LEADERS

October, November, December 2026 Volume 49 Number 4

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A New Benchmark For Hospitality In Upstate New York

An Interview with Michael Dubb, Founder and Chief Executive Officer, The Beechwood Organization

Partners Michael Dubb and Larry and Nancy Roth at The Adelphi Hotel ribbon cutting ceremony

EDITORS' NOTE *Michael Dubb is founder and chief executive officer of The Beechwood Organization and a primary investor in The Adelphi Hotel in Saratoga, New York. A Long Island native, Dubb is highly active in the community. An avid horseman, he is a seven-time leading thoroughbred owner in New York State and has served as a board director of the New York Racing Association since 2008. In this role, Dubb led the effort to create better living conditions for backstretch workers, which included the construction and renovation of dormitories at racetracks in Belmont and Saratoga, New York. However, Dubb views his greatest achievement for the region as bringing the New York Islanders back to Nassau County. When he learned the hockey team was contemplating a new arena at Citi Field in Queens, he immediately brought his business partner and friend, Charles Wang, to Belmont Park. Together they created the vision for a new arena and presented it to Scott Malkin, a current co-owner of the Islanders, who approved the idea. Their vision became reality when UBS Arena opened in 2021. The pinnacle of Dubb's public service was on behalf of The Belmont Childcare Association. In 2002, Dubb spearheaded, built and donated materials for construction of Anna House, a 7,500-square-foot daycare center for the children of Belmont Park's backstretch workers. Dubb is a lifelong director and former two-time president of the Long Island Builders Institute and a former board member of the Long Island Housing Partnership. He has been honored for his achievements and philanthropy by, among others, the American Cancer Society, American Jewish Committee, CAPTAIN Youth and Family Services, Family Service League, Long Island Business News, Mid-Island Y JCC, Sid Jacobson JCC and Suffolk Y JCC, Rockaway Development & Revitalization Corporation and Tilles Center for the Performing Arts.*

What led to your interest in owning The Adelphi Hotel?

My relationship with Saratoga began more than 50 years ago, when I first came north at the age of 17 during track season and became captivated by the town's history, energy, and thoroughbred culture. The Adelphi always stood apart as the crown jewel of Saratoga; no building on Broadway more completely represents the elegance and spirit of Saratoga Springs. When Larry Roth, the original owner, presented his vision to me and I had the opportunity to join him as a partner and steward of this property, I did not view it as a conventional hotel acquisition. I saw a once-in-a-generation opportunity to preserve an irreplaceable landmark, elevate it for the modern traveler, create a one-of-a-kind living experience for condominium owners and make a lasting contribution to a community I love.

Will you provide an overview of the hotel?

Dating to 1877, The Adelphi is the last surviving example of Saratoga's celebrated 19th-century grand hotels, but what we have created is very much a luxury destination for today. Following a major, multi-year transformation, the property now offers 65 guest rooms and suites, including accommodations in the adjoining historic Rip Van Dam building, together with 79 condominium residences. The experience is complemented by Salt & Char and Morrissey's Lounge & Bistro, a full-service spa and salon, an elevated fitness center, game and business lounges, beautifully reimagined gardens, and indoor-outdoor event spaces anchored by a ballroom accommodating up to 225 guests.

The Adelphi has earned a MICHELIN Key and membership in the L.V.X. Collection of Preferred Hotels & Resorts, important recognitions of the standard we have established.

What do you feel have been the keys to the strength of The Adelphi?

The strength of The Adelphi begins with an ownership group that is deeply involved, willing to invest for the long term, and unwilling to sacrifice on quality. My partner, Larry Roth, and I share a deep passion for The Adelphi and much of our success is the result of his initial vision. We did not merely renovate a historic hotel; we connected two important buildings, nearly doubled the accommodations, created an exceptional residential component, rebuilt the culinary and event infrastructure, and preserved the character that makes the property irreplaceable. That required substantial investment and relentless attention to detail. Just as important, we have protected the hotel's reputation by surrounding ourselves with talented people and empowering them to deliver a warm,

The Adelphi Hotel in Saratoga, New York

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Adelphi Residences lobby

highly personalized experience. I believe no comparable property in the region offers the same combination of history, location, residential-scale luxury, dining, amenities, and service. We set out to establish a new benchmark for hospitality in upstate New York, and I believe we have done that.

How valuable is it for The Adelphi to have a strong suite offering?

