By 1803, Boston needed land more than working mills on the Shawmut Peninsula; additionally, the Mill Pond had become a dumping area and was thought to breed disease. On March 9 of that year, the current owners of the property incorporated as the Boston Mill Corporation and set out to fill in the Mill Pond. Shortly thereafter in 1806 another group, the Pond Street Corporation, proposed building a street across the Mill Pond from the Charles River Bridge to Middle Street (Hanover Street) for ease of access from Charlestown to the center of town.

The construction of Pond Street (Endicott Street) was quickly underway in 1806; consequently a covenant between the Boston Mill Corporation and the town allowed the Corporation to fill in the pond and lay out streets at their own expense. In turn, the Corporation could sell the resulting lots and retain all profits from the sales as long as they were in compliance with the town selectmen’s demands. The issue of filling the Mill Pond was finally resolved in 1807 and John Peck, one of the proprietors of the Boston Mill Corporation, as well as Andrew Sigourney acted as sales agents. A street plan by Charles Bulfinch, chair of the Town selectmen, was voted on and accepted in 1808. Many prominent residents of Boston including Harrison Gray Otis, William Minot, and Thomas C. Amory were associated with this land company during its active years.

The most active period for the Boston Mill Corporation were the years from 1809 through 1828; using only hand tools and horse-drawn wagons, it took twenty-one years to fill in the Mill Pond. The act of ‘cutting down the hills to fill in the coves’ had begun; clean fill from Copp’s Hill was used to make streets between the newly made Pond Street (North Margin, Thatcher, Cooper and Stillman Streets) on the north side and land from Beacon Hill was used to create streets on the south side.