, commissioning, and operational handoff; developed site-selection criteria, diligence, soft and hard cost estimates, critical-path schedules, change-control, partner accountability systems, and commissioning to turn approved sites into launch-ready assets, including the U.S. flagship among 45+ sites.
- **DELIVERY MODELS, CONTRACTS & FIELD OPERATIONS** — Built the commercial and operational framework behind site delivery, including greenfield, retrofit, build-to-suit, sale-leaseback, PropCo-OpCo, Triple-Net, and operator-led deployment models; coordinated with Norton Rose Fulbright on contracts, insurance, compliance, and cross-border legal structures while qualifying OEM, installation, maintenance, parts, warranty, and field-service partners required to support deployed equipment in operation.

**M. MOSER ASSOCIATES** Canada / International

**2023 – 2024**

### Client Services

- **WORKPLACE ADVISORY & DESIGN-BUILD DELIVERY** — Advised **Fortune 500** executives and CRE leaders on workplace strategy, design, sustainability, building engineering, technology, brand experience, and design-build delivery; translated business and growth needs into scopes, budgets, and integrated programs.
- **A/E/C & PLATFORM ENABLEMENT** — Aligned clients, architects, engineers, contractors, and internal teams around scope, budget, schedule, and delivery decisions; developed AI tools and workflows for a 29-office, 1,400ppl platform to improve efficiency, research, reporting, and project execution to better **deliver real estate portfolios**.



**Senior Real Estate Project Manager**

- **DELIVERY FUNCTION BUILT FROM ZERO** — Stood up Shopify’s capital-delivery operation across a \$500M / 1.9M sf portfolio within its broader 2.5M sf footprint during 400% headcount growth, building the PM team, delivery-method strategy, GC pre-qualification, RFP/bid-leveling process, contract structures, project controls, PM playbooks, and PMP-aligned governance guardrails. Led multidisciplinary teams up to 40+ SMEs, partners & LLs.
- **TECHNICAL BUILDOUTS, PRE-CONSTRUCTION & COMMISSIONING** — Delivered full-building campuses and high-end fit-outs with commercial kitchens (incl. 30,000+ CFM of kitchen exhaust), executive and event spaces, high-performance AV/acoustics, server and IDF rooms, redundant power, supplemental cooling, elevated power density, and integrated security; ran constructibility, MEP/structural review, RFIs, submittals, BIM/clash coordination, commissioning, TCO/CO, as-builts, O&M, warranties, and handover. and public relations.
- **OWNER-SIDE DELIVERY, COST & EXECUTIVE CONTROL** — Led owner-side construction governance across concurrent GMP and lump-sum projects, holding GCs, consultants, vendors, and internal teams accountable for schedule, budget, safety, quality, and scope; vendor payments, change-orders, contingency and allowance management, value engineering, permitting, executive risk reporting.

**THE FOOD DUDES HOSPITALITY GROUP** Toronto

**2017 – 2018**

**Director, Real Estate Development**

- **F&B PORTFOLIO DEVELOPMENT** — Led \$5M in custom restaurant & QSR builds, incl. a \$2.1M restaurant.

**PLANMAC ENGINEERING** Toronto

**2012 – 2016**

**Senior Project Manager / Contract Administrator**

- **PUBLIC-SECTOR DELIVERY & CONTRACT ADMINISTRATION** — Led buildings, transit, bridges, roads, and municipal infrastructure; feasibility, tender, construction, inspection, closeout, RFIs, changes, payments, claims, and regulatory approvals; managed inspectors and design subconsultants.

**KIEWIT CONTRACTORS INC.** NYC

**2007 – 2010**

**Lead Estimator / Field Engineer**

- **PRE-CONSTRUCTION, ESTIMATING & FIELD ENGINEERING** — Led estimates for **\$3M–\$1.5B** pursuits and field-engineered a \$40M hydroelectric powerhouse and \$46M New York City bascule-bridge replacement.

**PROJECT HIGHLIGHTS**

- **The Well, Shopify HQ** — **\$130M / 255,000 sf** — Led pre-construction through design on Shopify’s flagship campus with a 25,000 sf commercial kitchen, restaurants and bars, and event and community spaces: programming, Class estimates, RFP and GC selection, and contracts (held at COVID).
- **San Bernardino, Shopify** — **\$250M / 1.1M sf** — Delivered TI and design of a hyperscale fulfillment facility (575,000 packages/day): high-tech equipment, technical infrastructure and MEP, costing, and vendor negotiations.
- **620 King, Shopify** — **\$48M / 180,000 sf** — Assumed leadership of an at-risk, 9-floor occupied tower fit out; rebuilt governance, scope, budget, and schedule, aligned executives and teams to deliver under budget and on schedule.
- **Enterprise D&C Delivery System** — **Shopify | 1.9M sf, \$500M Portfolio Field** — Built and standardized the operating framework for workplace capital delivery, including Class estimates, capital planning, forecasting, RFQ/RFPs, contract administration, cash-flow tracking, variance reporting, master schedules, risk registers, and change controls, giving leadership clear visibility into cost, schedule, decisions, and portfolio priorities across global markets.

**EDUCATION**

- **B.Eng (Hons), Civil Engineering** — Toronto Metropolitan University
- **FinTech Certificate** — University of Toronto · Python, Machine Learning & Blockchain ([curriculum](#))

**TOOLS & TECHNOLOGY**

- **DELIVERY TOOLS** — Procore · Primavera P6 · MS Project · Bluebeam · Advanced Excel (estimates, SOV, cost models), BIM · Google Workspace · MS Office · Notion · management · CoStar · Smartsheet / Asana / Jira
- **PRODUCTIVITY & AI** — Python · Claude · Enterprise Level APIs · **n8n** automation · Advanced builder of AI Tools