A strong suite offering is essential in Saratoga because many of our guests are not simply passing through for a night. They return every year, stay for extended periods, travel with family, entertain friends, attend weddings and racing events, or want an accommodation that feels more like a private residence. Our suites provide that additional dimension through separate living rooms, kitchenettes, connecting configurations, oversized bathrooms, and private terraces overlooking Broadway or the hotel's courtyards. At the highest level, our 2,100-square-foot Owner's Box combines two bedrooms, two living rooms, a private library, and access to the Adelphi Grand Terrace. This breadth allows us to accommodate families and sophisticated travelers who expect space, privacy, and residential comfort without giving up the service and energy of a great hotel. In addition to all of the amenities at the hotel, the two on-premises food and beverage outlets, Salt & Char and Morrisey's, provide a guest experience unlike any other in Saratoga.

Will you elaborate on The Adelphi's restaurant/food and beverage offerings?

We have approached food and beverage as a defining part of The Adelphi experience, not as a secondary hotel amenity. A truly great hotel should have restaurants that local residents choose repeatedly and that visitors consider destinations in their own right. Salt & Char is our sophisticated modern American steakhouse, built around exceptional dry-aged steaks, locally sourced ingredients, and polished service with optional patio seating, while Morrissey's has an energetic bistro and lounge personality, with cocktails, sushi, brunch, and all-day dining. We made a significant investment in a new state-of-the-art kitchen serving both concepts while preserving distinct culinary teams and identities. We have also integrated private dining, the gardens, terraces, and live entertainment so that dining at The Adelphi is social, memorable, and unmistakably Saratoga. The expanded ballroom and atrium have served as the backdrops to countless weddings and our event space is unparalleled. The goal is not simply to serve excellent food; it is to create an experience people want to return to.

What was the vision for creating The Residences at The Adelphi Hotel?

The vision was simple to describe but extraordinarily ambitious to execute: we wanted to give people the opportunity to own a piece of Saratoga while enjoying the service, amenities, and social energy of a world-class hotel. The 79 residences combine the privacy and permanence of a beautifully designed home with concierge services, available housekeeping, dining, wellness, fitness, and gathering spaces immediately outside the owner's door. Residents may enter from our Washington Street private resident lobby or step directly into the life of the hotel on Broadway. It is an especially compelling proposition for people who love Saratoga but do not want the upkeep and logistical burdens that traditionally accompany a second home. I believed in the concept so strongly that the first residence I sold was to myself. We have created something very rare: genuine homeownership combined with an effortless luxury-hospitality lifestyle.

What does luxury mean to you in today's hospitality landscape?

Luxury today is not simply a collection of expensive materials or elaborate finishes. Those things matter, but true luxury is ultimately about time, space, privacy, authenticity, and service that anticipates what a guest needs without becoming intrusive. A guest should feel that every detail has been considered, while the experience itself remains natural and effortless. At The Adelphi, the history must feel genuine, the accommodations must be exceptionally comfortable, the technology must work seamlessly, and the service must be both polished and personal. People increasingly value experiences that have a real sense of place which is one of The Adelphi's greatest advantages. This hotel could exist nowhere other than Saratoga, and that authenticity is something even the most expensive new hotel cannot manufacture.

How important has it been to build The Adelphi team?

Hospitality is ultimately a people business. The most beautiful hotel in the world is still only a building until a talented and committed team brings it to life. At The Adelphi, every position and guest interaction matters, from the valet and front desk to housekeeping, culinary, events, spa services, engineering, and senior management. We look for people who take genuine pride in the property, exercise good judgment, and understand that luxury service is often found in small, thoughtful gestures. We give our team the resources and authority to solve problems, but we also hold ourselves to very high standards. Guests may admire the architecture, but they remember how our people made them feel.

Salt & Char restaurant at The Adelphi Hotel

What are your priorities for The Adelphi as you look to the future?

My view is that The Adelphi will never truly be finished, because excellence is not static. As long as I am involved, we will continue looking for ways to make the property better. Our priorities are to deepen the level of personalized service, build upon our MICHELIN Key and Preferred Hotels recognition and Forbes training, expand year-round dining, wellness, entertainment, and event programming, and continue creating value for both hotel guests and the growing community of residence owners.

An important part of that next chapter is our proposed spa and wellness building, which is envisioned as a purpose-built destination with a pool and expanded treatment, relaxation, and wellness offerings. Our ambition is not merely to operate the best hotel in Saratoga; it is to establish The Adelphi among the finest independent luxury hotels in the country. ●

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